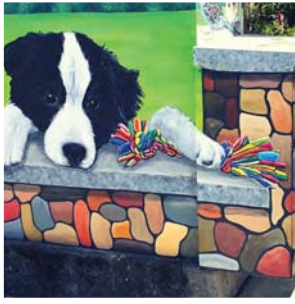
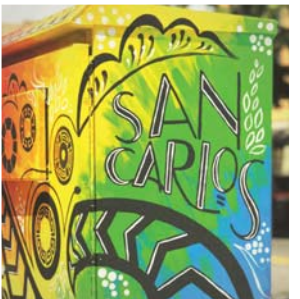
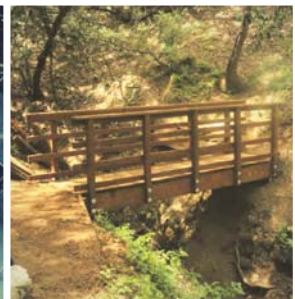


# SAN CARLOS, CALIFORNIA



# 2018 - 2020

## ADOPTED BUDGET



JULY 1, 2018 - JUNE 30, 2020

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**MAYOR**

**ROBERT GRASSILLI**

**MEMBERS OF THE CITY COUNCIL**

**CAMERON JOHNSON, VICE MAYOR  
RON COLLINS**

**MATT GROCOTT  
MARK OLBERT**

**CITY TREASURER**

**MICHAEL J. GALVIN**

**CITY STAFF**

**JEFF MALTBIE**  
City Manager

**REBECCA MENDENHALL**  
Administrative Services Director

**CARRIE TAM**  
Financial Services Manager

**AMY NEWBY**  
Parks & Recreation  
Director

**STAN MAUPIN**  
Fire Chief

**CRYSTAL MUI**  
City Clerk/Director of  
Community Relations

**TARA PETERSON**  
Assistant City  
Manager

**MARK DURI**  
Police Captain

**GREG RUBENS**  
City Attorney

**AL SAVAY**  
Community Development  
Director

**STEVEN MACHIDA**  
Public Works Director

## ACKNOWLEDGEMENTS

### **Cover Design:**

Melissa Conci Keefe

### **Cover Photographs:**

Brian Cary  
Melissa Conci Keefe

### **Budget Book Preparation:**

*City of San Carlos' Finance & Administrative Services Division*

Rebecca Mendenhall, Director of Administrative Services  
Carrie Tam, Financial Services Manager  
Tammy Mak, Senior Accountant  
Paul Harris, Senior Accountant  
Jenny Liu, Senior Management Analyst  
Melissa Conci Keefe, Administrative Assistant

# TABLE OF CONTENTS

## BUDGET OVERVIEW

- Budget Message* ..... 1
- Resolution Adopting the Fiscal Year 2018-2020 Budget*..... 25
- Basis of Budget Preparation*..... 27
  - Major Fund Summaries*..... 29
- Gann Annual Appropriation Limit (FY) 2018-2019*..... 33
  - Gann Appropriations Limit Calculations* ..... 34
  - Chart of Funds Subject to Appropriation* ..... 35
  - Resolution Adopting Prop 4 Gann Appropriation (FY 2018-2019)* ..... 36
- Financial Policies*..... 37
  - Resolution Adopting Financial Policies* ..... 43
- Strategic Objectives*..... 45
- Awards*..... 47

## FINANCIAL SUMMARIES

- Fund Structure*..... 49
- Fund Balances: Operating, Capital & Other Budgets*..... 53
- Fund Balance Status (5-Year Trend)*..... 57
- Summary of Sources and Uses by Fund Type*..... 58
- General Fund Forecast*..... 63
- General Fund Summary* ..... 64
- General Fund Department Summaries*..... 65
- General Fund Operating Budget FY 2018-2019*..... 67
- General Fund Operating Budget FY 2019-2020*..... 68
- Allocation and Transfer Summary* ..... 69

## REVENUES

- Revenue Budget Assumptions* ..... 71
- Revenues by Major Category & Source* ..... 72
- Citywide Revenues by Major Category & Source FY 2018-19 and FY 2019-20* ..... 77
- General Fund Operating Revenues by Type FY 2018-19 and FY 2019-20* ..... 78
- General Fund Operating Revenue Multi-Year Comparison*..... 79
- Property Tax Dollar Breakdown* ..... 80
- Property Tax Dollar Allocation San Mateo County* ..... 81

# TABLE OF CONTENTS

*Sales Tax Rate Breakdown* ..... 82  
*Sales Tax by Major Industry Groups Calendar Year 2017* ..... 83  
*Sales Tax by Revenues per Capita Calendar Year 2017* ..... 84  
*Sales Tax Revenues by Geographic Area by Calendar Year* ..... 85  
*Revenue Detail by Fund* ..... 86

**EXPENDITURES**

*Expenditures by Major Category & Source*..... 91  
*Citywide Expenditures by Major Category & Source FY 2018-19 and FY 2019-20* ..... 94  
*General Fund Operating Expenditures FY 2018-19 and FY 2019-20* ..... 95  
*General Fund Operating Expenditures Multi-Year Comparison (in Millions)* ..... 96

**ORGANIZATIONAL CHARTS, WORK PROGRAMS & DEPARTMENTAL BUDGETS**

*Citywide Organizational Chart*..... 97  
*Boards, Commissions and Committees Organization Chart* ..... 98  
*Major Municipal Service Lines and Operating Programs*..... 99

**GENERAL GOVERNMENT**

*City Council* ..... 101  
*City Manager*..... 107  
*City Attorney*..... 115  
*City Clerk*..... 121  
*City Treasurer* ..... 127  
*Administrative Services Department* ..... 133  
    *Administration / Risk Management*..... 140  
        *Leadership & Management*..... 139  
        *General Liability/Risk Management*..... 140  
        *Workers’ Compensation Fund* ..... 141  
        *Post-Employment Benefits Fund* ..... 142  
        *General Fund – Non-Departmental* ..... 143  
        *Equipment Replacement Fund* ..... 144  
        *Technology Replacement Fund*..... 145  
        *San Carlos Library Bond Service Fund* ..... 146  
*Financial Services* ..... 147  
*Human Resources*..... 151  
*Information Technology*..... 155

# TABLE OF CONTENTS

## COMMUNITY DEVELOPMENT DEPARTMENT

<i>Community Development Department</i> .....	159
<i>Leadership and Management</i> .....	162
<i>Development and Permitting Services</i> .....	165
<i>Code Enforcement</i> .....	165
<i>Key Development Project Facilitation</i> .....	165
<i>Long Range Planning</i> .....	165
<i>Economic Development</i> .....	171
<i>Housing Compliance and Assistance</i> .....	175

## PARKS AND RECREATION DEPARTMENT

<i>Parks and Recreation Department</i> .....	179
<i>Leadership and Management</i> .....	182
<i>Athletics</i> .....	184
<i>Adult Services</i> .....	186
<i>Youth Development</i> .....	188
<i>Personal and Family Development</i> .....	190
<i>Special Community Events</i> .....	192

## PUBLIC SAFETY

<i>Police Bureau</i> .....	195
<i>San Carlos Fire Department</i> .....	203

## PUBLIC WORKS

<i>Public Works Department</i> .....	209
<i>Administration and Engineering</i> .....	212
<i>Facilities and Maintenance</i> .....	218
<i>San Carlos Library Tenant Fund</i> .....	221
<i>Fleet Maintenance</i> .....	222
<i>Parks Maintenance</i> .....	224
<i>Wastewater</i> .....	226
<i>Stormwater</i> .....	228
<i>Street Maintenance</i> .....	230
<i>Measure A Traffic Congestion Fund</i> .....	233

# TABLE OF CONTENTS

## PERSONNEL SUMMARY

- Summary of Employee Compensation and Benefits..... 235
- Summary of Full-Time Positions ..... 237
  - Summary of Elected and Appointed Officials ..... 238
- Summary by Department ..... 239

## CAPITAL IMPROVEMENT PROGRAM

- Capital Improvement Program Budget..... 243
  - Capital Program Expenditures FY 2018-19 and FY 2019-20..... 253
- Capital Program Fund Summary & Budget Detail by Fund..... 255
- Capital Program Category Summary ..... 265
- Sewer / Wastewater ..... 273
- Streets / Sidewalks..... 283
- Traffic / Transit ..... 289
- Storm Drain System ..... 309
- Parks ..... 313
- Facilities ..... 327
- Information Technology..... 339
- Housing ..... 347
- Unfunded List ..... 351

## DEBT SERVICE

- Debt Management Policy ..... 353
- Debt Schedule..... 367
- Legal Debt Margin..... 368
- Compliance with Debt Policy..... 368
- Outstanding Bond Issuances & Assessment Districts Purpose & Background..... 369

## STATISTICAL INFORMATION

- San Carlos Community & Economic Profile..... 373
  - Location ..... 373
  - History ..... 373
  - Government Services..... 374
  - Population ..... 374
  - Culture and Recreation ..... 375



**TABLE OF CONTENTS**

*Other Statistics* ..... 375

*Climate*..... 375

*Ethnic Breakdown* ..... 375

*Top Employers*..... 376

*Assessed and Estimated Actual Value of Taxable Property*..... 376

*Principal Property Tax Payers/Owners* ..... 377

*Property Tax Levies and Collections* ..... 378

*The Top Ten Amazing Facts*..... 379

**COMMUNITY SATISFACTION SURVEY**

*Research Report* ..... 381

**GLOSSARY**

*Glossary*..... 461

*Acronyms*..... 469

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June 11, 2018

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

Honorable Mayor and Members of Council:

On behalf of the entire San Carlos staff, I am pleased to present the Fiscal Year 2018-20 Operating Budget for the City of San Carlos along with the Five-Year Capital Improvement Program Budget.

The purpose of the budget process is to identify the fiscally sustainable services that the City may reasonably expect to provide within the context of the City's available financial resources. San Carlos has never been a "tax rich" city, in that only about 10% of property taxes paid by its residents goes toward funding the City. In fact, 100% of the property tax revenue the City receives only pays for about 60% of the cost to provide Police and Fire/Emergency Medical Services. San Carlos also doesn't have any special revenue taxes, such as a local  $\frac{1}{4}$  or  $\frac{1}{2}$  cent sales tax or a utility user tax. This presents many challenges to providing high quality services and improving infrastructure and facilities.

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

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

The City uses several different tools to accumulate performance data, including employee surveys, resident satisfaction surveys and internal performance measurement activities. Included in this budget document are the results of a resident satisfaction survey that was completed in January 2018.

The Fiscal Year 2018-20 Operating Budget is the result of an inclusive and interactive staff budget development process, input received from the Fiscal Year 2017-18 mid-cycle budget review, the City Council Budget Study Sessions held on April 27 and May 4, 2018, as well as Council direction given throughout the year.

This budget document contains the following:

1. An economic update as it relates to local and regional unemployment rates and real estate markets;
2. An update on the impact of state budget, legislation and regulation changes;
3. An update to the beginning fund balance projections based on actual audited results from the 2016-17 fiscal year;
4. A status report on the current 2017-18 fiscal year;
5. The proposed Operating Budget for Fiscal Years 2018-20;
6. The proposed changes and updates to the Five-Year Capital Improvement Program Budget; and
7. The performance measures and goals for each department.

## **ECONOMIC UPDATE**

As of March 2018, there were an estimated 442,900 jobs in the County, an increase of 6,000 jobs from a year earlier. The unemployment rate in San Mateo County has fallen from 2.7% in March 2017 to 2.2% in March 2018. The San Carlos unemployment rate has decreased from 2.7% in March 2017 to 2.2% in March 2018. This compares with an unadjusted unemployment rate of 4.2% for California and 4.1% for the nation during the same period. As of March 2018, there were 1,019,900 jobs reported in Santa Clara County, an area to which our economic fortunes are closely linked. This represents an increase of 29,900 jobs from one year earlier. Santa Clara County's unemployment rate has dropped from 3.4% in March 2017 to 2.6% in March 2018.

In the last month, the National Association of Realtors released a report that shows an average sales price for existing homes nationwide was \$250,400 in March 2018. This number reflects an increase of 5.8% from March 2017. According to data from the San Mateo County Recorder, the median home price of a single family home in San Carlos is \$1,755,000 as compared with \$1,650,000 from the same period a year ago, reflecting an increase of 6.4%. While the average price of a home has increased over last year, home sales in San Carlos are expected to be the same as in the prior year, due to low inventory. Unemployment and real estate markets reflect a local economy that is expanding and as such we expect continued solid growth that will over time translate into higher municipal revenues.

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

## **IMPACT OF STATE BUDGET, LEGISLATION & REGULATIONS**

### State Budget and Legislative Impacts on the City

#### **State Budget Overview and Highlights**

Each year, the Governor introduces his state budget proposal in January, followed by a revision in May known as the May Revise. His proposed budget for Fiscal Year (FY) 2018-19 includes \$137.6 billion in General Fund spending and a total spending amount of \$199.3 billion. The budget is now in the hands of the Legislature, with passage expected in June.

In his January budget proposal, the Governor established the following goals: 1) maintaining a balanced budget in uncertain times; 2) planning for the next recession; 3) moving government closer to the people; 4) providing more money for schools; 5) counteracting the effects of poverty; 6) combating climate change; 7) enhancing public safety; 8) strengthening infrastructure; 9) supporting job creation; and 10) paying down debt and liabilities. His May Revise furthered these

goals by using the additional projected revenue to provide some additional funding and saving the rest.

Underscoring the state's boom and bust cycles, dependence on capital gains taxes and spending history, when releasing the May Revise the Governor stated that his budget proposal focused on fiscal prudence in preparation for the inevitability of the next recession. FY 2018–19 marked the Governor's 16th and final budget, with a goal of leaving the state's finances in order as he completes his fourth term in office.

With revenues expected to come in higher than previous expected, the Governor continued to prioritize building reserves and one-time spending. He proposed to fully fund the Rainy Day reserve at \$13.8 billion by the end of FY 2018–19, with an additional \$3.2 billion into the state's traditional budget reserve. The proposal also allocated \$4 billion in new one-time spending to address some of California's most urgent needs.

In response to requests for additional funding to address homelessness, led by mayors of California's 11 largest cities and supported by the League of California Cities, the Governor proposed an additional \$359 million in spending to address homelessness. He characterized this as a "bridge" to provide upfront funding before the state has revenues derived from a recent tax on various real estate transactions through last year's Senate Bill (SB) 2 (Atkins) and proceeds from a \$4 billion housing bond pending on the November ballot enacted by SB 3 (Beall). The Governor emphasized that addressing homelessness is more than sending extra money to cities and that California needs a framework to help the homeless get needed mental health and addiction treatment. While the Governor's proposed budget contained less funding than the proposals pending in the Legislature, the Governor seemed willing to negotiate with the Legislature and local governments on this issue.

The Governor also proposed to end the legal uncertainty associated with the No Place Like Home program by asking voters to approve an amendment to Proposition 63, the Mental Health Services Act. The proposed ballot measure would ask voters to validate that funding from Prop. 63 can be used to fund a \$2 billion bond for permanent supportive housing for homeless individuals or those at risk of becoming homeless, who need mental health services. The Governor views that this is a more expedited path than the courts.

The other one-time funding allocations in the budget included: \$2 billion for deferred maintenance on state infrastructure including courts, universities, state facilities and flood control; and \$312 million for mental health services.

During the press conference introducing the May Revise, the Governor expressed concern about the pending ballot measure to take away SB 1 transportation funds and also alluded to another proposal anticipated to be on the ballot that would create additional uncertainty for local governments (presumably the American Beverage Association and California Business Roundtable-sponsored measure that would significantly limit local tax and fee authority (known as Assembly Bill (AB) 1912). All local agencies, including San Carlos, consider this a threat to our finances.

When asked about pensions, the Governor said that "the story is not over." He stressed that there will be a number of developments in the next few years, including court decisions, that could make significant changes to the pension system. The Governor, who signed the Public Employees' Pension Reform Act in 2012, noted that these reforms will have a greater impact each and every year as the workforce brings on new employees. The budget summary referenced the pressure

from pensions on local governments. However, in the Governor's remarks, he warned that the state is not in a position to bail out cities and counties on pension challenges. The City of San Carlos has long recognized the significant threat this pension crisis has on our finances. Unfortunately, neither the state nor CalPERS seem willing to institute the necessary reforms to fix the system.

### Anticipated Revenue

California's economy and revenues are expected to continue to grow faster over the budget window than had been forecast at the 2017 Budget Act. The General Fund revenue forecast has improved, reflecting a large share of wages going to high-income taxpayers and stronger consumption and investment over the medium term.

### Pension Sustainability

The state has a projected \$291 billion in long-term retirement related costs. In spite of the enactment of the Public Employee's Pension Reform Act (PEPRA), equal prefunding of retiree health for state workers and the \$6 billion prefunding allocation to CalPERS in last year's budget, California's unfunded liabilities continue to rise — by \$15 billion since the release of the January budget alone. The May Revise expressed confidence that the state can continue to manage its retirement risk until major cost-savings from PEPRA are realized, but cautioned that local governments are not as well positioned and face even greater budgetary pressures due to rising employer contributions.

### Homelessness

Homelessness has been a major topic this year in the Legislature. The Governor's focus on addressing homelessness at the local level is one of the bright spots. The May Revise made it clear that he believes that homelessness is fundamentally a local government responsibility, with cities responsible for the zoning and siting of housing and counties responsible for the provision of health and social services. Local jurisdictions are best positioned to address homelessness and identify solutions to meet local needs, as long as adequate resources are made available by the state.

As discussed above, the Governor in his May Revise proposed placing the No Place Like Home program, which earmarks a portion of Prop. 63 (2004) mental health dollars to fund a \$2 billion bond to help house homeless mentally ill people, on the November 2018 ballot. This would allow voters to validate the bond instead of waiting for validation from the courts. It is important to note that the No Place Like Home program has been waiting for the courts to validate since it passed in 2016.

### Transportation

In addition to the existing and ongoing transportation funds local governments receive monthly from the Highway Users Tax Account, the Governor's May Revise included \$2.8 billion in new SB 1 revenues for state and local transportation funding in FY 2018–19.

The increase in FY 2018–19 funding of \$1.2 billion compared to FY 2017–18's partial year of funding of \$445 million is divided equally between cities and counties. City and county funding will rise to approximately \$1.5 billion by the next fiscal year and grow over the following years when adjusted for inflation and as all the revenue increases go into effect.

It should be noted that SB 1 is being challenged and signatures are being gathered for a ballot measure in November 2018 to repeal it.

### Climate Change and Cap and Trade

Released after the proposed budget in January, the Governor proposed Cap and Trade expenditures and established a new zero-emission vehicle (ZEV) target. He plans to increase the number of ZEVs from 350,000 to 5 million by 2030 funded through rebates and the infrastructure needed for them. New priorities were also established, including new air toxic and criteria air pollutants, low and zero-carbon transportation and sustainable agricultural practices. Natural and working lands, fires and tree mortality will also receive funding to increase carbon sequestration and storage and improve resilience.

### Wildfire Response and Recovery

The wildfires in late 2017 in Northern and Southern California were the most lethal and destructive in state history. While the Governor's budget included funding to recover from the fires, there is limited funding for preparation for future disasters. A coalition of fire services and local government organizations are seeking \$100 million in additional funding for local fire services, including prepositioning, modernizing the state's Mutual Aid System and upgrading notification systems. The Legislature is being urged to include such funds in its budget proposal.

### Elections

#### **Public Records and Open Meeting Mandates**

In June 2014, the voters passed Proposition 42, which removed Public Records Act activities as being a reimbursable mandate. Prop 30 (Nov. 2012) also effectively removed the Brown Open Meetings Act as a reimbursable mandate; however, the procedural provisions of these acts remain. The number of public record requests rose dramatically in the past several years and has created a strain on City resources. Cities are limited to recovering only their actual costs of producing the records (not personnel costs or attorney's fees in locating and compiling the records). The City will continue to look for ways we can try to limit our unrecoverable costs and to make information searchable by the public. We have opened some of our electronic cabinets to the public and hope to expand this capability with the new document management system to be implemented within the next year.

#### **Threats from Pending Ballot Measures**

As mentioned above, there are two measures whose proponents are gathering signatures in order to qualify for the November 2018 ballot that will have a significant impact on revenues for the City of San Carlos. The first is the repeal of Senate Bill (SB) 1, which provided much needed transportation funds when passed in 2017. The second is called the Tax Fairness, Transparency and Accountability Act, an initiative sponsored by the American Beverage Association and the California Business Roundtable. This measure will eliminate general taxes, which can be passed by a simple majority of the voters. Instead all taxes in the future will be special taxes subject to passage by 2/3rds of the voters. This threshold can be very hard to achieve, which could have a significant impact on the City's ability to raise revenue when needed.

### ERAF Rebates

In prior years, the City has received ERAF (Education Revenue Augmentation Fund) Rebates that have ranged from \$700,000 to \$1.0 million; however, the County has warned us that future

distribution of this ERAF rebate portion to the City will decrease and will eventually be eliminated. The City uses this portion of ERAF distribution to partially fund the Capital Improvement Program projects. In the five-year capital budget assumption, \$700,000 of this ERAF distribution is included as an on-going funding source for FY 2018-20.

### Stormwater Regulations and Permitting

The City participates in the San Mateo Countywide Water Pollution Prevention Program, where participants share a National Pollutant Discharge Elimination System (NPDES) permit, also known as the Municipal Regional Permit (MRP). The MRP outlines the state's requirements for municipal agencies in San Mateo County to address the water quality and flow-related impacts of storm water runoff. The new MRP took effect in late 2015, with many new additional regulations and activities that the City must adhere to and find staff resources to monitor and complete. Among the new requirements are: developing and implementing a green infrastructure plan; continuing to make progress towards the state goal of 100% trash reduction; finding and eliminating sources of PCB contamination; inspecting pollution devices on private developments; tracking and monitoring progress; and filing annual reports to the Regional Board. All of the new requirements come without state funding to pay for them. These unfunded mandates are a drain on our resources. As part of our budget requests this year, staff is asking for \$100,000 from the General Fund to cover the cost of performing inspections of commercial facilities to comply with the MRP.

## **BALANCING EXPENDITURES WITH FUTURE OPPORTUNITIES**

To operate efficiently and ensure the economic challenges and opportunities of the future can be met with an appropriate response, the City looks beyond the current budget cycle to prepare a financial plan. It is anticipated that the local economy will continue to grow along with increases in pension and medical-related expenses in the near future.

Because of cost reduction strategies implemented in years past, the City has now, and for several years, been in a position to budget small surpluses and fund new programs and critical capital improvement projects. In the past fiscal year, many of these public improvement projects and community programs began to take shape, while other projects were completed and future projects planned. It was a year of renovation and innovation in the City of Good Living, characterized by a continued commitment to service and community.

## **PREPARATION OF THE FISCAL YEAR 2018-20 BUDGET**

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

### Council Strategic Planning

The facilitation team of Debra Figone and Shawn Spano led the City through our 22nd Strategic Planning process as they have for the last two years. On January 10, 2018, a public Planning Session was held with City Council and the City's Executive Team to review and update the various elements of the Strategic Plan including the City's Mission Statement, Vision Statement, Core Values, Goals and Objectives and to establish Objectives for City staff. The Executive Team and Division Heads then met with the facilitators on January 31, 2018 to refine language in the Plan and develop Work Plans to meet Council's Objectives.

The Strategic Plan and Work Plans were approved by Council on February 26, 2018. Many objectives from this process have been funded as part of the FY 2018-20 Budget.



## **Budget Preparation Process**

The goals of the budget process are to identify necessary and/or desirable service increase options, as well as to identify possible service reduction options, which are all combined to reach a balanced and sustainable budget. To this end, we have formulated a packaged budget recommendation for Council to consider. The staff recommendation is based on many considerations, including the potential impacts to the overall City operation, services provided to the community and employee morale.

In developing the base budgets for the Fiscal Years 2018-20, staff has made a number of revenue and expenditure assumptions. All of these assumptions were based on the projections and economic conditions known between January and March 2018 and reflect the adjustments approved by the City Council during the current fiscal year.

City departments were provided with a base budget for the Fiscal Years 2018-20 that included known increases in salaries and benefits, increases related to existing professional services contracts and inflationary increases for operational expenditures. The current year revised budget and projections were also provided to the departments.

The City Manager, Administrative Services Director and the Financial Services Manager met with each department individually to discuss and finalize the recommended budget options submitted for Council consideration during the budget study session.

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

### ***Additional Resource Requests - Budget Increases***

In the City Manager's budget:

- Funding for the City's contribution for the commuter shuttle in the amount of \$25,000 in both Fiscal Years 2018-19 and 2019-20 offset by partner contributions of \$18,000 in each year. The City has a commuter shuttle program, which is funded through grants. The program requires an increase in the current amount budgeted to continue operations.
- Funding in the amount of \$28,500 in Fiscal Year 2018-19 and \$30,000 in Fiscal Year 2019-20 for an additional community survey. Since 2012, the City has conducted a community satisfaction survey every two years in advance of the biennial budget to gauge how the community feels we are doing to meet needs and expectations. This request is for additional funds to conduct annual surveys to gain a broader perspective of how the community feels about things other than the City's services and performance.
- Funding in the amount of \$10,000 in both Fiscal Years 2018-19 and 2019-20 to enhance the Citizen's Academy. At the Council's request, this funding will be used to enhance the program, including reviewing if the classes can be converted to video.
- Funding in the amount of \$10,000 in both Fiscal Years 2018-19 and 2019-20 to enhance our social media presence. At the Council's request, this funding will be used to fund the marketing of all of our communications channels and to purchase analytical tools to help with marketing efforts.

In the Fire Department budget:

- Funding in the amount of \$6,000 in Fiscal Year 2018-19 to add gym equipment to Stations 13 and 16 to match the equipment currently in the other stations.

In the Police Department budget:

- Funding in the amount of \$100,000 in both Fiscal Years 2018-19 and 2019-20 for additional resources to help fund traffic enforcement and address traffic complaints. At Council's request, this funding has been added to the budget to give the Police Chief the resources needed to focus on traffic initiatives in the next two years.

In the Community Development Department budget:

- Funding in the amount of \$263,000 in Fiscal Year 2018-19 and \$233,000 in Fiscal Year 2019-20 for contract planning services, which will be offset by fees collected by the developers in the amount of \$94,000 and \$137,000, respectively, resulting in a net increase to the General Fund of \$169,000 in Fiscal Year 2018-19 and \$96,000 in Fiscal Year 2019-20. The surge seen in development activity since 2013 has not waned. Additional staffing resources are necessary to operate a fully functioning Planning Division. In addition, due to the increasing complexity of several new key development projects, Council's strategic objectives, Zoning and General Plan amendments and oversight of outside consultants, the Community Development Director requires additional high level management assistance.
- Funding in the amount of \$30,000 for both Fiscal Years 2018-19 and 2019-20 for a paid architectural position for the Residential Design Review Committee (RDRC). With increased oversight on the size and scale of new homes and neighborhood fit, there has been an increasing need for architectural skills to review single-family development applications.
- Funding in the amount of \$50,000 in Fiscal Year 2018-19 for professional services associated with the strategic zoning update. This project began in Fiscal Year 2016-17 following City Council direction to modify the single-family development standards in the Residential Single-family (RS) district, and to fine-tune height and transitional standards in the City's downtown core and mixed-use areas adjacent to single-family residential development. The additional funding is needed to complete the project.
- Funding in the amount of \$121,000 in Fiscal Year 2018-19 and \$5,000 in Fiscal Year 2019-20 for professional services to update the various ordinances to comply with state law changes that would impact our Second Dwelling Units, Wireless Communications Facilities and Transportation Demand Management Ordinances. In addition, this request includes professional services to update the graphics in the Zoning Ordinance.
- Funding in the amount of \$265,000 for Fiscal Year 2018-19 and \$100,000 for Fiscal Year 2019-20; directly offset by estimated plan check revenues of \$348,000 and \$133,000, respectively. This request is due to the continued need for third party plan check services to review revisions for large projects including multi-residential, mixed-use projects, new single-family and residential reconstruction projects, while maintaining the exceptional plan review turn-around time.

- Funding in the amount of \$175,000 for Fiscal Year 2018-19 and \$180,000 for Fiscal Year 2019-20 to increase code enforcement services from 20 hours to 40 hours per week. Code Enforcement Services are provided under the City's current shared services agreement with San Mateo County.
- Funding in the amount of \$175,200 in Fiscal Year 2018-19 and \$183,700 in Fiscal Year 2019-20 to convert a contracted Planning Technician position to a full-time Assistant Planner. This additional expense would be offset directly by savings in the contract of \$168,000 in Fiscal Year 2018-19 and \$175,000 in Fiscal Year 2019-20 so the net cost to the General Fund would be \$7,200 and \$8,700, respectively. A full-time Assistant Planner will allow the Department to maintain acceptable customer service levels at the Development Services Counter and allow the Planning Division to continue to manage overall project workload consistent with required processing timelines.
- Funding in the amount of \$683,000 Fiscal Year 2018-19 and \$372,800 in Fiscal Year 2019-20 for professional plan check services to provide specialized consultant services and analysis for highly complex projects. These expenses would be directly offset by application fees and deposits paid by developers and applicants. There would be no net impact to the General Fund.

In the Public Works Department budget:

- Funding in the amount of \$100,000 in both Fiscal Years 2018-19 and 2019-20 for professional services to pay for consultant services to comply with the Municipal Regional Permit (MRP) Program. As part of the MRP, the Water Board has increased audits and enforcement, which in turn increased reporting and managing efforts required.
- Funding in the amount of \$82,300 in Fiscal Year 2018-19 and \$93,700 in Fiscal Year 2019-20 for additional costs related to facilities maintenance and janitorial services. A portion of this requested increase \$25,100 in Fiscal Year 2018-19 and \$28,600 in 2019-20 will be paid for by the Library Tenant Fund 0095, leaving a net cost to the General Fund of \$57,200 and \$65,100, respectfully. The existing budget does not account for supplemental extra work, emergency work or the additional costs of labor associated with our existing contracts.
- Funding in the amount of \$35,000 in both Fiscal Years 2018-19 and 2019-20 to increase the Street maintenance professional services budget. The requested increase will provide funding for an annual CPI increase up to 5% each year and various emergency or extra maintenance services needed to successfully maintain street lights.
- Funding in the amount of \$164,400 in Fiscal Year 2018-19 and \$172,100 in Fiscal Year 2019-20 to support a new full time senior maintenance worker. In 2009, during the recession, this position was cut from the budget. Reinstating this position would allow staff to fulfill the many facility requests, decrease request response time, provide excellent customer service and efficiently plan to support special events and Capital Improvement Program projects.

- Funding in the amount of \$120,000 in both Fiscal Years 2018-19 and 2019-20 for third party plan check and support services. The economy continues to rebound and development is increasing, which prompted the need for outside third party engineering plan check support. This request will be directly offset by fees paid for by developers. There would be no net impact to the General Fund.
- Funding in the amount of \$50,000 in both Fiscal Years 2018-19 and 2019-20 to fund the maintenance associated with the opening of the new Wheeler Plaza parking garage. This request includes funding for maintenance of the parking lots, alley way, pedestrian pathways, elevators, parking stall sensors and the electronic parking sign.
- Funding in the amount of \$33,000 in Fiscal Year 2018-19 for the purchase of trash, recycle and compost receptacles for all public facilities. The cost would be offset by a \$5,000 grant from the San Mateo County Office of Sustainability 4R (Reduce, Reuse, Recycle, Rot) Grant.

In the Parks and Recreation budget:

- Funding in the amount of \$26,800 in Fiscal Year 2018-19 and \$27,600 in Fiscal Year 2019-20 to hire an additional part-time program coordinator to help with the Adult Community Center (ACC) lunch program and other daily activities at the ACC. To offset the cost of the additional staff, it is also recommended that the price of the meal be increased by \$0.50. Meal prices vary depending on the meal or the program. As an example, the increase would be from \$6.50 to \$7.00 for Monday lunches. This will increase revenue by \$3,000 per year for a net increase to the General Fund expenses of \$23,800 in Fiscal Year 2018-19 and \$24,600 in Fiscal Year 2019-20.
- Funding in the amount of \$12,750 in both Fiscal Years 2018-19 and 2019-20 to increase various ACC expenditure accounts including ACC lunch program supplies, trips and tours program supplies and general ACC administrative expenses. There has been an increase in ACC trips and tour revenue in the amount of \$5,000 per year that will offset the cost for a net expense to the General Fund of \$7,750 in both fiscal years.
- Funding in the amount of \$4,250 in both Fiscal Years 2018-19 and 2019-20 to support staff training, uniforms and field and program supplies for the new flag football program. In 2017, the Parks and Recreation Department took on the organization of the flag football program, which was previously managed by a contract instructor. The change in the program resulted in a more organized and successful league with additional participation. These expenses will be more than offset by the program revenues estimated to be \$65,000 in both fiscal years. This will create a net increase to the General Fund of \$60,750 in both fiscal years.
- Funding in the amount of \$10,000 in both Fiscal Years 2018-19 and 2019-20 to help fund overtime for special events. Throughout the year, the City and various community groups host special events that are in need of support from City staff. This request will fund the full time staff support for these community events and allow supervisors to track each event's level of support.
- Elimination of the Smart Tots Program in the Personal and Family Development Program for a net cost to the General Fund of \$52,000 in Fiscal Year 2018-19 and

\$53,200 in Fiscal Year 2019-20. Over the last three years, the City has administered nine recruitments to fill part-time staff vacancies that work in the program. Enrollment has been stagnant and has not met maximum levels in five years.

- Elimination of the Youth Development Grant Expense accounts resulting in net savings to the General Fund in the amount of \$36,700 in Fiscal Year 2018-19 and \$37,300 in Fiscal Year 2019-20. Grant opportunities in the area are very competitive and the Youth Center programs have not received funding in recent years. Allocated funds are not being used each year and therefore the department has requested that these savings be added back to the General Fund.

The staff recommended additions to the base budget total \$1,061,400 in the Fiscal Year 2018-19 and \$863,400 in the Fiscal Year 2019-20.

**FISCAL YEAR 2017-18 FINANCIAL PERFORMANCE**

The City’s financial performance in the 2017-18 fiscal year 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 better 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.

<b>FY 2017-18 GENERAL FUND (in millions)</b>				
	2017-18 Adopted	2017-18 Revised*	2017-18 Projected	Projected vs. Revised Budget
Revenues	\$ 39.01	\$ 39.12	\$ 39.77	\$ 0.65
Operating Expenditures	40.92	41.39	41.09	0.30
Net Allocations/Transfers In (Out)	2.31	2.31	2.36	0.05
<b>Change in Operating Funds</b>	0.40	0.04	1.04	1.00
Net Transfer Capital Reserve to Fund 25	(0.50)	(4.50)	(4.50)	-
PG&E Settlement	2.00	2.00	2.00	-
One-time paydown of Unfunded liabilities	-	(7.00)	(7.00)	-
<b>Net Change in Fund Balance</b>	<b>\$ 1.90</b>	<b>\$ (9.46)</b>	<b>\$ (8.46)</b>	<b>\$ 1.00</b>

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

FY 2017-18 revenues are projected to be higher by approximately \$0.65 million primarily due to increases expected from property tax and vehicle in lieu revenues.

Expenditures are projected to be \$0.30 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 indicates, there is an approximately \$1.00 million change to the fund balance in the Projected General Fund revenues, expenditures and transfers. As is done in prior years, once the 2017-18 fiscal year is officially closed, the City Manager will bring forward a recommendation on how to best use any final realized savings.

## FISCAL YEAR 2018-20 TWO-YEAR BUDGET

The FY 2018-20 City budget includes 17 different funds. Rather than discuss the status of each of these funds in the budget message, we group the budget summary into five components: General Fund or Operating Fund; Wastewater (Sewer); Special Revenue Funds; Other Programs (including debt service and internal service funds); and Capital Improvement Program. The following table identifies the total proposed expenditures by component, in which the Citywide appropriations for FY 2018-19 are \$71.57 million and for FY 2019-20 are \$74.95 million.

CITYWIDE BUDGET – ALL FUNDS (in millions)				
Expenditures	2017-18 Revised	2017-18 Projected	2018-19 Proposed	2019-20 Proposed
General Fund	\$ 48.39	\$ 48.09	\$ 44.32	\$ 44.43
Wastewater (Sewer) Fund	18.22	16.50	14.84	16.32
Special Revenue Funds	0.98	0.85	0.57	0.50
<b>Total Operating Funds</b>	<b>\$ 67.59</b>	<b>\$ 65.44</b>	<b>\$ 59.73</b>	<b>\$ 61.25</b>
Other Program Funds	2.47	2.47	2.52	2.60
Capital Improvement Funds	51.23	51.20	9.32	11.10
<b>Total Citywide Budget</b>	<b>\$ 121.29</b>	<b>\$ 119.11</b>	<b>\$ 71.57</b>	<b>\$ 74.95</b>

## GENERAL FUND BUDGET

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

The tables to follow compare the current fiscal year budget and projections to the Fiscal Years 2018-20 proposed budgets. The assumptions and recommendations are included in each of the sections following the table.

### *Recommended Budget Revenue*

GENERAL FUND REVENUES (in millions)				
	2017-18 Revised	2017-18 Projected	2018-19 Proposed	2019-20 Proposed
Business Registration	\$ 0.84	\$ 0.87	\$ 0.87	\$ 0.91
Charges For Current Services	4.47	4.35	4.70	4.32
Fines & Forfeitures	0.26	0.25	0.26	0.27
From Other Agencies	0.05	0.02	0.02	0.02
Licenses & Permits	2.09	2.06	1.75	1.53
Other Revenue	0.58	0.74	0.68	0.68
Other Taxes	1.90	1.92	1.95	1.98
Property Taxes	9.94	11.19	11.49	11.69
Sales Tax	10.39	10.76	11.04	11.28
Transient Occupancy Tax	2.45	1.85	2.60	2.65
Use Of Money & Property	2.59	2.00	2.73	2.77
PAMF Project	0.75	0.75	0.77	0.79
Vehicle In Lieu	2.80	3.00	3.30	3.50
<b>Total Revenue</b>	<b>\$ 39.12</b>	<b>\$ 39.77</b>	<b>\$ 42.15</b>	<b>\$ 42.39</b>

### ***Fiscal Year 2018-19 Assumptions***

Total General Fund revenue is budgeted at \$42.15 million, an increase of 7.8% from the Fiscal Year 2017-18 revised budget.

- **Business Registration.** The revenue amount is budgeted to increase by 3.8%, or \$0.03 million, from the Fiscal Year 2017-18 revised budget. The increase is based on the annual percentage increase specified in the City's Municipal Code.
- **Charges for Current Services.** The increase of \$0.23 million, or 5.0%, is primarily due to the timing of plan check services related to development. The Fiscal Year 2017-18 budget assumed development fees from large scale development projects, including Meridian 25, two new hotels and other large multi-residential development projects. Also included in this category are charges for recreation services.

Although development activity is high this year, the projection for the current fiscal year is slightly below budget due to the timing of development permits.

The budget for Fiscal Year 2018-19 includes development fees associated with large multi-residential and mixed use infill projects, the Black Mountain residential development and other large tenant improvement projects.

- **Fines and Forfeitures.** Budgeted at \$0.26 million, which is approximately the same level as the Fiscal Year 2017-18 revised budget.
- **From Other Agencies.** The revenue is projected to decrease \$0.34 million, or 69.2%, from the Fiscal Year 2017-18 revised budget due to the elimination of the Youth Development Grant Program.
- **Licenses and Permits.** The decrease of \$0.34 million, or 16.3%, is primarily based on the timing of large scale development project permits for building, electrical, plumbing and mechanical permits in the past year. The timing of when developers pull their permits can vary and as such this category can fluctuate greatly from year to year. The Fiscal Year 2018-19 budget assumes the receipt of development permits related to large multi-residential and mixed use infill projects and other large tenant improvement projects
- **Other Revenues.** These mainly include cost reimbursements from agencies such as the South Bayside Waste Management Authority, City and County Association of Governments, Peninsula Traffic Congestion Relief Alliance (Commute.org) and the Successor Agency. It also includes donations and other miscellaneous receipts. Revenue is budgeted to increase by \$0.98 million, or 16.9%, primarily due to the increase in cost recovery from the new financial services contract with Commute.org.
- **Other Tax** (franchise tax). The increase of \$0.42 million, or 2.2%, is primarily based on trend data from the past fiscal years.
- **Property Tax.** The increase of \$1.55 million, or 15.6%, is based on the general assessment rolls and information provided by our third party consultants. Although the increase is 15.6% over the Fiscal Year 2017-18 revised budget, the increase is only 2.7% over the projected revenue for the current fiscal year.

- **Sales Tax.** The increase of \$0.65 million, or 6.2%, is based on information from our third party consultants and includes revenue from the new large building and construction retail businesses in the city.
- **Transient Occupancy Tax.** The increase of \$0.15 million, or 6.1%, is based on the trend over the past six quarters. This category also includes revenue projections for the new hotel, which is scheduled to open in spring 2018.
- **Other Uses of Money and Property.** This includes rentals and investment income. The increase of \$0.15 million, or 5.7%, includes lease income from three new digital billboards.
- **PAMF Target Revenue.** The increase is based on the terms of the Development Agreement.
- **Vehicle in Lieu.** The revenue increase of \$0.50 million is based on the information from the County Controller's Office and our third party consultants.

### ***Fiscal Year 2019-20 Assumptions***

Total General Fund revenue is budgeted at \$42.39 million, an increase of 0.6% from the Fiscal Year 2018-19 proposed budget.

- **Business Registration.** The revenue is budgeted to increase by 4.1%, or \$0.36 million, from the Fiscal Year 2018-19 proposed budget. The increase is based on the annual percentage increase specified in the City's Municipal Code.
- **Charges for Current Services.** Revenues are projected to decline by \$0.38 million, or 8.2%, due to the timing of large development plan check activities. As noted above, the timing of large scale development projects can cause this category to fluctuate from year to year.
- **Fines and Forfeitures.** Budget is proposed at \$0.27 million, which is approximately the same level as the proposed Fiscal Year 2018-19 budget.
- **From Other Agencies.** Revenues are projected to be at the same levels as the proposed Fiscal Year 2018-19 budget.
- **Licenses & Permits.** Revenue is projected to decrease by \$0.22 million, or 12.6%. Similar to the current charges for services, this revenue stream is largely impacted by the timing of large scale development projects. It is anticipated that most of the larger project permits will be paid for during the 2018-19 fiscal year.
- **Other Tax** (franchise tax). The revenue is primarily based on trend data from the past fiscal years.
- **Property Tax.** Although housing prices continue to rise, the inventory of homes available for sale remains low. As a result, the Property Tax revenue is projected to increase by only 1.8%, or \$0.20 million. Staff continues to work closely with our consultants to project and monitor this revenue.
- **Sales Tax.** The revenue is projected to increase by \$0.23 million, or 2.1%, as a result of the continued growth in new businesses.



- **Transient Occupancy Tax.** The revenue is expected to grow by \$0.05 million, or 1.9%, as a result of the completion of the Landmark Hotel and a full year of the associated transient occupancy taxes.
- **Other Uses of Money and Property.** The revenue increase of \$0.04 million, or 1.6%, includes lease revenue from three digital billboards.
- **The PAMF Target Revenue.** The budget is based on the terms of the Development Agreement.
- **Vehicle In Lieu.** Revenue is budgeted to increase by \$0.20 million, or 6.1%, based on information received from the County Controller’s Office and our third party consultants.
- **All Other Revenue.** These categories are budgeted to increase by 1%.

**Recommended Budget Expenditure Assumptions**

<b>GENERAL FUND EXPENDITURES (In Millions)</b>				
	2017-18	2017-18	2018-19	2019-20
	Revised	Projected	Proposed	Proposed
Operating Budget Expenditures				
Salaries & Benefits	\$ 12.39	\$ 12.32	\$ 12.92	\$ 13.53
Legacy Obligations	3.33	3.24	3.65	3.14
Operating Expenditures	25.50	25.36	27.58	27.59
Capital Outlay	0.17	0.17	0.18	0.17
<b>Total Operating Expenditures</b>	<b>\$ 41.39</b>	<b>\$ 41.09</b>	<b>\$ 44.32</b>	<b>\$ 44.43</b>

**Fiscal Year 2018-19 Assumptions**

The total General Fund expenditure amount is budgeted at \$44.32 million, an increase of 7.1% from the Fiscal Year 2017-18 revised budget expenditures of \$41.39 million.

- **Salaries and Benefits.** Projections have been funded at 100% based on all current known Memorandum of Understanding (MOU) provisions with each of our labor groups and units.
  - **The Fiscal Year 2018-19 CalPERS normal pension retirement rates.** Miscellaneous employees Tier 1 (2.7% @ 55) 12.556%, Tier 2 (2.5% @ 55) 10.953% and Tier 3 (2% @ 55) 9.241%. The PEPRA Tier 4 rate (2% @ 62) is at 6.939%. The City’s annual obligation for unfunded liabilities totals \$1,484,958 for our Miscellaneous employees.
  - **CalPERS medical rates.** Will continue to increase by approximately 10% per year.
  - **Other Post-Employment Benefits (OPEB).** These have been funded at approximately \$0.87 million based on information received from the actuarial study completed in 2016. A new actuarial study is currently underway and projected to be completed in June 2018. The budget represents funding for our retiree medical trust at 100% of the annual required contribution and approximately 60% of the longevity trust annual required contribution based on the previous study. The City’s pay-as-you-go amount totals approximately \$0.60 million annually. The \$0.87 million actuarial annual required contribution is being funded with \$0.25 million from reserves that have been set aside for unfunded liabilities.

- **Legacy Obligations.** These obligations represent CalPERS unfunded obligations associated with the former Belmont-San Carlos Fire JPA and the former police department. The budget associated with the former JPA represents our 53% share of the annual unfunded liability, or approximately \$2.0 million. The annual unfunded obligation associated with the former police department is approximately \$1.5 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.** Increase by 8.1%, with overall professional services increasing by 8.6% for known contract arrangements and anticipated needs. In addition to professional services, the operating expenditures include utilities, office and field program supplies, equipment leases, maintenance and training.
- **Capital Outlay.** Increased by the projected 2.0% inflationary factor.

### ***Fiscal Year 2019-20 Assumptions***

The total General Fund expenditures amount is budgeted at \$44.43 million for ongoing expenditures, an increase of 0.2% from the Fiscal Year 2018-19.

- **Salaries and Benefits.** Expenditures for the Fiscal Year 2019-20 are proposed to be 4.7% higher than the proposed Fiscal Year 2018-19 budget, taking into account the projected increases in CalPERS retirement rates, the medical rates and the OPEB contributions. This total will be offset by the \$0.25 million funding from the reserve for unfunded liabilities.
- **Legacy Obligations.** These proposed expenses are budgeted to decrease by \$0.51 million, or 14%, over the Fiscal Year 2018-19 budget primarily due to the payoff of the side fund associated with the Belmont San Carlos Fire Department (BSCFD) Safety Plan. The side fund was established at the time the BCSFD enhanced its retirement benefits and will be paid off in Fiscal Year 2018-19.
- **Operating Expenditures and Capital Outlay.** Both are budgeted at the same level as Fiscal Year 2018-19.

**General Fund Recommended Budget Summary**

The table to follow summarizes the current fiscal year revised budget and projections and the inclusion of all staff recommended additions for the Fiscal Years 2018-20 for the General Fund.

<b>GENERAL FUND BUDGET (In Millions)</b>					
	2017-18	2017-18	2018-19	2019-20	
	Revised	Projected	Proposed	Proposed	
Est Beginning Fund Balance					
Unrestricted	\$ 2.70	\$ 2.70	\$ 2.12	\$ 1.99	
Restricted	29.35	29.35	21.47	20.12	
<b>Est Beginning Fund Balance</b>	<b>\$ 32.05</b>	<b>\$ 32.05</b>	<b>\$ 23.59</b>	<b>\$ 22.11</b>	
Revenues	\$ 39.12	\$ 39.77	\$ 42.15	\$ 42.39	
Salaries & Benefits	15.72	15.56	16.57	16.66	
Operating Expenses	25.50	25.36	27.58	27.59	
Capital Outlay	0.17	0.17	0.18	0.17	
Net Allocations/Transfers In (Out)	2.31	2.36	2.19	2.23	
<b>Total Change in Operating Funds</b>	<b>0.04</b>	<b>1.04</b>	<b>0.02</b>	<b>0.19</b>	
Net Transfers to Capital Fund 25	(4.50)	(4.50)	(1.50)	(0.50)	
PG&E Settlement - Endowment	2.00	2.00	-	-	
Paydown of Unfunded Liabilities	(7.00)	(7.00)	-	-	
<b>Net Change in Fund Balance</b>	<b>\$ (9.46)</b>	<b>\$ (8.46)</b>	<b>\$ (1.48)</b>	<b>\$ (0.31)</b>	
Est Ending Fund Balance					
Unrestricted	\$ 2.08	\$ 2.12	\$ 1.99	\$ 2.42	
Restricted	20.51	21.47	20.12	19.39	
<b>Est Ending Fund Balance</b>	<b>\$ 22.59</b>	<b>\$ 23.59</b>	<b>\$ 22.11</b>	<b>\$ 21.81</b>	

Before the staff recommended additions, the surplus was projected to be \$1.08 million for Fiscal Year 2018-19 and \$1.054 million for Fiscal Year 2019-20.

The additional net increase in appropriations of \$0.94 million in Fiscal Year 2018-19 and \$0.74 million in Fiscal Year 2019-20, offset by the use of \$0.25 million of unfunded liability reserves to cover the costs of the other postemployment retirement benefits results in excess revenues over expenditures for Fiscal Years 2018-19 and 2019-20 of \$0.14 million and \$0.31 million, respectively.

During the two study sessions held on April 27 and May 4, 2018, the Council recommended additional net increases in appropriations of \$0.12 million in both Fiscal Year 2018-19 and Fiscal Year 2019-20.

The fully funded staff and Council recommended budget results in unrestricted fund balances for Fiscal Years 2018-19 and 2019-20 at approximately \$1.99 million and \$2.42 million respectively.

As done in prior years, included in the Fiscal Years 2018-19 and 2019-20 budgets are recommendations to transfer capital reserves from the General Fund to the Capital Projects Fund (Fund 25). The recommended transfer amount for the Fiscal Year 2018-19 is \$1.50 million and for the Fiscal Year 2019-20 is \$0.50 million. These transfers are necessary to fund improvements of City infrastructure, facilities and other capital needs.

**WASTEWATER (SEWER) FUND BUDGET**

The Wastewater, or Sewer, Fund is used to account for sewage treatment, transmission, major replacements and improvements to the City's sewer system. Revenues received can only be used to fund sewer-related projects. The table below summarizes the current year's revised budget and projections and the Fiscal Years 2018-20 proposed budgets for the Wastewater Fund (Fund 0006).

<b>WASTEWATER (SEWER) FUND BUDGET (In Millions)</b>					
	2017-18		2018-19		2019-20
	Revised	Projected	Proposed	Proposed	
Est Beginning Fund Balance					
Unrestricted	\$ 7.68	\$ 7.68	\$ 5.55	\$ 7.15	
Restricted	6.68	6.68	6.68	6.68	
<b>Est Beginning Fund Balance</b>	<b>\$ 14.36</b>	<b>\$ 14.36</b>	<b>\$ 12.23</b>	<b>\$ 13.83</b>	
Revenues	\$ 17.90	\$ 17.29	\$ 19.42	\$ 19.07	
Salaries & Benefits	2.17	2.17	2.21	2.32	
SVCW Treatment Plant Operations	3.92	3.36	3.48	3.60	
Other Operating Expenses	0.83	0.83	0.79	0.78	
Bond Payments/Required Reserve	3.27	2.10	3.51	4.02	
Capital Project Expenditures	8.03	8.03	4.86	5.60	
Net Allocations/Transfers In (Out)	(2.92)	(2.92)	(2.97)	(3.03)	
<b>Net Change in Fund Balance</b>	<b>\$ (3.23)</b>	<b>\$ (2.13)</b>	<b>\$ 1.60</b>	<b>\$ (0.27)</b>	
Est Ending Fund Balance					
Unrestricted	\$ 4.45	\$ 5.55	\$ 7.15	\$ 6.88	
Restricted	6.68	6.68	6.68	6.68	
<b>Est Ending Fund Balance</b>	<b>\$ 11.13</b>	<b>\$ 12.23</b>	<b>\$ 13.83</b>	<b>\$ 13.56</b>	

***Below are the highlights of the assumptions used in developing the FY 2018-20 Proposed Wastewater budget***

- **Revenues.** Budgeted at \$19.42 million this represents an increase of \$1.5 million, or 8.5% over the revised Fiscal Year 2017-18 budget primarily due to the one-time sewer connection fee of \$1.4 million. The connection fee is expected to be received from Landmark Hotel, which is scheduled to open in 2018. The budget amount is also based on projected rate increases and the change in the connection fee calculations that will be presented to Council for approval in 2019. The additional revenues are used to fund the capital improvements outlined in the City's Sewer Master Plan. Revenues are also used to fund the debt service associated with Silicon Valley Clean Water's improvements to wastewater treatment infrastructure. Fiscal Year 2019-20 revenue is projected to decrease by \$0.34 million, or 1.8%, due to a drop in connection fees.
- **Salaries and Benefits.** Budgeted amounts are based on all current known MOU provisions and the additional funding for the post-employment benefits.
- **Silicon Valley Clean Water (SVCW).** Plant operations are budgeted at \$0.44 million, or 11.2% lower based on the latest cash flow projection from the consultant and the adopted budget provided by SVCW in March 2018. Fiscal Year 2019-20 expenditures are proposed to be \$0.12 million, or 3.4% higher than the proposed Fiscal Year 2018-19 amount to adjust for inflation.

- **Other Operating Expenditures.** Budgeted to decrease by \$0.05 million, or 5.5% for Fiscal Year 2018-19 due to less spending related to equipment replacement. This expenditure category also includes utilities, field program supplies, office supplies, equipment maintenance and training. The proposed amount for Fiscal Year 2019-20 is projected to be approximately the same level as the Fiscal Year 2018-19 amount.
- **Bond Payments.** Budgeted at \$0.24 million, or 7.5% higher than the Fiscal Year 2017-18 revised budget. The proposed amount for Fiscal Year 2019-20 is budgeted to be \$0.51 million more than the Fiscal Year 2018-19 amount. This category includes the debt service payments and the estimated State Revolving Fund (SRF) loans. The debt service payments are directly tied to the timing of the bond issuance and the payments on the SRF loans used for capital infrastructure at the sewer treatment facility.
- **Capital Projects.** Budgeted at \$4.85 million and \$5.60 million for Fiscal Year 2018-19 and 2019-20, respectively. See the Capital Project Section of this Budget Book for more information on each project.

### SPECIAL REVENUE FUNDS BUDGET

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

The table below summarizes the current year’s revised budget and projection and the Fiscal Years 2018-20 Proposed budgets for the Special Revenue Funds.

SPECIAL REVENUE FUNDS BUDGET (In Millions)					
	2017-18		2018-19		2019-20
	Revised	Projected	Proposed	Proposed	
<b>Est Beginning Fund Balance</b>	\$ 2.20	\$ 2.20	\$ 1.82	\$ 1.71	
Revenues	\$ 1.02	\$ 1.00	\$ 1.06	\$ 1.07	
Operating Expenses	0.37	0.24	0.56	0.50	
Capital Expenditures	0.61	0.61	0.00	0.00	
Net Allocations In (Out)	(0.53)	(0.53)	(0.60)	(0.56)	
<b>Net Change in Fund Balance</b>	\$ (0.48)	\$ (0.38)	\$ (0.10)	\$ 0.01	
<b>Est Ending Fund Balance</b>	\$ 1.72	\$ 1.82	\$ 1.71	\$ 1.73	

***Below are the highlights of the assumptions used in developing the Proposed Fiscal Year 2018-20 Special Revenue budgets***

- **Revenues.** Budgeted to increase by \$0.04 million, or 3.3%, in Fiscal Year 2018-19 and then \$0.01 million, or 1.5%, in Fiscal Year 2019-20. 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 an increase of \$0.19 million, or 52.9%, in Fiscal Year 2018-19 due to

the transfer of all library maintenance cost from the General Fund to the Special Library Fund starting with Fiscal Year 2018-19 and moving forward per Resolution 1996-49. The proposed expenditures for Fiscal Year 2019-20 are projected to decrease by \$0.06 million due to one-time expenditures in Fiscal Year 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**

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 Fiscal Years 2018-20 proposed budgets for the Other Program Funds.

<b>OTHER PROGRAM FUNDS (In Millions)</b>					
	2017-18		2018-19		2019-20
	Revised	Projected	Proposed	Proposed	
<b>Est Beginning Fund Balance</b>	\$ 1.66	\$ 1.66	\$ 1.58	\$ 1.58	
Revenues	\$ 1.26	\$ 1.28	\$ 1.29	\$ 1.34	
Operating Expenses	2.47	2.47	2.52	2.60	
Capital Outlay Expenditures	0.00	0.00	0.00	0.00	
Net Allocations In (Out)	1.11	1.11	1.23	1.26	
<b>Net Change in Fund Balance</b>	\$ (0.10)	\$ (0.08)	\$ -	\$ -	
<b>Est Ending Fund Balance</b>	\$ 1.56	\$ 1.58	\$ 1.58	\$ 1.58	

**Below are the highlights of the assumptions used in developing the Fiscal Years 2018-19 and 2019-20 Other Program Funds Proposed budgets.**

- **Revenues.** Budgeted to increase by \$0.03 million, or 1.7%, in Fiscal Year 2018-19 and then \$0.04, or 4.4%, in Fiscal Year 2019-20. Budget for Fiscal Year 2018-19 is based on trend data from the past fiscal year and increased by an inflationary factor for Fiscal Year 2019-20.
- **Operating Expenditures.** The expenditure budgets for Fiscal Years 2018-19 and 2019-20 include contributions of approximately \$0.90 million for the post-employment benefits. Other post-employment benefits have been funded at \$0.87 million in Fiscal Year 2018-19 and \$0.91 million in Fiscal Year 2019-20 based on information received from the actuarial study completed in 2017. A new actuarial study is currently underway and projected to be completed in June 2018. The budget represents funding for our retiree medical trust at 100% of the annual required contribution and approximately 60% of the longevity trust annual required contribution based on the previous study. The City’s pay-as-you-go amount totals approximately \$0.60 million annually. The \$0.87 million annual required contribution is being funded with \$0.25 million from reserves that have been set aside for unfunded liabilities.

**CAPITAL PROJECT FUNDS BUDGETS**

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

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.

<b>CAPITAL PROJECT FUNDS (In Millions)</b>					
	2017-18		2018-19		2019-20
	Revised	Projected	Proposed	Proposed	
<b>Est Beginning Fund Balance</b>	\$ 33.38	\$ 33.38	\$ 22.78	\$ 24.01	
Revenues	\$ 29.57	\$ 33.13	\$ 8.91	\$ 6.97	
Operating Expenses	0.53	0.53	0.67	0.71	
Capital Project Expenditures	50.70	50.67	8.65	10.39	
Net Allocations In (Out)	7.52	7.47	1.64	0.59	
<b>Net Change in Fund Balance</b>	\$ (14.14)	\$ (10.60)	\$ 1.23	\$ (3.54)	
<b>Est Ending Fund Balance</b>	\$ 19.24	\$ 22.78	\$ 24.01	\$ 20.47	

**Capital Improvement Program Budget for FY 2018-19 through FY 2022-23**

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

In addition, in the Capital Improvement Program section of this budget document, we have presented the projects in two separate formats: by funding source and by category. The Fund Summary section of the Capital Improvement Program Section will show projects by funding source and then in the following tabs, the proposed projects and detailed descriptions of each are shown by category.

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 \$172 million. A complete list of Unfunded Capital Projects may be found in the Capital Improvement Program Budget section of the Proposed 2018-20 Budget document.

**GENERAL FUND RESERVES**

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

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

RESERVE FUND BALANCES - GENERAL FUND (In Millions)						
	Revised	% of	Proposed	% of	Proposed	% of
	FY 17-18	FY 18 Exp	FY 18-19	FY 19 Approp	FY 19-20	FY 20 Approp
Committed Fund Balances:						
Economic Uncertainty	\$ 5.17	12.5%	\$ 7.04	15.9%	\$ 7.05	15.9%
Strategic Property Acquisition	7.69		7.69		7.69	
PG&E Endowment	2.00		2.00		2.00	
Assigned Fund Balances:						
Economic Uncertainty	1.50		-		-	
Unfunded Liabilities	0.75		0.50		0.25	
Facility/Infrastructure	3.09		2.59		2.09	
Ending Reserve Balances	\$ 20.21	48.8%	\$ 19.82	44.7%	\$ 19.09	43.0%
Unassigned Fund Balance	2.08		1.99		2.42	
Nonspendable Fund Balances	0.30		0.30		0.30	
Total Ending Fund Balance	\$ 22.59		\$ 22.12		\$ 21.81	
Total Operating Expenditures	\$ 41.39		\$ 44.32		\$ 44.43	

**Economic Uncertainties Reserve.** The City established an Economic Uncertainties Reserve that is equivalent to at least 10% of the City’s General Fund expenditures, with a funding goal closer to 20% being highly desirable. As discussed at the March 12, 2018 Council meeting, the Council has increased the minimum amount from 10% to 12.5%. Following the close of Fiscal Year 2016-17, the City Manager has assigned an additional \$1.5 million toward this reserve. To commit the additional funding, the City Council will need to adopt a resolution, which will be incorporated into the adoption of the Fiscal Years 2018-20 Operating Budget.

**Strategic Property Reserve.** In October 2010, Council approved and authorized the establishment of a Strategic Property Acquisition Reserve. Appropriations from this reserve can only be made by formal action of the City Council. Generally, appropriations and access to these funds will be reserved for funding strategic property acquisitions by the City. 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 new Marriott Residence Inn and Suites began in May 2016 and once complete, the City will receive increased Transient Occupancy Tax revenues estimated to be \$1 million annually.

**PG&E Endowment.** The \$2 million settlement projected to be received from PG&E will be 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. As per Council direction, the City Manager is authorized to assign amounts for a specific purpose. After the audit



is complete, staff reviews the prior year savings and recommends transfers into these funds. The three assigned fund balances are for Economic Uncertainty, Unfunded Liabilities and Facilities and Infrastructure Improvements.

- **Economic Uncertainty.** As noted above, in an effort to increase the Economic Uncertainty Reserve, \$1.5 million has been assigned for this purpose. This funding can be committed as part of the Council Resolution to adopt the budget.
- **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. Upon receipt of the PG&E settlement money anticipated in Summer 2018, the Facility and Infrastructure Reserve will be 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 Years 2018-20 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;
- 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 combined with the threat of a ballot measure that would reverse our annual funding in the amount of \$500,000;
- 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;
- Increased costs related to our Fire contract with Redwood 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



Rebecca Mendenhall,  
Administrative Services Director

**RESOLUTION NO. 2018 - 059**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CARLOS  
ADOPTING THE FISCAL YEAR 2018-2020 TWO-YEAR OPERATING AND  
CAPITAL BUDGET FOR THE CITY OF SAN CARLOS.**

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**WHEREAS**, the City Council reviewed and discussed the Fiscal Year (FY) 2018-20 proposed budget during the Study Sessions held on April 27, 2018 and May 4, 2018 and gave general direction to staff on the recommendations contained therein during a public meeting; and

**WHEREAS**, the Council held a public meeting on June 11, 2018 for purposes of receiving additional public input on the proposed budget; and

**WHEREAS**, the proposed budget was prepared in accordance with the financial policies of the City; and

**WHEREAS**, per GASB 54 for Fund Balances, Council chooses to reclassify \$1.5 million of the Assigned Economic Uncertainty Reserve to the Committed Economic Uncertainty Reserve; and

**WHEREAS**, the proposed budget is a balanced expenditure plan that ensures the maintenance of adequate reserves during FY 2018-20.

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

1. That the Budget for the City of San Carlos totaling appropriations of \$71,571,300 in Fiscal Year 2018-19 and \$74,945,600 in Fiscal Year 2019-20, as part of the combined Two-Year Budget for the Fiscal Years 2018-20, is adopted as the Budget of the City for said fiscal years subject to City Council review.
2. That the City Clerk of the City of San Carlos is hereby directed to forward a copy of said approved and adopted Budget to the County Controller of San Mateo County for filing pursuant to Government Code Section 53901.

\* \* \* \* \*

I, Crystal Mui, hereby certify that this Resolution was passed and adopted by the City Council of the City of San Carlos at a regular meeting held on the 11th day of June, 2018 by the following vote:

**AYES, COUNCILMEMBERS:** COLLINS, GROCOTT, JOHNSON, OLBERT, GRASSILLI

**NOES, COUNCILMEMBERS:** NONE

**ABSENT, COUNCILMEMBERS:** NONE

  
CITY CLERK of the City of San Carlos

APPROVED:  
  
MAYOR of the City of San Carlos

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**BASIS OF BUDGET PREPARATION  
AND MAJOR FUNDS SUMMARIES**

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

**Budget Development Process**

The City Manager, Administrative Services Director and Financial Services Manager provide guidance to the departments prior to preparation of department budgets related to economic outlook and parameters for budgeting. The biennial budget cycle begins with the development of budget instructions, including policy directives and a budget calendar as noted in the chart below.

DATE	DEPARTMENT	ITEM DUE
January 19, 2018	Admin Services	Budget Instructions, Program Change Forms and Draft Work Programs sent to Departments
January 19, 2018	Admin Services	Departments sent the following information: 1. FY 2017-18 current YTD/projections 2. FY 2018-20 base budgets by year 3. CIP summaries and forms
February 23, 2018	All Departments	1. Review and send Finance any updates to FY 2017-18 Operating budget projections 2. Submit completed FY 2018-19 and FY 2019-20 Operating Program Change forms 3. Submit Work Programs/Performance Measures 4. Submit completed Capital Budget spreadsheets & CIP forms
March 12-25, 2018	All Departments	Present preliminary Operating and CIP Budget with all Program Change forms to the City Manager for review. Work sessions with each Department over the 10-day period
Apr 27, May 4, 2018	All Departments	Council Budget Hearings for FY 2018-20 Budget
June 1, 2018	Admin Services	Budget book compiled
June 11, 2018	All Departments	Present Budget to City Council for adoption

Budget projections and requests are submitted by Department Heads to the Finance Division to compile the base budget and requests. The City Manager, Administrative Services Director and Financial Services Manager then meet with each department individually to discuss and finalize the recommended budget options for Council consideration during the budget study sessions. The City Council holds public meetings and adopts the City operating and capital budgets no later than June 30<sup>th</sup> of each year.

**Overhead Cost Allocation Method**

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

## **Budgetary Reserves**

The Council has established the Fund Balance Policy, which has been updated as of June 11, 2018 and is included in the Financial Policies section of this budget document. The General Fund balances for the Fiscal Years (FY) 2018-20 are detailed in the following table. Total operating expenditures are also listed to demonstrate the percentage level of reserves required per the City's Fund Balance Policy.

FUND BALANCES - GENERAL FUND						
	Revised	% of FY18	Adopted	% of FY19	Adopted	% of FY20
	FY 2017-18	Approp	FY 2018-19	Approp	FY 2019-20	Approp
Committed fund balances:						
Economic Uncertainty	\$ 5,174,100	12.5%	\$ 7,040,200	15.9%	\$ 7,053,800	15.9%
Strategic Property Acquisitions	7,691,795		7,691,795		7,691,795	
PG&E Endowment	2,000,000		2,000,000		2,000,000	
Assigned fund balances:						
Economic Uncertainty	1,500,000		-		-	
Unfunded Liabilities	750,000		500,000		250,000	
Facility/Infrastructure	3,091,500		2,591,500		2,091,500	
Estimated Ending Reserves	\$ 20,207,395	48.8%	\$ 19,823,495	44.7%	\$ 19,087,095	43.0%
Projected Unassigned Fund Balance	2,083,198		1,993,323		2,420,823	
Nonspendable Fund Balances	304,000		300,000		300,000	
Total Ending Fund Balances	\$ 22,594,593		\$ 22,116,818		\$ 21,807,918	
Total Operating Expenditures	\$ 41,393,187		\$ 44,321,800		\$ 44,430,300	

## **Establishing Budgets and Budgetary Control**

In FY 2017-18, the City Council and Executive Management staff continued the Strategic Planning process begun in FY 2005-06. As part of this budget process, the City retained two facilitators to lead us through the City's 22nd Strategic Planning process. The process resulted in the review of the City's Mission Statement, Vision Statement, Core Values and the establishment of Goals and Objectives. Many objectives from this Strategic Planning process have been funded in this FY 2018-20 budget. The City Council appropriates the funds necessary to meet operating and capital activities, and the adopted strategic goals and objectives. Budgetary adjustments are only considered within the framework of the adopted budget and the City Council's directions, goals and policies.

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

The City Council conducted two Special Study Sessions on April 27 and May 4, 2018. During these meetings, the City Manager presented an overview of the recommended biennial budget and the Department Heads presented revenue and expenditure options for their respective programs as well as their performance measures and goals for the next two years. Based on direction from the City Council, staff has incorporated those options into the Fiscal Year 2018-20 Proposed Two-Year Operating Budget. The proposed budget is presented to Council for consideration during the month of June each year. The Fiscal Year 2018-20 Two-Year Operating and Capital Budget was adopted on June 11, 2018.

**MAJOR FUNDS SUMMARIES**

**General Fund (Fund 0001)**

Revenues for FY 2018-19 are budgeted to be \$42,153,000, representing an increase of 7.8% over the revised budgeted revenues for FY 2017-18 and a 6.0% increase over the projected revenues for FY 2017-18. For FY 2019-20, operating revenues are budgeted to be \$42,387,300, representing an increase of 0.6% over the budgeted revenues for FY 2018-19. Property tax is expected to increase at approximately 2% per year. Sales tax is projected to grow at 2.6% in FY 2018-19 and 2.1% in FY 2019-20. The increase in both years reflects the solid economic growth in the region. Licenses & Permits revenue is expected to decrease by 15.1% in FY 2018-19 and 12.6% in FY 19-20 mainly due to the timing of payments related to large scale development project permits. In FY 2017-18 the large scale projects include Meridian 25, two new hotels and other large multi-residential development projects. The Fiscal Year 2018-19 budget assumes the receipt of development permits related to large multi-residential and mixed use infill projects and other large tenant improvement projects.

General Fund expenditures for FY 2018-19 are budgeted to be \$44,321,800, representing a 7.9% increase over the estimated expenditures for FY 2017-18. The increase is attributable to anticipated increases associated with retirement rates, employee medical benefits, post-employment benefits and professional services associated with plan check reviews, economic development, recreational activities and fire services. The FY 2019-20 total expenditure budget is \$44,430,300, a 0.2% increase over the FY 2018-19 expenditure budget.

General Fund allocations and transfers in for FY 2018-19 are budgeted to be \$3,344,300, representing a 0.9% decrease over the estimated allocations and transfers in for FY 2017-18. Allocations and transfers in funding are budgeted in FY 2019-20 at \$3,410,700, representing a 2.0% increase.

General Fund allocations and transfers out are budgeted to be \$1,152,300 for FY 2018-19, representing a 13.9% increase from the estimates for FY 2017-18 and \$1,176,600 for FY 2019-20, representing a 2.1% increase from the FY 2018-19 budget. The increases are mainly associated with the transfers to the Equipment Replacement Fund. The budget amounts for both years are based on the annual replacement needs.

The Other Sources/Uses of Funds category for FY 2018-19 decreases by \$8 million from the FY 2017-18 projections. The category represents one-time funding for special items, including a \$7.5 million transfer from the capital reserve to the General Capital Fund, another \$7 million transfer from the unfunded liability reserve to pay down unfunded pension liabilities, which is offset by the \$2 million claim settlement from PG&E and a \$3 million loan payback from the General Capital Projects Fund. The budget for FY 2018-19 includes an approximately \$1.5 million contribution to the General Fund Capital Projects Fund for infrastructure improvements. The FY 2019-20 budget includes a \$500,000 contribution to the General Fund Capital Projects Fund.

The FY 2018-19 budget reflects a total fund balance projection of \$22,116,818, including both restricted and unrestricted balances, and represents a decrease of 6.3% compared to the FY 2017-18 estimated ending fund balance of \$23,593,618. This drop in fund balance is mainly due to the \$1.5 million contribution to the General Fund Capital Projects Fund for infrastructure improvements. The FY 2019-20 estimated ending fund balance for the General Fund of \$21,807,918 decreases by 1.4%, or \$308,900.

<b>GENERAL FUND (RESTRICTED &amp; UNRESTRICTED)</b>							
	Projected FY2017-18	Adopted FY2018-19	Variance	% Change	Adopted FY 2019-20	Variance	% Change
Est. Beginning Fund Balance	\$ 32,052,680	\$ 23,593,618	\$ (8,459,062)	-26.4%	\$ 22,116,818	\$ (1,476,800)	-6.3%
Revenues	39,765,825	42,153,000	2,387,175	6.0%	42,387,300	234,300	0.6%
Expenditures	(41,089,787)	(44,321,800)	(3,232,013)	7.9%	(44,430,300)	(108,500)	0.2%
Allocations & Transfers in	3,376,300	3,344,300	(32,000)	-0.9%	3,410,700	66,400	2.0%
Allocations & Transfers out	(1,011,400)	(1,152,300)	(140,900)	13.9%	(1,176,600)	(24,300)	2.1%
Other Source/Uses of Funds	(9,500,000)	(1,500,000)	8,000,000	-84.2%	(500,000)	1,000,000	66.7%
Est. Ending Fund Balance	\$ 23,593,618	\$ 22,116,818	\$ (1,476,800)	-6.3%	\$ 21,807,918	\$ (308,900)	-1.4%

**Wastewater Fund (Fund 0006)**

The Wastewater Fund revenues for FY 2018-19 are budgeted to be \$19,417,000, representing an increase of 12.3% over the projected revenues for FY 2017-18. The increase is primarily due to the one-time sewer connection fee of \$1.4 million, which is expected to be received from the Landmark Hotel. The FY 2019-20 revenue budget of \$19,074,900 is a 1.8% decrease over the FY 2018-19 estimates due to a drop in connection fees. The budget amount is also based on projected rate increases and the change in the connection fee calculations that will be presented to Council for approval in 2019. The additional revenues are used to fund the capital improvements outlined in the City’s Sewer Master Plan and to pay the debt service associated with Silicon Valley Clean Water’s improvements to the wastewater treatment infrastructure.

Expenses for FY 2018-19 for the Wastewater Fund are budgeted to be \$14,842,800, reflecting a 10.0% decrease from estimated expenses for FY 2017-18. Expenses in FY 2019-20 are budgeted to be \$16,320,700, a 10.0% increase over the FY 2018-19 budget. The expense budgets reflect the timing of planned capital improvement project spending and the debt service requirements in the corresponding year.

Net allocations and transfers budgeted for FY 2018-19 of \$2,970,800 were budgeted to increase by 1.7% over the FY 2017-18 projections. Net allocations and transfers out for FY 2019-20 are expected to increase by 1.9% over the FY 2018-19 estimates. These increases reflect the estimated annual cost of living adjustments.

The ending fund balance, excluding those funds invested in capital assets, at the end of FY 2018-19 is estimated to be \$13,832,936. The fund balance is 13.1% higher than the unrestricted fund balance estimate of \$12.2 million at the end of FY 2017-18. The increase is mainly due to the timing of capital project spending. The estimated fund balance is projected to decrease slightly to \$13,560,736 in FY 2019-20, or a decrease of 2.0%.

WASTEWATER FUND (RESTRICTED & UNRESTRICTED)							
	Projected FY 2017-18	Adopted FY 2018-19	Variance	% Change	Adopted FY 2019-20	Variance	% Change
Est. Beginning Fund Balance*	\$ 14,360,125	\$ 12,229,536	\$ (2,130,589)	-14.8%	\$ 13,832,936	\$ 1,603,400	13.1%
Revenues	17,286,800	19,417,000	2,130,200	12.3%	19,074,900	(342,100)	-1.8%
Expenditures	(16,495,289)	(14,842,800)	1,652,489	-10.0%	(16,320,700)	(1,477,900)	10.0%
Net Transfers	(2,922,100)	(2,970,800)	(48,700)	1.7%	(3,026,400)	(55,600)	1.9%
Est. Ending Fund Balance*	\$ 12,229,536	\$ 13,832,936	\$ 1,603,400	13.1%	\$ 13,560,736	\$ (272,200)	-2.0%
*Fund Balance Excludes Investments in Capital Assets							

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

The FY 2017-18 expenditures are budgeted to be \$548,100, or a 51.3% decrease over the FY 2017-18 projections, primarily due to the replacement of a second fire engine that was budgeted in FY 2017-18. The FY 2019-20 expenditures are budgeted to be \$602,000. This represents the technology replacement needs for the year and the estimated replacement cost of equipment and vehicles that are past or near the end of their useful lives. To ensure that the fund balance is sufficient to meet the annual and unanticipated needs, a net transfer of \$635,000 and \$649,300 have been approved in FY 2018-19 and FY 2019-20 from the General Fund, respectively.

EQUIPMENT REPLACEMENT FUND							
	Projected FY 2017-18	Adopted FY 2018-19	Variance	% Change	Adopted FY 2019-20	Variance	% Change
Est. Beginning Fund Balance	\$ 3,064,240	\$ 2,441,889	\$ (622,351)	-20.3%	\$ 2,528,789	\$ 86,900	3.6%
Revenues	-	-	-	0.0%	-	-	0.0%
Expenditures	(1,126,351)	(548,100)	578,251	-51.3%	(602,000)	(53,900)	9.8%
Net Transfers	504,000	635,000	131,000	26.0%	649,300	14,300	2.3%
Est. Ending Fund Balance	\$ 2,441,889	\$ 2,528,789	\$ 86,900	3.6%	\$ 2,576,089	\$ 47,300	1.9%



**Gas Tax Fund (Fund 0016)**

Revenues for FY 2018-19 for the Gas Tax Fund are estimated to be \$1,956,900, representing a 98.7% increase from the estimated revenues for FY 2017-18. The increase is primarily from the new Road Repair and Accountability Act taxes that provide funding to the Road Maintenance and Rehabilitation Account (RMRA). This new revenue began on November 1, 2017 when the new per-gallon fuel excise taxes took effect and the new vehicle registration tax took effect on January 1, 2018. Revenues for FY 2019-20 are budgeted at \$1,406,700, representing a decrease of 28.1%. The decrease is mainly due to the one time receipt of grant funds in the amount of \$550,000 from the Federal Surface Transportation Program in FY 2018-19.

The expenditures for FY 2018-19 and FY 2019-20 are budgeted to be \$2,055,000, representing the continued funding for street and sidewalk maintenance. The estimated expenditures are to ensure City streets are maintained at the current condition, which is considered “fair” by the Pavement Condition Index. Fund balance is estimated to be \$208,515 at the end of FY 2018-19 and \$29,015 at the end of FY 2019-20.

GAS TAX FUND							
	Projected	Adopted			Adopted		
	FY 2017-18	FY 2018-19	Variance	% Change	FY 2019-20	Variance	% Change
Est. Beginning Fund Balance	\$ 728,098	\$ 2,915	\$ (725,183)	-99.6%	\$ 208,515	\$ 205,600	7053.2%
Revenues	984,900	1,956,900	972,000	98.7%	1,406,700	(550,200)	-28.1%
Expenditures	(1,953,383)	(2,055,000)	(101,617)	5.2%	(2,055,000)	-	0.0%
Net Allocations & Transfers	243,300	303,700	60,400	24.8%	468,800	165,100	54.4%
Est. Ending Fund Balance	\$ 2,915	\$ 208,515	\$ 205,600	7053.2%	\$ 29,015	\$ (179,500)	-86.1%

**Police Grants (Fund 0017)**

Revenue for the Police Grants Fund is expected to be \$106,100 for FY 2018-19 and \$108,200 for FY 2019-20. The revenue estimates are based on the trend over the past two years. Expenditures for FY 2018-19 and FY 2019-20 are budgeted to be \$100,000 in each year, representing the continued funding for public safety augmentation. Ending fund balances are anticipated to be \$141,010 for FY 2018-19 and \$149,210 for FY 2019-20.

POLICE GRANTS FUND							
	Projected	Adopted			Adopted		%
	FY 2017-18	FY 2018-19	Variance	% Change	FY 2019-20	Variance	Change
Est. Beginning Fund Balance	\$ 220,910	\$ 184,910	\$ (36,000)	-16.3%	\$ 141,010	\$ (43,900)	-23.7%
Revenues	104,000	106,100	2,100	2.0%	108,200	2,100	0.0%
Expenditures	(140,000)	(100,000)	40,000	-28.6%	(100,000)	-	0.0%
Net Transfers	-	(50,000)	(50,000)	0.0%	-	50,000	0.0%
Est. Ending Fund Balance	\$ 184,910	\$ 141,010	\$ (43,900)	-23.7%	\$ 149,210	\$ 8,200	5.8%

**Capital Improvement Fund (Fund 0025)**

Revenues for FY 2018-19 in the Capital Improvement Fund, both restricted and unrestricted, are \$5,360,600, representing an 80.5% decrease from the estimated revenues for FY 2017-18. The majority of this decrease is related to one-time cost reimbursements received from grantors in FY 2017-18 for the Holly St/US 101 Interchange and Pedestrian Overcrossing project.

The FY 2019-20 revenues are budgeted to include a future funding source of \$1 million for the project to improve the San Carlos Avenue intersection and install sidewalk from Beverly Drive to Prospect Street. In addition to these project-related revenues, FY 2018-19 and FY 2019-20 are projected to receive annual funding from sources that include \$1.9 million in franchise fees and \$700,000 in ERAF rebates.

Expenditures for FY 2018-19 are \$5,675,000, resulting in an 86.5% decrease from the estimated FY 2017-18 expenditures. The decrease is largely associated with the project to modify the intersection of Industrial Road and Holly Street to handle future traffic volumes, much of which is supported by a \$7.5 million transfer in from the General Fund and the cost reimbursements from grantors. In FY 2018-19, expenditures are budgeted to increase by 36.1% to \$7,725,000. The increase is primarily associated with the project to improve San Carlos Avenue Pedestrian Safety and Upgrade of Existing Sports Field Lighting. A complete list of the capital projects can be found in the Capital Projects section of this budget document. The fund balance at the end of FY 2018-19 for both unrestricted and restricted balances is estimated at \$10,462,746 and at the end of FY 2019-20 is \$7,062,246.

CAPITAL IMPROVEMENT FUND (RESTRICTED & UNRESTRICTED)							
	Projected FY 2017-18	Adopted FY 2018-19	Variance	% Change	Adopted FY 2019-20	Variance	% Change
Est. Beginning Fund Balance	\$ 16,531,593	\$ 9,227,146	\$ (7,304,447)	-44.2%	\$ 10,462,746	\$ 1,235,600	13.4%
Revenues	27,484,884	5,360,600	(22,124,284)	-80.5%	3,949,500	(1,411,100)	-26.3%
Expenditures	(42,159,331)	(5,675,000)	36,484,331	-86.5%	(7,725,000)	(2,050,000)	36.1%
Net Transfers	7,370,000	1,550,000	(5,820,000)	-79.0%	375,000	(1,175,000)	-75.8%
Est. Ending Fund Balance	\$ 9,227,146	\$ 10,462,746	\$ 1,235,600	13.4%	\$ 7,062,246	\$ (3,400,500)	-32.5%

**Park In Lieu Fund (Fund 0027)**

Revenues for FY 2018-19 for the Park In Lieu Fund are budgeted to be \$326,100, a decrease of 36.7% over the FY 2017-18 projections. FY 2017-18 revenues include large scale project fees, such as from the Transit Village development and the Wheeler Plaza project. The FY 2019-20 revenues are estimated to be the same level as FY 2018-19. No expenditures are budgeted for FY 2018-19 and FY 2019-20, as no new projects are recommended for the next two years. The fund balance at the end of FY 2018-19 is estimated to be \$2,012,152 and is expected to increase to \$2,340,752 in FY 2019-20.

PARK IN LIEU (RESTRICTED & UNRESTRICTED)							
	Projected FY 2017-18	Adopted FY 2018-19	Variance	% Change	Adopted FY 2019-20	Variance	% Change
Est. Beginning Fund Balanc	\$ 2,947,624	\$ 1,686,052	\$ (1,261,572)	-42.8%	\$ 2,012,152	\$ 326,100	19.3%
Revenues	515,000	326,100	(188,900)	-36.7%	328,600	2,500	0.8%
Expenditures	(1,776,572)	-	1,776,572	-100%	-	-	0.0%
Net Transfers	-	-	-	0.0%	-	-	0.0%
Est. Ending Fund Balance	\$ 1,686,052	\$ 2,012,152	\$ 326,100	19.3%	\$ 2,340,752	\$ 328,600	16.3%

**Basic Accounting**

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

**GANN ANNUAL APPROPRIATION LIMIT  
FISCAL YEAR 2019**

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 <sup>(1)</sup>  
FOR FISCAL YEARS 2010 to 2019**

Fiscal Year	Price Adjustment	Population Adjustment	Total Adjustment	Appropriations Limit <sup>(2)</sup>	% of City Appropriations Subject to the GANN Limit
2010	1.0062	x 1.0121	= 1.0184	\$51,345,863	39.88%
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%

(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 2018-2019**

Step 1	Total all appropriations (2018-19 operating and capital from general and special funds)	\$ 71,571,300
Step 2	Deduct:	
	1. Non-Tax Proceeds	\$ (41,264,500)
	2. Debt Service Payments	\$ (374,700)
	Add:	
	1. Excess user fees which exceed actual costs	\$ -
Step 3	Equals appropriations subject to limit (Step 1 - Step 2)	\$ 29,932,100
Step 4	Compare against 2018-2019 Appropriations Limit (from below)	\$ 88,133,630
	Dollar Amount Under Limit (Step 4 - Step 3)	\$ 58,201,530
	Percentage of Limit (Step 3/Step 4)	33.96%
Step 5	Fiscal Year 17-18 Appropriation Limit	\$ 84,397,528
Step 6	Fiscal year 18-19 Growth Factor based on California Per Capita Income 1.0367 --- and the City Population Change 1.0073 (1.0367*1.0073)	104.43%
Step 7	FY 18-19 Appropriations Limit (Step 5 x Step 6)	\$ 88,133,630
Step 8	FY 18-19 Appropriations Subject to Limit (from above)	\$ 29,932,100
Step 9	Dollar Amount Under Limit (Step 7 - Step 8)	\$ 58,201,530
Step 10	Percentage of Limit (Step 8/Step 7)	33.96%

**CHART OF FUNDS SUBJECT TO APPROPRIATION**

**2018-19 Appropriation from Operating, Capital Improvement and Other**

General Fund	\$44,321,800
Capital Improvement	9,320,900
Other Programs	3,085,800
Enterprise Sewer System	14,842,800
	<b>\$71,571,300</b>

**Non-Tax Proceeds and Debt Services**

Licenses & Permits	\$1,750,700
Business Registration	873,600
Fines & Forfeitures	261,200
Use of Money & Property	2,733,700
From Other Agencies	4,040,000
Charges for Services	4,700,300
Other Revenue	2,787,800
Sewer Operation & Maint.	19,417,000
NPDES	600,300
Capital Improvement Fund 25	2,118,000
In-Lieu Park Fund 27	326,100
Parking In-Lieu Fund 28	3,900
Housing In-Lieu Fund 29	414,200
LMI Housing Fund 31	48,200
Post-Employment Benefits Fund 35	873,000
Liability Insurance Fund 33	38,000
Library Rent & Concessions	278,500
	<b>\$41,264,500</b>
Debt Services	<b>\$374,700</b>
	<b>\$41,639,200</b>

**RESOLUTION NO. 2018 - 060**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CARLOS  
ELECTING THE POPULATION AND PRICE ADJUSTMENT FACTORS AND  
ESTABLISHING THE 2018-19 APPROPRIATIONS LIMIT OF THE CITY OF SAN CARLOS,  
PURSUANT TO CALIFORNIA CONSTITUTION ARTICLE XIII B AND SECTION 7900 ET SEQ.  
OF THE CALIFORNIA GOVERNMENT CODE.**

**WHEREAS**, pursuant to Article XIII B of the California Constitution, and Section 7900 et seq. of the California Government Code, the City of San Carlos is responsible for determination of the Appropriations Limit for the 2018-19 fiscal year; and

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

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

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

**SECTION 1.** For the calculation of the Appropriations Limit for the 2018-19 fiscal year, the City Council elects the following annual adjustment factors: (1) the percentage change in the California per capita income; and (2) the population adjustment factor of the City population growth.

**SECTION 2.** It is hereby determined that the Appropriations Limit for the 2018-19 fiscal year for the City of San Carlos is Eighty Eight Million One Hundred Thirty Three Thousand Six Hundred Thirty Dollars (\$88,133,630). Appropriations subject to the limit, total \$29,932,100, or 33.96%, of the Appropriations Limit. Therefore, the City is substantially below the maximum allowable appropriation limit and in compliance with State law.

\*\*\*\*\*

I, Crystal Mui, hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of San Carlos at a regular meeting thereof held on the 11<sup>th</sup> day of June, 2018, by the following vote:

**AYES, COUNCILMEMBERS:** COLLINS, GROCOTT, JOHNSON, OLBERT, GRASSILLI

**NOES, COUNCILMEMBERS:** NONE

**ABSENT, COUNCILMEMBERS:** NONE

  
**CLERK** of the City of San Carlos

**APPROVED:**

  
**MAYOR** of the City of San Carlos



## CITY OF SAN CARLOS FINANCIAL POLICIES

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

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

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

### A. GENERAL POLICIES

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

### B. REVENUE POLICIES

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

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

#### **C. COST OF SERVICES POLICIES**

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

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

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



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

**E. EXPENDITURE AND BUDGET POLICIES**

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

**F. CAPITAL IMPROVEMENT POLICIES**

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

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

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

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

## **INVESTMENT POLICY**

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

In accordance with California Government Code Section 53646(a)(2), the City Council reviews and approves this policy on an annual basis. The City's Investment Policy was last adopted by the City Council on August 28, 2017 via Resolution 2017-067.

## **DEBT MANAGEMENT POLICY**

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

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

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

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

**RESOLUTION NO. 2018 - 061**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN CARLOS  
APPROVING UPDATED FINANCIAL POLICIES.**

**WHEREAS**, the City Council reviewed and discussed the Financial Policies and has discussed the recommendations contained therein; and

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

**NOW, THEREFORE BE IT RESOLVED** by the City Council of the City of San Carlos that the updated Financial Policies (attached as Exhibit A) are hereby approved.

\*\*\*\*\*

I, Crystal Mui, hereby certify that this Resolution was passed and adopted by the City Council of the City of San Carlos at a regular meeting held on the 11th day of June, 2018 by the following vote:

**AYES, COUNCILMEMBERS:** COLLINS, JOHNSON, OLBERT, GRASSILLI

**NOES, COUNCILMEMBERS:** GROCOTT

**ABSENT, COUNCILMEMBERS:** NONE

  
CITY CLERK of the City of San Carlos

APPROVED:

  
MAYOR of the City of San Carlos

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# CITY OF SAN CARLOS STRATEGIC PLAN February 2018

## MISSION STATEMENT

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

## VISION STATEMENT

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

## CORE VALUES

Not in priority order

- *Fiscal responsibility and sustainability*
- *Protecting the City's assets, resources and infrastructure*
- *Strategic thinking and planning for the future*
- *High ethical standards and care for the community*
- *High quality customer service*
- *Protecting our environment*
- *Community engagement and community building*
- *A strong sense of community*
- *A safe, diverse and welcoming community*
- *Support the well being and development of City employees*

## 2018-19 STRATEGIC GOALS

Not in priority order

1. **Workforce/Below Market Rate (BMR) Housing:** *The City of San Carlos will encourage workforce/BMR housing consistent with the General Plan and Housing element concepts along transit corridors.*

**Objective #1:** Work to ensure that the City and the residents are informed about workforce/BMR housing.

**Objective #2:** Build workforce/BMR housing along transit corridors and close to the downtown core throughout areas already zoned for this use.

**Objective #3:** Take a more active role regionally in encouraging and developing workforce/BMR housing.

2. **Infrastructure:** *The City of San Carlos will identify and plan for strategic infrastructure improvements and maintenance.*

**Objective #1:** Build consensus around what the City's infrastructure and maintenance priorities are.

**Objective #2:** Maximize underused facilities and resources.

**Objective #3:** Complete infrastructure projects.

3. **Parking:** *The City of San Carlos will develop and implement parking improvements that consider the interests of businesses, residents and the City.*

**Objective #1:** Review and evaluate parking needs City-wide.

**Objective #2:** Implement a parking strategy for the downtown and south Laurel Street.

**Objective #3:** Encourage programs, incentives and other modes of transportation to reduce parking demand.

4. **Public Outreach, Community Engagement and Social Media:** *The City of San Carlos will develop and enhance public outreach, community engagement, and social media tools and platforms to facilitate open communication and information sharing with the public.*

**Objective #1:** Utilize community engagement tools to encourage a more involved and knowledgeable community to build trust, confidence in the civic policy process and to build shared civic pride.

5. **Public Safety:** *The City of San Carlos will provide high quality, stable and cost effective Public Safety services to the community.*

**Objective #1:** Continue to provide effective and efficient public safety services.

**Objective #2:** Evaluate options for managing increasing fire safety costs.

**Objective #3:** Improve public safety along San Carlos Avenue and Holly Street.

6. **Traffic/Transit:** *The City of San Carlos will identify, plan and complete strategic traffic and safety improvements while encouraging more use of public transit and alternative modes of transportation.*

**Objective #1:** Complete transportation projects.

**Objective #2:** Study and identify traffic mitigation improvements.

**Objective #3:** Improve public transit and encourage alternative modes of transportation.

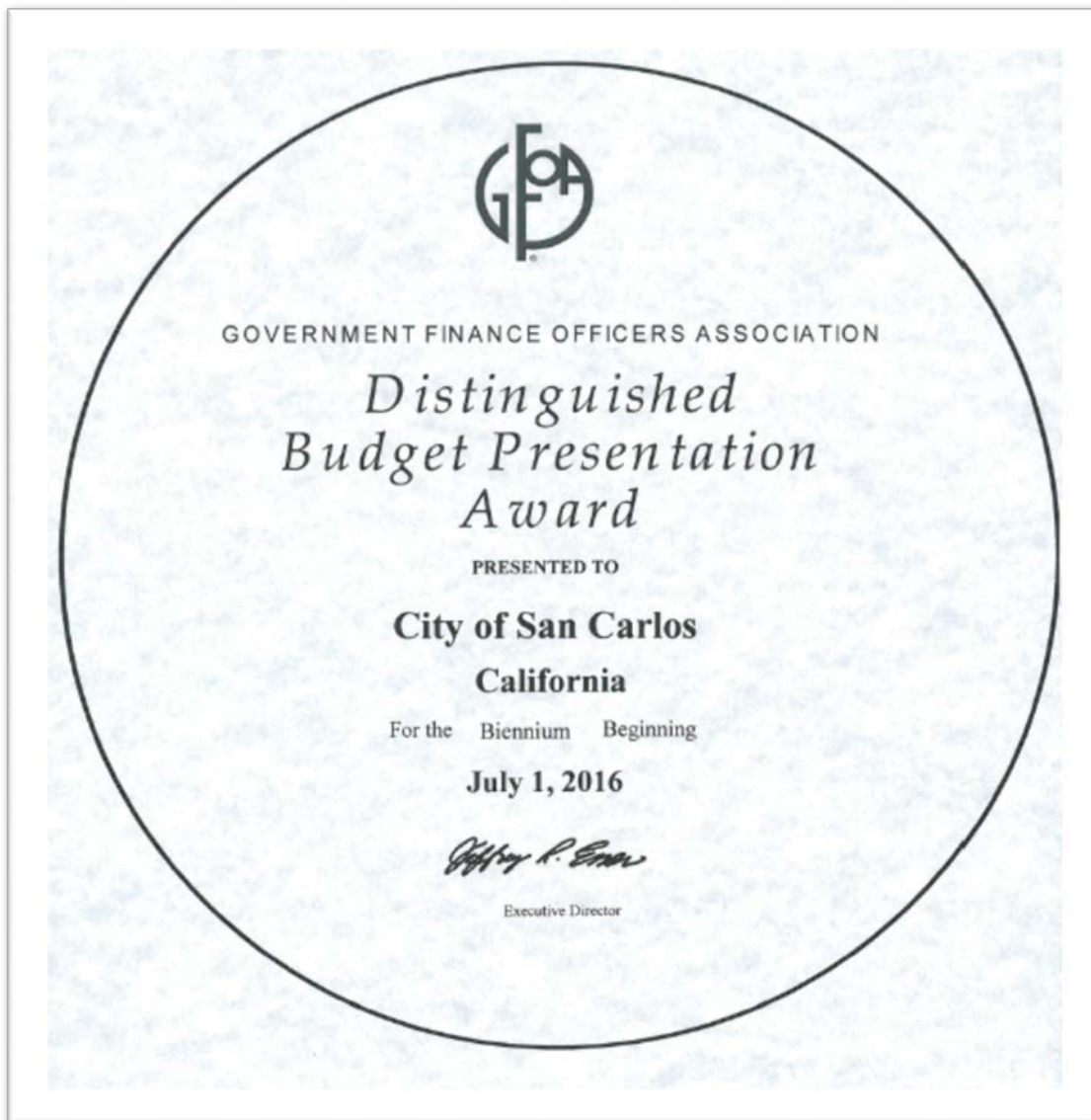
*For a full review of the City's Strategic Plan, please visit the City website at [www.cityofsancarlos.org](http://www.cityofsancarlos.org)*



## Distinguished Budget Award for Fiscal Year 2016-18

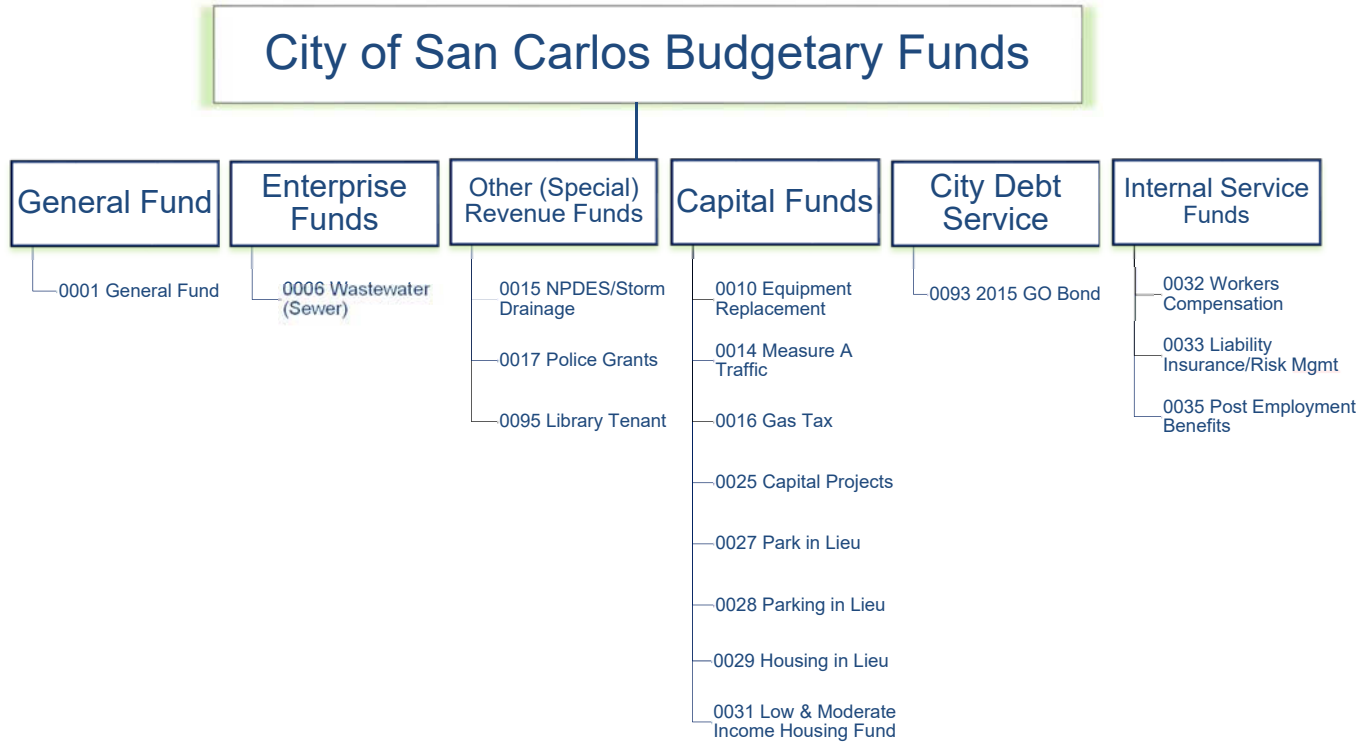
The Government Finance Officers Association (GFOA) established the Distinguished Budget Presentation Awards Program in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory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

The City of San Carlos has received this award for several years, including the FY 2016-18 Budget.



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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.
- Office of Traffic and Safety (OTS) state funding – This program funds a variety of traffic related projects including equipment, personnel and overhead reimbursement.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

AUDITED FISCAL YEAR 2016-17 BALANCES

Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2017 Balance
0001	General - Unappropriated	32,251,936	(35,517,814)	3,328,300	(1,334,909)	(1,272,486)	2,698,673
0001	General - Restricted	6,622,449		-	(2,908,500)	3,713,949	29,354,007
<b>0001</b>	<b>General -TOTAL</b>	<b>38,874,385</b>	<b>(35,517,814)</b>	<b>3,328,300</b>	<b>(4,243,409)</b>	<b>2,441,463</b>	<b>32,052,680</b>
0006	Wastewater - Unrestricted	11,170,896	(9,167,307)	372,300	(3,322,400)	(946,511)	7,680,045
0006	Wastewater - Inv in SCVCW	1,692,797				1,692,797	6,680,080
0006	Wastewater - Inv in Capital Assets	5,901,952				5,901,952	27,740,303
<b>0006</b>	<b>Wastewater TOTAL</b>	<b>18,765,645</b>	<b>(9,167,307)</b>	<b>372,300</b>	<b>(3,322,400)</b>	<b>6,648,238</b>	<b>42,100,428</b>
<b>0017</b>	<b>Grants-Police - Restricted</b>	<b>130,086</b>	<b>(150,040)</b>	<b>-</b>	<b>-</b>	<b>(19,954)</b>	<b>220,910</b>
<b>0010</b>	<b>Equipment Replacement</b>	<b>-</b>	<b>(294,857)</b>	<b>712,000</b>	<b>-</b>	<b>417,144</b>	<b>3,064,240</b>
<b>0014</b>	<b>Measure A Tax - Restricted</b>	<b>806,881</b>	<b>(90,973)</b>	<b>-</b>	<b>(950,000)</b>	<b>(234,092)</b>	<b>384,397</b>
<b>0016</b>	<b>Gas Tax - Restricted</b>	<b>851,567</b>	<b>(1,232,191)</b>	<b>625,191</b>	<b>(476,750)</b>	<b>(232,182)</b>	<b>728,098</b>
0025	Capital Imp. - Unapp.	4,502,051	(3,790,975)	3,361,518	(473,500)	3,599,094	14,123,828
0025	Capital Imp. - Restrict.	759,470	(138,001)	-	-	621,469	2,407,765
<b>0025</b>	<b>General Fund Capital Improvement</b>	<b>5,261,521</b>	<b>(3,928,976)</b>	<b>3,361,518</b>	<b>(473,500)</b>	<b>4,220,563</b>	<b>16,531,593</b>
<b>0027</b>	<b>Park In Lieu - Restricted</b>	<b>956,124</b>	<b>(303,428)</b>	<b>550,000</b>	<b>-</b>	<b>1,202,696</b>	<b>2,947,624</b>
<b>0028</b>	<b>Parking In Lieu Fee</b>	<b>109,304</b>	<b>(3,769)</b>	<b>-</b>	<b>-</b>	<b>105,535</b>	<b>144,636</b>
<b>0029</b>	<b>Affordable Housing in Lieu-Restrict.</b>	<b>702,087</b>	<b>(226,220)</b>	<b>-</b>	<b>(46,000)</b>	<b>429,867</b>	<b>2,527,379</b>
<b>0031</b>	<b>Low-Mod Housing Asset - Restricted</b>	<b>127,980</b>	<b>(104,622)</b>	<b>-</b>	<b>-</b>	<b>23,358</b>	<b>7,053,200</b>
0093	Library - Bond Service	427,942	(349,485)	-	-	78,457	739,933
0095	Library - Tenant Imp.	242,130	(13,026)	-	-	229,105	1,665,665
	<b>Library Total</b>	<b>670,072</b>	<b>(362,511)</b>	<b>-</b>	<b>-</b>	<b>307,562</b>	<b>2,405,598</b>
<b>Operating &amp; Capital Improvement Totals</b>		<b>67,255,652</b>	<b>(51,382,708)</b>	<b>8,949,309</b>	<b>(9,512,059)</b>	<b>15,310,196</b>	<b>110,160,781</b>
<b>0015</b>	<b>NPDES - Storm Drain Maint.</b>	<b>532,210</b>	<b>(109,557)</b>	<b>-</b>	<b>(391,500)</b>	<b>31,153</b>	<b>311,910</b>
0032	Work Comp - Unrestricted	4,638	(57,904)	141,600	(89,250)	(917)	180,279
0033	Liability Insurance	50,914	(748,663)	1,121,000	(219,100)	204,148	467,651
0035	Post-employment Benefits	871,462	(850,000)	-	-	21,462	272,238
	<b>Internal Service Funds Total</b>	<b>927,014</b>	<b>(1,656,567)</b>	<b>1,262,600</b>	<b>(308,350)</b>	<b>224,693</b>	<b>920,168</b>
<b>Other Funds Total</b>		<b>1,459,224</b>	<b>(1,766,124)</b>	<b>1,262,600</b>	<b>(699,850)</b>	<b>255,846</b>	<b>1,232,078</b>
<b>GRAND TOTAL</b>		<b>68,714,876</b>	<b>(53,148,832)</b>	<b>10,211,909</b>	<b>(10,211,909)</b>	<b>15,566,044</b>	<b>111,392,860</b>

FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

PROJECTED 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	38,146,337	(41,089,787)	3,376,300	(1,011,400)	(578,550)	2,120,123
0001	General - Restricted	6,619,488	(7,000,000)	-	(7,500,000)	(7,880,512)	21,473,495
<b>0001</b>	<b>General -TOTAL</b>	<b>44,765,825</b>	<b>(48,089,787)</b>	<b>3,376,300</b>	<b>(8,511,400)</b>	<b>(8,459,062)</b>	<b>23,593,618</b>
0006	Wastewater - Unrestricted	17,286,800	(16,495,289)	507,700	(3,429,800)	(2,130,589)	5,549,456
0006	Wastewater - Inv in SCVCW						6,680,080
0006	Wastewater - Inv in Capital Assets			-		-	27,740,303
<b>0006</b>	<b>Wastewater TOTAL</b>	<b>17,286,800</b>	<b>(16,495,289)</b>	<b>507,700</b>	<b>(3,429,800)</b>	<b>(2,130,589)</b>	<b>39,969,839</b>
<b>0017</b>	<b>Grants-Police - Restricted</b>	<b>104,000</b>	<b>(140,000)</b>	<b>-</b>	<b>-</b>	<b>(36,000)</b>	<b>184,910</b>
<b>0010</b>	<b>Equipment Replacement</b>	<b>-</b>	<b>(1,126,351)</b>	<b>504,000</b>	<b>-</b>	<b>(622,351)</b>	<b>2,441,889</b>
<b>0014</b>	<b>Measure A Tax - Restricted</b>	<b>800,000</b>	<b>(118,300)</b>	<b>-</b>	<b>(600,000)</b>	<b>81,700</b>	<b>466,097</b>
<b>0016</b>	<b>Gas Tax - Restricted</b>	<b>984,900</b>	<b>(1,953,383)</b>	<b>730,000</b>	<b>(486,700)</b>	<b>(725,183)</b>	<b>2,915</b>
0025	Capital Imp. - Unapp.	27,206,884	(41,258,796)	7,500,000	(130,000)	(6,681,912)	7,441,916
0025	Capital Imp. - Restrict.	278,000	(900,535)	-	-	(622,535)	1,785,230
<b>0025</b>	<b>General Fund Capital Improvement</b>	<b>27,484,884</b>	<b>(42,159,331)</b>	<b>7,500,000</b>	<b>(130,000)</b>	<b>(7,304,447)</b>	<b>9,227,146</b>
<b>0027</b>	<b>Park In Lieu - Restricted</b>	<b>515,000</b>	<b>(1,776,572)</b>	<b>-</b>	<b>-</b>	<b>(1,261,572)</b>	<b>1,686,052</b>
<b>0028</b>	<b>Parking In Lieu Fee</b>	<b>10,100</b>	<b>(67,600)</b>	<b>-</b>	<b>-</b>	<b>(57,500)</b>	<b>87,136</b>
<b>0029</b>	<b>Affordable Housing in Lieu-Restrict.</b>	<b>3,242,500</b>	<b>(2,697,520)</b>	<b>-</b>	<b>(47,000)</b>	<b>497,980</b>	<b>3,025,359</b>
<b>0031</b>	<b>Low-Mod Housing Asset - Restricted</b>	<b>96,900</b>	<b>(1,303,413)</b>	<b>-</b>	<b>-</b>	<b>(1,206,513)</b>	<b>5,846,687</b>
0093	Library - Bond Service	357,500	(356,900)	-	-	600	740,533
0095	Library - Tenant Imp.	238,300	(562,159)	-	-	(323,859)	1,341,806
	<b>Library Total</b>	<b>595,800</b>	<b>(919,059)</b>	<b>-</b>	<b>-</b>	<b>(323,259)</b>	<b>2,082,339</b>
<b>Operating &amp; Capital Improvement Totals</b>		<b>95,886,709</b>	<b>(116,846,605)</b>	<b>12,618,000</b>	<b>(13,204,900)</b>	<b>(21,546,796)</b>	<b>88,613,985</b>
<b>0015</b>	<b>NPDES - Storm Drain Maint.</b>	<b>657,800</b>	<b>(147,000)</b>	<b>-</b>	<b>(527,200)</b>	<b>(16,400)</b>	<b>295,510</b>
0032	Work Comp - Unrestricted	9,600	(194,300)	285,700	(91,100)	9,900	190,179
0033	Liability Insurance	42,300	(1,053,200)	1,143,200	(223,700)	(91,400)	376,251
0035	Post-employment Benefits	872,800	(867,000)	-	-	5,800	278,038
	<b>Internal Service Funds Total</b>	<b>924,700</b>	<b>(2,114,500)</b>	<b>1,428,900</b>	<b>(314,800)</b>	<b>(75,700)</b>	<b>844,468</b>
<b>Other Funds Total</b>		<b>1,582,500</b>	<b>(2,261,500)</b>	<b>1,428,900</b>	<b>(842,000)</b>	<b>(92,100)</b>	<b>1,139,978</b>
<b>GRAND TOTAL</b>		<b>97,469,209</b>	<b>(119,108,105)</b>	<b>14,046,900</b>	<b>(14,046,900)</b>	<b>(21,638,896)</b>	<b>89,753,964</b>



FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

ADOPTED FISCAL YEAR 2018-19 BALANCES

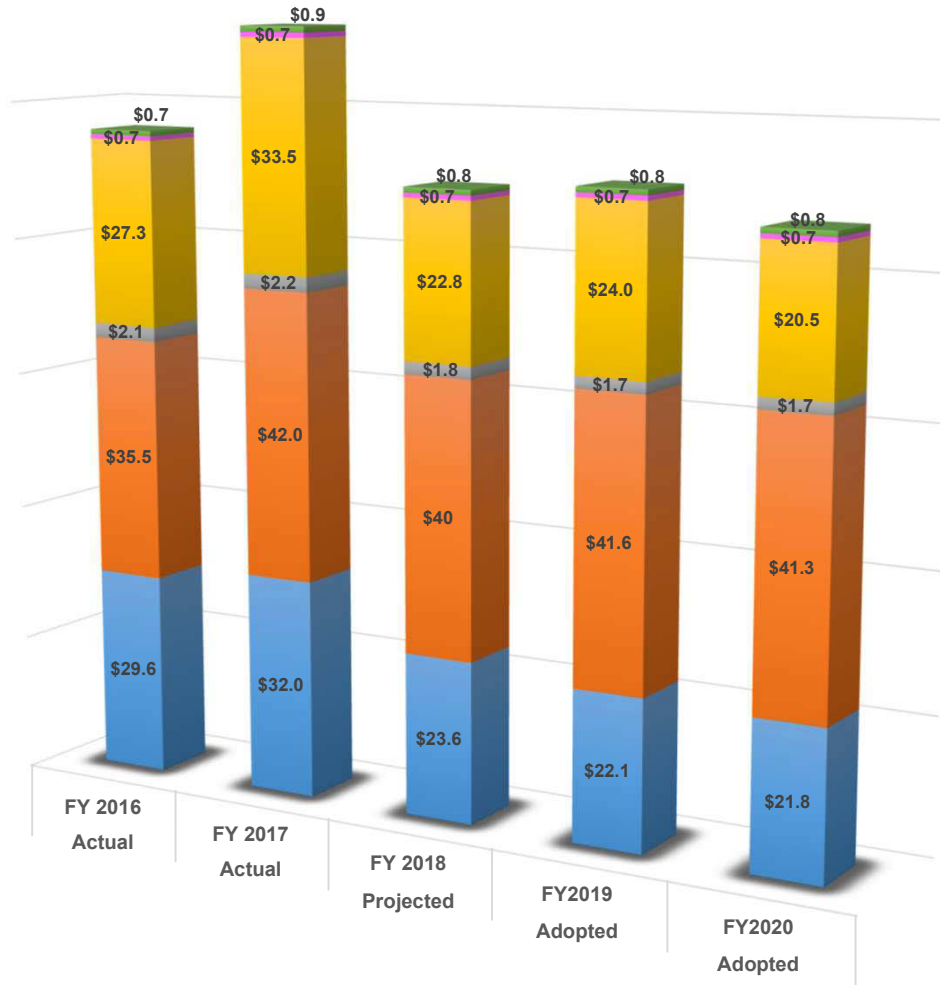
Fund	Title	Revenue	Expend.	Alloc In Tran In	Alloc Out Tran Out	Net Change	7/1/2019 Est Balance
0001	General - Unappropriated	42,003,000	(44,321,800)	3,344,300	(1,152,300)	(126,800)	1,993,323
0001	General - Restricted	150,000			(1,500,000)	(1,350,000)	20,123,495
<b>0001</b>	<b>General -TOTAL</b>	<b>42,153,000</b>	<b>(44,321,800)</b>	<b>3,344,300</b>	<b>(2,652,300)</b>	<b>(1,476,800)</b>	<b>22,116,818</b>
0006	Wastewater - Unrestricted	19,417,000	(14,842,800)	527,500	(3,498,300)	1,603,400	7,152,856
0006	Wastewater - Inv in SCVCW						6,680,080
0006	Wastewater - Inv in Capital Assets			-		-	27,740,303
<b>0006</b>	<b>Wastewater TOTAL</b>	<b>19,417,000</b>	<b>(14,842,800)</b>	<b>527,500</b>	<b>(3,498,300)</b>	<b>1,603,400</b>	<b>41,573,239</b>
<b>0017</b>	<b>Grants-Police - Restricted</b>	<b>106,100</b>	<b>(100,000)</b>	<b>-</b>	<b>(50,000)</b>	<b>(43,900)</b>	<b>141,010</b>
<b>0010</b>	<b>Equipment Replacement</b>	<b>-</b>	<b>(548,100)</b>	<b>635,000</b>	<b>-</b>	<b>86,900</b>	<b>2,528,789</b>
<b>0014</b>	<b>Measure A Tax - Restricted</b>	<b>800,000</b>	<b>(120,700)</b>	<b>-</b>	<b>(800,000)</b>	<b>(120,700)</b>	<b>345,397</b>
<b>0016</b>	<b>Gas Tax - Restricted</b>	<b>1,956,900</b>	<b>(2,055,000)</b>	<b>800,000</b>	<b>(496,300)</b>	<b>205,600</b>	<b>208,515</b>
0025	Capital Imp. - Unapp.	3,282,600	(5,280,000)	1,550,000	-	(447,400)	6,994,516
0025	Capital Imp. - Restrict.	2,078,000	(395,000)	-	-	1,683,000	3,468,230
<b>0025</b>	<b>General Fund Capital Improvement</b>	<b>5,360,600</b>	<b>(5,675,000)</b>	<b>1,550,000</b>	<b>-</b>	<b>1,235,600</b>	<b>10,462,746</b>
<b>0027</b>	<b>Park In Lieu - Restricted</b>	<b>326,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>326,100</b>	<b>2,012,152</b>
<b>0028</b>	<b>Parking In Lieu Fee</b>	<b>3,900</b>	<b>(14,700)</b>	<b>-</b>	<b>-</b>	<b>(10,800)</b>	<b>76,336</b>
<b>0029</b>	<b>Affordable Housing in Lieu-Restrict.</b>	<b>414,200</b>	<b>(783,100)</b>	<b>-</b>	<b>(48,000)</b>	<b>(416,900)</b>	<b>2,608,459</b>
<b>0031</b>	<b>Low-Mod Housing Asset - Restricted</b>	<b>48,200</b>	<b>(124,300)</b>	<b>-</b>	<b>-</b>	<b>(76,100)</b>	<b>5,770,587</b>
0093	Library - Bond Service	374,700	(373,500)	-	-	1,200	741,733
0095	Library - Tenant Imp.	278,500	(272,700)	-	-	5,800	1,347,606
	<b>Library Total</b>	<b>653,200</b>	<b>(646,200)</b>	<b>-</b>	<b>-</b>	<b>7,000</b>	<b>2,089,339</b>
<b>Operating &amp; Capital Improvement Totals</b>		<b>71,239,200</b>	<b>(69,231,700)</b>	<b>6,856,800</b>	<b>(7,544,900)</b>	<b>1,319,400</b>	<b>89,933,385</b>
<b>0015</b>	<b>NPDES - Storm Drain Maint.</b>	<b>671,500</b>	<b>(194,200)</b>	<b>-</b>	<b>(547,300)</b>	<b>(70,000)</b>	<b>225,510</b>
0032	Work Comp - Unrestricted	-	(198,100)	291,400	(92,900)	400	190,579
0033	Liability Insurance	38,000	(1,074,300)	1,165,800	(128,900)	600	376,851
0035	Post-employment Benefits	873,000	(873,000)	-	-	-	278,038
	<b>Internal Service Funds Total</b>	<b>911,000</b>	<b>(2,145,400)</b>	<b>1,457,200</b>	<b>(221,800)</b>	<b>1,000</b>	<b>845,468</b>
<b>Other Funds Total</b>		<b>1,582,500</b>	<b>(2,339,600)</b>	<b>1,457,200</b>	<b>(769,100)</b>	<b>(69,000)</b>	<b>1,070,978</b>
<b>GRAND TOTAL</b>		<b>72,821,700</b>	<b>(71,571,300)</b>	<b>8,314,000</b>	<b>(8,314,000)</b>	<b>1,250,400</b>	<b>91,004,364</b>

FUND BALANCES: OPERATING, CAPITAL AND OTHER BUDGETS

ADOPTED 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	42,387,300	(44,193,900)	3,410,700	(1,176,600)	427,500	2,420,823
0001	General - Restricted		(236,400)		(500,000)	(736,400)	19,387,095
<b>0001</b>	<b>General -TOTAL</b>	<b>42,387,300</b>	<b>(44,430,300)</b>	<b>3,410,700</b>	<b>(1,676,600)</b>	<b>(308,900)</b>	<b>21,807,918</b>
0006	Wastewater - Unrestricted	19,074,900	(16,320,700)	541,800	(3,568,200)	(272,200)	6,880,656
0006	Wastewater - Inv in SCVCW						6,680,080
0006	Wastewater - Inv in Capital Assets			-		-	27,740,303
<b>0006</b>	<b>Wastewater TOTAL</b>	<b>19,074,900</b>	<b>(16,320,700)</b>	<b>541,800</b>	<b>(3,568,200)</b>	<b>(272,200)</b>	<b>41,301,039</b>
<b>0017</b>	<b>Grants-Police - Restricted</b>	<b>108,200</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	<b>8,200</b>	<b>149,210</b>
<b>0010</b>	<b>Equipment Replacement</b>	<b>-</b>	<b>(602,000)</b>	<b>649,300</b>	<b>-</b>	<b>47,300</b>	<b>2,576,089</b>
<b>0014</b>	<b>Measure A Tax - Restricted</b>	<b>815,000</b>	<b>(123,100)</b>	<b>-</b>	<b>(850,000)</b>	<b>(158,100)</b>	<b>187,297</b>
<b>0016</b>	<b>Gas Tax - Restricted</b>	<b>1,406,700</b>	<b>(2,055,000)</b>	<b>975,000</b>	<b>(506,200)</b>	<b>(179,500)</b>	<b>29,015</b>
0025	Capital Imp. - Unapp.	3,671,500	(7,450,000)	500,000	(125,000)	(3,403,500)	3,591,016
0025	Capital Imp. - Restrict.	278,000	(275,000)			3,000	3,471,230
<b>0025</b>	<b>General Fund Capital Improvement</b>	<b>3,949,500</b>	<b>(7,725,000)</b>	<b>500,000</b>	<b>(125,000)</b>	<b>(3,400,500)</b>	<b>7,062,246</b>
<b>0027</b>	<b>Park In Lieu - Restricted</b>	<b>328,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>328,600</b>	<b>2,340,752</b>
<b>0028</b>	<b>Parking In Lieu Fee</b>	<b>4,100</b>	<b>(4,800)</b>	<b>-</b>	<b>-</b>	<b>(700)</b>	<b>75,636</b>
<b>0029</b>	<b>Affordable Housing in Lieu-Restrict.</b>	<b>416,000</b>	<b>(461,000)</b>	<b>-</b>	<b>(49,000)</b>	<b>(94,000)</b>	<b>2,514,459</b>
<b>0031</b>	<b>Low-Mod Housing Asset - Restricted</b>	<b>48,600</b>	<b>(125,400)</b>	<b>-</b>	<b>-</b>	<b>(76,800)</b>	<b>5,693,787</b>
0093	Library - Bond Service	395,900	(394,400)	-	-	1,500	743,233
0095	Library - Tenant Imp.	284,000	(281,100)	-	-	2,900	1,350,506
	<b>Library Total</b>	<b>679,900</b>	<b>(675,500)</b>	<b>-</b>	<b>-</b>	<b>4,400</b>	<b>2,093,739</b>
<b>Operating &amp; Capital Improvement Totals</b>		<b>69,218,800</b>	<b>(72,622,800)</b>	<b>6,076,800</b>	<b>(6,775,000)</b>	<b>(4,102,200)</b>	<b>85,831,185</b>
<b>0015</b>	<b>NPDES - Storm Drain Maint.</b>	<b>679,500</b>	<b>(117,900)</b>	<b>-</b>	<b>(561,800)</b>	<b>(200)</b>	<b>225,310</b>
0032	Work Comp - Unrestricted	-	(202,000)	297,200	(94,700)	500	191,079
0033	Liability Insurance	38,700	(1,095,800)	1,188,900	(131,400)	400	377,251
0035	Post-employment Benefits	907,100	(907,100)	-	-	-	278,038
	<b>Internal Service Funds Total</b>	<b>945,800</b>	<b>(2,204,900)</b>	<b>1,486,100</b>	<b>(226,100)</b>	<b>900</b>	<b>846,368</b>
<b>Other Funds Total</b>		<b>1,625,300</b>	<b>(2,322,800)</b>	<b>1,486,100</b>	<b>(787,900)</b>	<b>700</b>	<b>1,071,678</b>
<b>GRAND TOTAL</b>		<b>70,844,100</b>	<b>(74,945,600)</b>	<b>7,562,900</b>	<b>(7,562,900)</b>	<b>(4,101,500)</b>	<b>86,902,864</b>

### FUND BALANCE STATUS 5-Year Trend (in Millions)



	Actual FY 2016	Actual FY 2017	Projected FY 2018	Adopted FY2019	Adopted FY2020
■ Internal Service Funds	\$0.7	\$0.9	\$0.8	\$0.8	\$0.8
■ City Debt Service	\$0.7	\$0.7	\$0.7	\$0.7	\$0.7
■ Capital Funds	\$27.3	\$33.5	\$22.8	\$24.0	\$20.5
■ Special Revenue Funds	\$2.1	\$2.2	\$1.8	\$1.7	\$1.7
■ Enterprise Fund	\$35.5	\$42.0	\$40	\$41.6	\$41.3
■ General Fund	\$29.6	\$32.0	\$23.6	\$22.1	\$21.8

**SUMMARY OF SOURCES AND USES BY FUND TYPE  
FY 2018-19**

REVENUES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
BUSINESS REGISTRATION	873,600	-
CHARGES FOR CURRENT SERVICES	4,700,300	-
FINES & FORFEITURES	261,200	-
FROM OTHER AGENCIES	15,300	-
LICENSES & PERMITS	1,750,700	-
OTHER REVENUE	677,500	19,317,000
OTHER TAX	1,945,900	-
PROPERTY TAX	11,488,300	-
SALES TAX	11,043,100	-
TRANSIENT OCCUPANCY TAX	2,595,900	-
PAMF TARGET REVENUE	767,500	-
USE OF MONEY & PROPERTY	2,733,700	100,000
VEHICLE IN LIEU	3,300,000	-
<b>TOTAL REVENUES</b>	<b>42,153,000</b>	<b>19,417,000</b>

EXPENDITURES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
GENERAL GOVERNMENT	8,026,900	-
COMMUNITY DEVELOPMENT	6,114,000	-
PUBLIC SAFETY	20,201,100	-
PUBLIC WORKS	6,387,100	-
PARK & RECREATION	3,592,700	-
SEWER OPERATIONS	-	6,437,900
EQUIPMENT REPLACEMENT	-	-
OPERATING	-	-
CONSTRUCTION	-	4,895,900
DEBT SERVICE	-	3,509,000
<b>TOTAL EXPENDITURES</b>	<b>44,321,800</b>	<b>14,842,800</b>

TRANSFERS	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
ALLOCATIONS IN FOR OVERHEAD	2,747,200	527,500
GENERAL TRANSFERS IN	597,100	-
ALLOCATIONS OUT FOR OVERHEAD	(517,300)	(2,901,200)
GENERAL TRANSFERS OUT	(2,135,000)	(597,100)
<b>TOTAL TRANSFERS, ALLOCATIONS AND ONE-TIME</b>	<b>692,000</b>	<b>(2,970,800)</b>

<b>NET CHANGES - SOURCES (USES)</b>	<b>(1,476,800)</b>	<b>1,603,400</b>
<b>EST AVAILABLE BEGINNING BALANCES</b>	23,593,618	39,969,839
<b>ESTIMATED ENDING FUND BALANCE</b>	<b>\$ 22,116,818</b>	<b>\$ 41,573,239</b>

**SUMMARY OF SOURCES AND USES BY FUND TYPE  
FY 2018-19**

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2019 TOTALS
-	-	-	-	873,600
-	-	-	-	4,700,300
-	-	-	-	261,200
-	-	-	-	15,300
-	-	-	-	1,750,700
1,056,100	8,909,900	-	911,000	30,871,500
-	-	-	-	1,945,900
-	-	374,700	-	11,863,000
-	-	-	-	11,043,100
-	-	-	-	2,595,900
-	-	-	-	767,500
-	-	-	-	2,833,700
-	-	-	-	3,300,000
<b>1,056,100</b>	<b>8,909,900</b>	<b>374,700</b>	<b>911,000</b>	<b>72,821,700</b>

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2019 TOTALS
-	-	-	-	8,026,900
-	-	-	-	6,114,000
-	-	-	-	20,201,100
-	-	-	-	6,387,100
-	-	-	-	3,592,700
-	-	-	-	6,437,900
-	548,100	-	-	548,100
566,900	1,042,800	-	2,145,400	3,755,100
-	7,730,000	-	-	12,625,900
-	-	373,500	-	3,882,500
<b>566,900</b>	<b>9,320,900</b>	<b>373,500</b>	<b>2,145,400</b>	<b>71,571,300</b>

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2019 TOTALS
-	-	-	1,457,200	4,731,900
-	2,985,000	-	-	3,582,100
(547,300)	(544,300)	-	(221,800)	(4,731,900)
(50,000)	(800,000)	-	-	(3,582,100)
<b>(597,300)</b>	<b>1,640,700</b>	<b>-</b>	<b>1,235,400</b>	<b>-</b>

<b>(108,100)</b>	<b>1,229,700</b>	<b>1,200</b>	<b>1,000</b>	<b>1,250,400</b>
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1,822,226	22,783,280	740,533	844,468	89,753,964
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<b>\$ 1,714,126</b>	<b>\$ 24,012,980</b>	<b>\$ 741,733</b>	<b>\$ 845,468</b>	<b>\$ 91,004,364</b>
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**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	4,316,400	-
FINES & FORFEITURES	271,200	-
FROM OTHER AGENCIES	15,600	-
LICENSES & PERMITS	1,529,900	-
OTHER REVENUE	683,700	18,974,900
OTHER TAX	1,983,900	-
PROPERTY TAX	11,691,000	-
SALES TAX	11,276,900	-
TRANSIENT OCCUPANCY TAX	2,645,800	-
PAMF TARGET REVENUE	786,700	-
USE OF MONEY & PROPERTY	2,776,900	100,000
VEHICLE IN LIEU	3,500,000	-
<b>TOTAL REVENUES</b>	<b>42,387,300</b>	<b>19,074,900</b>

EXPENDITURES	GENERAL FUND	ENTERPRISE (WASTEWATER) FUND
GENERAL GOVERNMENT	8,311,400	-
COMMUNITY DEVELOPMENT	5,588,000	-
PUBLIC SAFETY	20,262,700	-
PUBLIC WORKS	6,557,900	-
PARK & RECREATION	3,710,300	-
SEWER OPERATIONS	-	6,658,000
EQUIPMENT REPLACEMENT	-	-
OPERATING	-	-
CONSTRUCTION	-	5,641,700
DEBT SERVICE	-	4,021,000
<b>TOTAL EXPENDITURES</b>	<b>44,430,300</b>	<b>16,320,700</b>

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)
<b>TOTAL TRANSFERS AND ALLOCATIONS</b>	<b>1,734,100</b>	<b>(3,026,400)</b>

<b>NET CHANGES - SOURCES (USES)</b>	<b>(308,900)</b>	<b>(272,200)</b>
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<b>EST AVAILABLE BEGINNING BALANCES</b>	22,116,818	41,573,239
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<b>ESTIMATED ENDING FUND BALANCE</b>	<b>\$ 21,807,918</b>	<b>\$ 41,301,039</b>
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**SUMMARY OF SOURCES AND USES BY FUND TYPE  
FY 2019-20**

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2020 TOTALS
-	-	-	-	909,300
-	-	-	-	4,316,400
-	-	-	-	271,200
-	-	-	-	15,600
-	-	-	-	1,529,900
1,071,700	6,968,500	-	945,800	28,644,600
-	-	-	-	1,983,900
-	-	395,900	-	12,086,900
-	-	-	-	11,276,900
-	-	-	-	2,645,800
-	-	-	-	786,700
-	-	-	-	2,876,900
-	-	-	-	3,500,000
<b>1,071,700</b>	<b>6,968,500</b>	<b>395,900</b>	<b>945,800</b>	<b>70,844,100</b>

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2020 TOTALS
-	-	-	-	8,311,400
-	-	-	-	5,588,000
-	-	-	-	20,262,700
-	-	-	-	6,557,900
-	-	-	-	3,710,300
-	-	-	-	6,658,000
-	602,000	-	-	602,000
499,000	714,300	-	2,204,900	3,418,200
-	9,780,000	-	-	15,421,700
-	-	394,400	-	4,415,400
<b>499,000</b>	<b>11,096,300</b>	<b>394,400</b>	<b>2,204,900</b>	<b>74,945,600</b>

OTHER REVENUE FUNDS	CAPITAL FUNDS	CITY DEBT SERVICE	INTERNAL SERVICE FUNDS	ADOPTED FY 2020 TOTALS
-	-	-	1,486,100	4,829,600
-	2,124,300	-	-	2,733,300
(561,800)	(555,200)	-	(226,100)	(4,829,600)
-	(975,000)	-	-	(2,733,300)
<b>(561,800)</b>	<b>594,100</b>	<b>-</b>	<b>1,260,000</b>	<b>-</b>

<b>10,900</b>	<b>(3,533,700)</b>	<b>1,500</b>	<b>900</b>	<b>(4,101,500)</b>
1,714,126	24,012,980	741,733	845,468	91,004,364
<b>\$ 1,725,026</b>	<b>\$ 20,479,280</b>	<b>\$ 743,233</b>	<b>\$ 846,368</b>	<b>\$ 86,902,864</b>

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CITY OF SAN CARLOS  
GENERAL FUND SUMMARY  
ADOPTED BUDGET AND FORECASTS

	FY 2017 AUDITED	FY 2018 REVISED	FY 2018 PROJECTIONS	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 FORECASTED	FY 2022 FORECASTED	FY 2023 FORECASTED
<b>ESTIMATED BEGINNING FUND BAL</b>								
Unrestricted	\$ 3,971,159	\$ 2,698,673	\$ 2,698,673	\$ 2,120,123	\$ 1,993,323	\$ 2,420,823	\$ 1,601,823	\$ 1,118,623
Reserved or restricted	25,640,058	29,354,007	29,354,007	21,473,495	20,123,495	19,387,095	20,402,595	20,154,795
<b>TOTAL BEGINNING FUND BALANCE</b>	<b>\$ 29,611,217</b>	<b>\$ 32,052,680</b>	<b>\$ 32,052,680</b>	<b>\$ 23,593,618</b>	<b>\$ 22,116,818</b>	<b>\$ 21,807,918</b>	<b>\$ 22,004,418</b>	<b>\$ 21,273,418</b>
Business Registration	881,239	841,800	865,000	873,600	909,300	936,600	964,700	993,600
Charges for Current Services	3,943,179	4,474,500	4,354,300	4,700,300	4,316,400	3,739,400	3,814,200	3,909,600
Fines & Forfeitures	255,632	263,600	251,200	261,200	271,200	276,600	282,100	287,700
From Other Agencies	21,876	49,600	21,200	15,300	15,600	15,900	16,200	16,500
Licenses & Permits	2,064,023	2,091,000	2,061,800	1,750,700	1,529,900	1,575,800	1,923,100	1,614,100
Other Revenue	834,144	579,600	734,625	677,500	683,700	697,400	711,300	725,500
Other Tax	1,939,372	1,904,200	1,924,200	1,945,900	1,983,900	2,023,600	2,064,100	2,105,400
Property Tax	11,180,073	9,939,500	11,189,500	11,488,300	11,691,000	12,041,700	12,403,000	12,775,100
Sales Tax	10,770,655	10,394,000	10,762,000	11,043,100	11,276,900	11,615,200	11,963,700	12,322,600
Transient Occupancy Tax	1,570,815	2,447,000	1,850,000	2,595,900	2,645,800	3,225,200	4,322,000	4,451,700
Use of Money & Property	1,748,894	2,586,800	2,003,100	2,733,700	2,776,900	2,832,400	2,889,000	2,946,800
PAMF Project	730,607	748,900	748,900	767,500	786,700	810,300	826,600	847,200
Vehicle in Lieu	2,933,877	2,800,000	3,000,000	3,300,000	3,500,000	3,650,000	3,804,500	3,963,600
<b>TOTAL REVENUES</b>	<b>38,874,385</b>	<b>39,120,500</b>	<b>39,765,825</b>	<b>42,153,000</b>	<b>42,387,300</b>	<b>43,440,100</b>	<b>45,984,500</b>	<b>46,959,400</b>
<b>EXPENDITURES</b>								
Salaries & Benefits	10,414,255	12,389,927	12,319,227	12,917,900	13,526,900	14,068,000	14,630,700	15,215,900
Public Safety Legacy Obligations	2,912,578	3,327,400	3,242,200	3,646,800	3,136,700	3,203,400	3,570,800	3,872,400
Operating Expenditures	22,183,007	25,502,660	25,360,460	27,580,500	27,592,800	27,072,800	28,155,700	29,281,900
Capital Outlay	7,974	173,200	167,900	176,600	173,900	178,200	182,700	187,300
<b>TOTAL EXPENDITURES</b>	<b>35,517,814</b>	<b>41,393,187</b>	<b>41,089,787</b>	<b>44,321,800</b>	<b>44,430,300</b>	<b>44,522,400</b>	<b>46,539,900</b>	<b>48,557,500</b>
<b>TRANSFERS</b>								
General Transfers In From Other Funds	597,400	585,400	585,400	597,100	609,000	621,200	633,600	646,300
Allocations In From Other Funds	2,730,900	2,790,900	2,790,900	2,747,200	2,801,700	2,857,700	2,914,900	2,973,200
Allocations Out to Other Funds	(394,700)	(507,400)	(507,400)	(517,300)	(527,300)	(537,800)	(548,600)	(559,600)
General Transfers out	(940,209)	(554,300)	(504,000)	(635,000)	(649,300)	(662,300)	(675,500)	(689,000)
<b>TOTAL TRANSFERS (NET)</b>	<b>\$ 1,993,391</b>	<b>\$ 2,314,600</b>	<b>\$ 2,364,900</b>	<b>\$ 2,192,000</b>	<b>\$ 2,234,100</b>	<b>2,278,800</b>	<b>2,324,400</b>	<b>2,370,900</b>
<b>TOTAL CHANGE IN OPERATING FUNDS</b>	<b>\$ 5,349,963</b>	<b>\$ 41,913</b>	<b>\$ 1,040,938</b>	<b>\$ 23,200</b>	<b>\$ 191,100</b>	<b>\$ 1,196,500</b>	<b>\$ 1,769,000</b>	<b>\$ 772,800</b>
<b>OTHER SOURCES (USES) OF FUNDS</b>								
Transfer Capital Reserve to Fund 25	(2,908,500)	(7,500,000)	(7,500,000)	(1,500,000)	(500,000)	(1,000,000)	(2,500,000)	(2,000,000)
One-time paydown of Unfunded		(7,000,000)	(7,000,000)					
One-time funding PG&E Settlement		2,000,000	2,000,000					
One-time internal loan payback from Fund 25		3,000,000	3,000,000					
<b>TOTAL OTHER SOURCES (USES) OF FUNDS</b>	<b>(2,908,500)</b>	<b>(9,500,000)</b>	<b>(9,500,000)</b>	<b>(1,500,000)</b>	<b>(500,000)</b>	<b>(1,000,000)</b>	<b>(2,500,000)</b>	<b>(2,000,000)</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>\$ 2,441,463</b>	<b>\$ (9,458,087)</b>	<b>\$ (8,459,062)</b>	<b>\$ (1,476,800)</b>	<b>\$ (308,900)</b>	<b>\$ 196,500</b>	<b>\$ (731,000)</b>	<b>\$ (1,227,200)</b>
<b>GENERAL FUND BALANCE</b>								
Unrestricted	\$ 2,698,673	\$ 2,083,198	\$ 2,120,123	\$ 1,993,323	\$ 2,420,823	\$ 1,601,823	\$ 1,118,623	\$ 639,223
Non-spendable Fund Balance	380,712	304,000	304,000	300,000	300,000	304,000	304,000	304,000
Economic Uncertainty Reserve	4,440,000	5,174,100	6,636,200	7,040,200	7,053,800	7,065,300	7,317,500	7,569,700
Strategic Property Reserve	7,691,795	7,691,795	7,691,795	7,691,795	7,691,795	7,691,795	7,691,795	7,691,795
PG&E Endowment	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Assigned Fund Balance								
Economic Uncertainty Reserve	1,500,000	1,500,000	-	-	-	-	-	-
Unfunded Liabilities	7,750,000	750,000	750,000	500,000	250,000	250,000	250,000	250,000
Facilities and Infrastructure	7,591,500	3,091,500	4,091,500	2,591,500	2,091,500	3,091,500	2,591,500	1,591,500
Reserved or restricted	29,354,007	20,511,395	21,473,495	20,123,495	19,387,095	20,402,595	20,154,795	19,406,995
<b>TOTAL ENDING FUND BALANCE</b>	<b>\$ 32,052,680</b>	<b>\$ 22,594,593</b>	<b>\$ 23,593,618</b>	<b>\$ 22,116,818</b>	<b>\$ 21,807,918</b>	<b>\$ 22,004,418</b>	<b>\$ 21,273,418</b>	<b>\$ 20,046,218</b>

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	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
BUSINESS REGISTRATION	804,100	881,239	841,800	865,000	873,600	909,300
CHARGES FOR CURRENT SERVICES	4,156,200	3,943,179	4,474,500	4,354,300	4,700,300	4,316,400
FINES & FORFEITURES	258,400	255,632	263,600	251,200	261,200	271,200
FROM OTHER AGENCIES	48,800	21,876	49,600	21,200	15,300	15,600
LICENSES & PERMITS	2,011,200	2,064,023	2,091,000	2,061,800	1,750,700	1,529,900
OTHER REVENUE	606,635	834,144	579,600	734,625	677,500	683,700
OTHER TAX	1,837,500	1,939,372	1,904,200	1,924,200	1,945,900	1,983,900
PROPERTY TAX	9,744,600	11,180,073	9,939,500	11,189,500	11,488,300	11,691,000
SALES TAX	10,037,700	10,770,655	10,394,000	10,762,000	11,043,100	11,276,900
TRANSIENT OCCUPANCY TAX	1,947,000	1,570,815	2,447,000	1,850,000	2,595,900	2,645,800
PAMF TARGET REVENUE	730,600	730,607	748,900	748,900	767,500	786,700
USE OF MONEY & PROPERTY	2,038,900	1,748,894	2,586,800	2,003,100	2,733,700	2,776,900
VEHICLE IN LIEU	2,500,000	2,933,877	2,800,000	3,000,000	3,300,000	3,500,000
<b>TOTAL REVENUES</b>	<b>36,721,635</b>	<b>38,874,385</b>	<b>39,120,500</b>	<b>39,765,825</b>	<b>42,153,000</b>	<b>42,387,300</b>
<b>ONE-TIME REVENUE</b>	-	-	<b>2,000,000</b>	<b>2,000,000</b>	-	-
EXPENDITURES	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
GENERAL GOVERNMENT	3,013,735	2,389,622	3,224,829	3,173,829	3,372,800	3,474,700
ADMINISTRATIVE SERVICES	4,294,243	4,018,616	4,497,900	4,492,600	4,654,100	4,836,700
COMMUNITY DEVELOPMENT	4,876,393	3,861,800	5,219,358	5,219,358	6,114,000	5,588,000
POLICE DEPARTMENT	9,395,921	8,844,346	9,552,400	9,451,400	9,999,900	10,462,400
FIRE DEPARTMENT	9,011,500	8,890,479	9,579,600	9,433,500	10,201,200	9,800,300
PUBLIC WORKS	5,300,300	4,758,785	5,802,700	5,802,700	6,387,100	6,557,900
PARKS & RECREATION	3,375,376	2,754,165	3,516,400	3,516,400	3,592,700	3,710,300
<b>TOTAL EXPENDITURES</b>	<b>39,267,467</b>	<b>35,517,814</b>	<b>41,393,187</b>	<b>41,089,787</b>	<b>44,321,800</b>	<b>44,430,300</b>
<b>ONE-TIME COSTS</b>	-	-	<b>7,000,000</b>	<b>7,000,000</b>	-	-
<b>TRANSFER OUT (PRIOR YEAR SAVINGS) TO CAPITAL</b>	<b>2,908,500</b>	<b>2,908,500</b>	<b>4,500,000</b>	<b>4,500,000</b>	<b>1,500,000</b>	<b>500,000</b>
TRANSFERS	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
ALLOCATIONS IN FOR OVERHEAD	2,736,400	2,730,900	2,790,900	2,790,900	2,747,200	2,801,700
GENERAL TRANSFERS IN	573,900	597,400	585,400	585,400	597,100	609,000
ALLOCATIONS OUT FOR OVERHEAD	(497,600)	(394,700)	(507,400)	(507,400)	(517,300)	(527,300)
GENERAL TRANSFERS OUT	(861,400)	(940,209)	(554,300)	(504,000)	(635,000)	(649,300)
<b>TOTAL TRANSFERS AND ALLOCATIONS</b>	<b>1,951,300</b>	<b>1,993,391</b>	<b>2,314,600</b>	<b>2,364,900</b>	<b>2,192,000</b>	<b>2,234,100</b>
<b>NET CHANGES - SOURCES (USES)</b>	<b>(3,503,032)</b>	<b>2,441,463</b>	<b>(9,458,087)</b>	<b>(8,459,062)</b>	<b>(1,476,800)</b>	<b>(308,900)</b>
<b>BEGINNING FUND BALANCE</b>	29,611,217	29,611,217	32,052,680	32,052,680	23,593,618	22,116,818
<b>ESTIMATED ENDING FUND BALANCE</b>	<b>\$ 26,108,185</b>	<b>\$ 32,052,680</b>	<b>\$ 22,594,593</b>	<b>\$ 23,593,618</b>	<b>\$ 22,116,818</b>	<b>\$ 21,807,918</b>

**GENERAL FUND DEPARTMENT SUMMARIES**

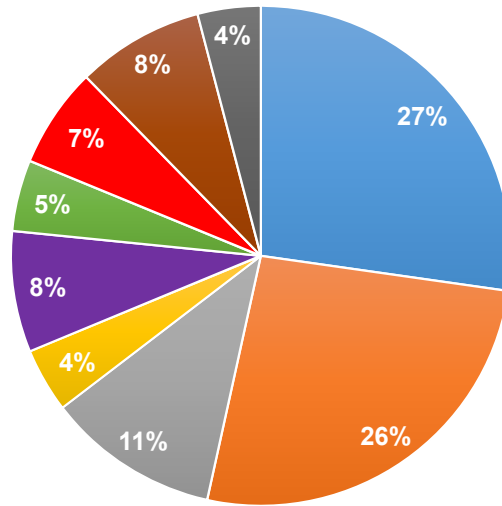
CITY COUNCIL	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
REVENUES	4,000	4,000	-	1,000	-	-
ALLOCATIONS IN	21,000	21,000	21,300	21,300	20,800	21,200
SALARIES & BENEFITS	100,300	61,723	108,500	83,000	122,500	128,500
OPERATING EXPENSES	192,300	103,113	198,300	198,300	199,300	200,300
ALLOCATIONS & TRANSFERS OUT	3,900	2,200	4,000	4,000	4,100	4,200
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>271,500</b>	<b>142,036</b>	<b>289,500</b>	<b>263,000</b>	<b>305,100</b>	<b>311,800</b>
CITY MANAGER	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
REVENUES	193,735	183,322	170,400	171,650	192,200	193,500
ALLOCATIONS IN	178,100	178,100	181,600	181,600	180,200	183,900
SALARIES & BENEFITS	1,168,200	1,099,037	1,215,200	1,215,200	1,268,300	1,328,500
OPERATING EXPENSES	414,235	308,588	480,829	480,829	516,400	523,600
CAPITAL OUTLAY	4,200	4,132	3,600	3,600	3,700	3,800
ALLOCATIONS & TRANSFERS OUT	11,100	6,400	11,300	11,300	11,500	11,700
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>1,225,900</b>	<b>1,056,735</b>	<b>1,358,929</b>	<b>1,357,679</b>	<b>1,427,500</b>	<b>1,490,200</b>
CITY ATTORNEY/LEGAL SERVICES	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
REVENUES	6,500	12,984	-	3,250	-	-
ALLOCATIONS IN	172,600	172,600	176,000	176,000	179,500	183,000
SALARIES & BENEFITS	47,300	48,774	49,600	49,600	54,500	59,500
OPERATING EXPENSES	468,900	314,985	479,700	479,700	494,900	506,200
ALLOCATIONS & TRANSFERS OUT	3,800	2,200	3,900	3,900	4,000	4,100
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>340,900</b>	<b>180,376</b>	<b>357,200</b>	<b>353,950</b>	<b>373,900</b>	<b>386,800</b>
CITY CLERK	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
REVENUES	9,000	8,772	1,000	3,000	1,000	1,000
ALLOCATIONS IN	93,400	93,400	95,200	95,200	94,000	95,800
SALARIES & BENEFITS	343,300	310,624	357,800	357,800	367,400	384,600
OPERATING EXPENSES	182,700	137,276	235,600	235,600	250,100	241,400
ALLOCATIONS & TRANSFERS OUT	11,000	6,300	11,200	11,200	11,400	11,600
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>434,600</b>	<b>352,029</b>	<b>508,400</b>	<b>506,400</b>	<b>533,900</b>	<b>540,800</b>
CITY TREASURER	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
REVENUES	-	-	-	-	-	-
ALLOCATIONS IN	11,000	3,500	11,200	11,200	11,000	11,200
SALARIES & BENEFITS	23,500	-	25,500	-	24,100	25,300
OPERATING EXPENSES	1,500	1,309	1,500	1,500	1,500	1,500
CAPITAL OUTLAY	-	-	-	-	-	-
ALLOCATIONS & TRANSFERS OUT	3,800	3,800	3,900	3,900	4,000	4,100
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>17,800</b>	<b>1,609</b>	<b>19,700</b>	<b>(5,800)</b>	<b>18,600</b>	<b>19,700</b>
ADMINISTRATIVE SERVICES (includes: Admin, Finance, HR, & IT)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
REVENUES	1,184,400	1,313,284	1,314,100	1,423,900	1,323,200	1,369,200
ALLOCATIONS IN	1,184,900	1,186,900	1,208,600	1,208,600	1,142,700	1,165,200
SALARIES & BENEFITS	2,778,900	2,513,022	2,895,800	2,895,800	2,987,000	3,129,600
OPERATING EXPENSES	1,485,843	1,494,421	1,572,100	1,572,100	1,636,600	1,676,000
CAPITAL OUTLAY	29,500	11,173	30,000	24,700	30,500	31,100
ALLOCATIONS & TRANSFERS OUT	71,800	53,550	73,200	73,200	74,600	76,000
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>1,996,743</b>	<b>1,571,982</b>	<b>2,048,400</b>	<b>1,933,300</b>	<b>2,262,800</b>	<b>2,378,300</b>

**GENERAL FUND DEPARTMENT SUMMARIES**

<b>GENERAL FUND (not specific to any Department or Division)</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
REVENUES	28,428,700	30,536,906	35,357,500	36,014,800	33,438,100	34,216,400
ALLOCATIONS IN	573,900	573,900	585,400	585,400	597,100	609,000
SALARIES & BENEFITS	-	-	7,000,000	7,000,000	-	-
OPERATING EXPENSES	3,000	60	3,100	3,100	3,200	3,300
CAPITAL OUTLAY	64,300	-	65,600	65,600	66,900	68,200
ALLOCATIONS & TRANSFERS OUT	3,312,500	3,337,691	8,004,000	8,004,000	2,010,000	1,024,300
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>(25,622,800)</b>	<b>(27,773,055)</b>	<b>(20,870,200)</b>	<b>(21,527,500)</b>	<b>(31,955,100)</b>	<b>(33,729,600)</b>
<b>COMMUNITY DEVELOPMENT (includes: Admin, Permit Svcs, Ec Dev, Key Prj Dev)</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
REVENUES	3,624,200	3,618,051	3,780,000	3,829,825	3,825,700	3,180,900
ALLOCATIONS IN	46,000	46,000	47,000	47,000	48,000	49,000
SALARIES & BENEFITS	2,623,500	2,311,743	2,733,400	2,733,400	2,980,100	3,121,600
OPERATING EXPENSES	2,245,193	1,544,871	2,478,058	2,478,058	3,131,800	2,464,300
CAPITAL OUTLAY	7,700	5,185	7,900	7,900	2,100	2,100
ALLOCATIONS & TRANSFERS OUT	122,400	157,268	124,800	74,500	76,000	77,500
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>1,328,593</b>	<b>355,017</b>	<b>1,517,158</b>	<b>1,417,033</b>	<b>2,316,300</b>	<b>2,435,600</b>
<b>PARKS &amp; RECREATION (incl: Admin, Recreation)</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
REVENUES	2,289,800	1,901,120	2,348,300	2,186,600	2,135,200	2,172,700
ALLOCATIONS IN	-	23,500	-	-	-	-
SALARIES & BENEFITS	2,000,500	1,667,036	2,174,727	2,174,727	2,190,900	2,282,200
OPERATING EXPENSES	1,358,676	1,087,129	1,325,173	1,325,173	1,385,000	1,411,000
CAPITAL OUTLAY	16,200	-	16,500	16,500	16,800	17,100
ALLOCATIONS & TRANSFERS OUT	93,700	62,300	95,500	95,500	97,300	99,100
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>1,179,276</b>	<b>891,845</b>	<b>1,263,600</b>	<b>1,425,300</b>	<b>1,554,800</b>	<b>1,636,700</b>
<b>PUBLIC SAFETY (includes: Police Bureau and Fire Department)</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
REVENUES	568,200	580,670	579,700	533,300	538,000	551,200
ALLOCATIONS IN	-	-	-	-	-	-
SALARIES & BENEFITS	3,311,900	3,084,468	3,524,500	3,419,600	3,828,100	3,324,000
OPERATING EXPENSES	15,095,521	14,650,357	15,607,500	15,465,300	16,367,000	16,938,700
CAPITAL OUTLAY	-	-	-	-	6,000	-
ALLOCATIONS & TRANSFERS OUT	408,000	408,000	-	-	125,000	125,000
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>18,247,221</b>	<b>17,562,155</b>	<b>18,552,300</b>	<b>18,351,600</b>	<b>19,788,100</b>	<b>19,836,500</b>
<b>PUBLIC WORKS (includes: Admin, Fleet, Streets, Park &amp; Bldg Maint)</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
REVENUES	413,100	715,276	569,500	598,500	699,600	702,400
ALLOCATIONS IN	1,029,400	1,029,400	1,050,000	1,050,000	1,071,000	1,092,400
SALARIES & BENEFITS	2,459,700	2,230,405	2,632,300	2,632,300	2,741,800	2,879,800
OPERATING EXPENSES	2,791,900	2,540,896	3,120,800	3,120,800	3,594,700	3,626,500
CAPITAL OUTLAY	48,700	(12,517)	49,600	49,600	50,600	51,600
ALLOCATIONS & TRANSFERS OUT	225,500	203,700	229,900	229,900	234,400	239,000
<b>NET GENERAL FUND EXPENSE (REVENUE) ----&gt;</b>	<b>4,083,300</b>	<b>3,217,808</b>	<b>4,413,100</b>	<b>4,384,100</b>	<b>4,850,900</b>	<b>5,002,100</b>
<b>TOTAL GENERAL FUND CHANGE (SURPLUS)</b>	<b>3,503,032</b>	<b>(2,441,467)</b>	<b>9,458,087</b>	<b>8,459,062</b>	<b>1,476,800</b>	<b>308,900</b>

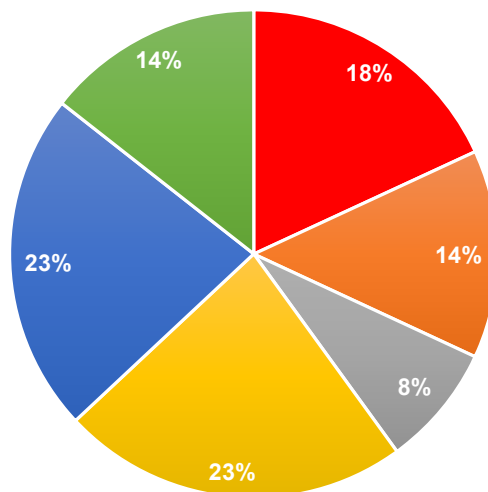
# General Fund Operating Budget

## FY 2018-19 Revenues



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

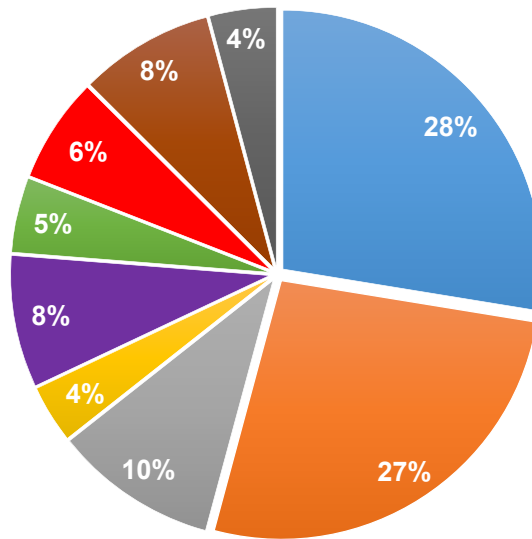
## FY 2018-19 Expenditures



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

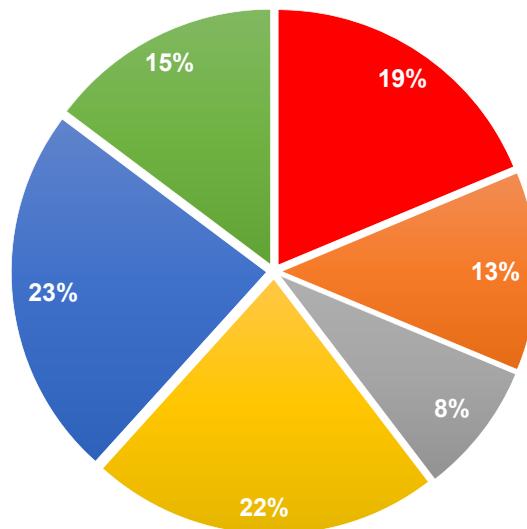
# General Fund Operating Budget

## FY 2019-20 Revenues



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

## FY 2019-20 Expenditures



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

**ALLOCATION AND TRANSFER SUMMARY**

<b>GENERAL FUND ALLOCATIONS IN (0001) FOR SERVICES PROVIDED</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
FROM WASTEWATER (0006)	1,981,500	1,976,800	2,021,100	2,021,100	2,061,500	2,102,700
FROM GAS TAX (0016)	254,800	254,350	259,800	259,800	264,900	270,100
FROM STORMWATER (0015)	145,500	145,400	148,200	148,200	151,000	153,800
FROM HOUSING (0029)	46,000	46,000	47,000	47,000	48,000	49,000
FROM WORKERS COMPENSATION (0032)	89,300	89,250	91,100	91,100	92,900	94,700
FROM RISK MANAGEMENT (0033)	219,300	219,100	223,700	223,700	128,900	131,400
<b>SUB TOTAL GENERAL FUND ----&gt;</b>	<b>2,736,400</b>	<b>2,730,900</b>	<b>2,790,900</b>	<b>2,790,900</b>	<b>2,747,200</b>	<b>2,801,700</b>
<b>WASTEWATER FUND ALLOC IN (0006) FOR SERVICES PROVIDED</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
FROM GENERAL FUND (0001)	22,800	22,800	23,200	23,200	23,600	24,000
FROM GAS TAX (0016)	103,400	103,400	105,500	105,500	107,600	109,800
FROM STORMWATER (0015)	246,100	246,100	251,000	251,000	396,300	408,000
<b>SUB TOTAL WASTEWATER ----&gt;</b>	<b>372,300</b>	<b>372,300</b>	<b>379,700</b>	<b>379,700</b>	<b>527,500</b>	<b>541,800</b>
<b>WORKERS COMP ALLOC IN (0032) FOR SERVICES PROVIDED</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
FROM GENERAL FUND (0001)	209,000	106,100	213,300	213,300	217,600	221,900
FROM WASTEWATER (0006)	71,000	35,500	72,400	72,400	73,800	75,300
<b>SUB TOTAL WORKERS COMP ----&gt;</b>	<b>280,000</b>	<b>141,600</b>	<b>285,700</b>	<b>285,700</b>	<b>291,400</b>	<b>297,200</b>
<b>RISK MANAGEMENT ALLOC IN (0033) FOR SERVICES PROVIDED</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
FROM GENERAL FUND (0001)	265,800	265,800	270,900	270,900	276,100	281,400
FROM WASTEWATER (0006)	736,200	736,200	750,900	750,900	765,900	781,200
FROM GAS TAX (0016)	119,000	119,000	121,400	121,400	123,800	126,300
<b>SUB TOTAL RISK MGMT ----&gt;</b>	<b>1,121,000</b>	<b>1,121,000</b>	<b>1,143,200</b>	<b>1,143,200</b>	<b>1,165,800</b>	<b>1,188,900</b>
<b>TOTAL ALLOCATIONS IN ----&gt;</b>	<b>4,509,700</b>	<b>4,365,800</b>	<b>4,599,500</b>	<b>4,599,500</b>	<b>4,731,900</b>	<b>4,829,600</b>

**ALLOCATION AND TRANSFER SUMMARY**

GENERAL FUND TRANSFERS IN (0001)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
WASTEWATER RIGHT OF WAY (0006)	573,900	573,900	585,400	585,400	597,100	609,000
FROM CAPITAL IMPROVEMENTS (0025)	-	23,500	-	-	-	-
FROM CAPITAL IMPROVEMENTS-RESTRICTED	-	-	-	-	-	-
FROM ECONOMIC UNCERTAINTY FUND	-	-	-	-	-	-
<b>SUB TOTAL ----&gt;</b>	<b>573,900</b>	<b>597,400</b>	<b>585,400</b>	<b>585,400</b>	<b>597,100</b>	<b>609,000</b>
<b>WASTEWATER FUND (0006) TRANSFERS IN</b>						
FROM STORMWATER FUND (0015)	-	-	128,000	128,000	-	-
<b>SUB TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>128,000</b>	<b>128,000</b>	<b>-</b>	<b>-</b>
<b>EQUIPMENT REPLACEMENT (0010) TRANSFERS IN</b>						
FOR EQUIPMENT REPLACEMENT	512,000	512,000	300,000	300,000	431,000	437,100
FOR TECHNOLOGY REPLACEMENT	200,000	200,000	204,000	204,000	204,000	212,200
<b>SUB TOTAL ----&gt;</b>	<b>712,000</b>	<b>712,000</b>	<b>504,000</b>	<b>504,000</b>	<b>635,000</b>	<b>649,300</b>
<b>GAS TAX (0016) TRANSFERS IN</b>						
FROM GENERAL FUND (0001)	-	25,191	-	-	-	-
FROM MEASURE A FUND (0014)	600,000	600,000	600,000	600,000	800,000	850,000
FROM CAPITAL IMPROVEMENT FUND (0025)	-	-	130,000	130,000	-	125,000
<b>SUB TOTAL ----&gt;</b>	<b>600,000</b>	<b>625,191</b>	<b>730,000</b>	<b>730,000</b>	<b>800,000</b>	<b>975,000</b>
<b>CAPITAL IMPROVEMENTS (0025) TRANSFERS IN</b>						
PRIOR YR SAVINGS FROM GENERAL (0001)	2,908,500	2,908,500	7,500,000	7,500,000	1,500,000	500,000
GENERAL PLAN FEES COLLECTED (0001)	49,400	103,018	50,300	-	-	-
FROM STORMWATER (0015)	-	-	-	-	-	-
FROM POLICE GRANT (0017)	-	-	-	-	50,000	-
FROM WASTEWATER FUND (0006)	-	-	-	-	-	-
FROM MEASURE A FUND (0014)	350,000	350,000	-	-	-	-
FROM GAS TAX FUND (0016)	-	-	-	-	-	-
FROM PARK IN-LIEU FUND (0027)	-	-	-	-	-	-
<b>SUB TOTAL ----&gt;</b>	<b>3,307,900</b>	<b>3,361,518</b>	<b>7,550,300</b>	<b>7,500,000</b>	<b>1,550,000</b>	<b>500,000</b>
<b>PARK IN LIEU FUND (0027) TRANSFERS IN</b>						
FROM GENERAL FUND (0001)	100,000	100,000	-	-	-	-
FROM CAPITAL IMPROVEMENT FUND (0025)	450,000	450,000	-	-	-	-
<b>SUB TOTAL ----&gt;</b>	<b>550,000</b>	<b>550,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSFERS IN ----&gt;</b>	<b>5,743,800</b>	<b>5,846,109</b>	<b>9,497,700</b>	<b>9,447,400</b>	<b>3,582,100</b>	<b>2,733,300</b>



## REVENUE BUDGET ASSUMPTIONS

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

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

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

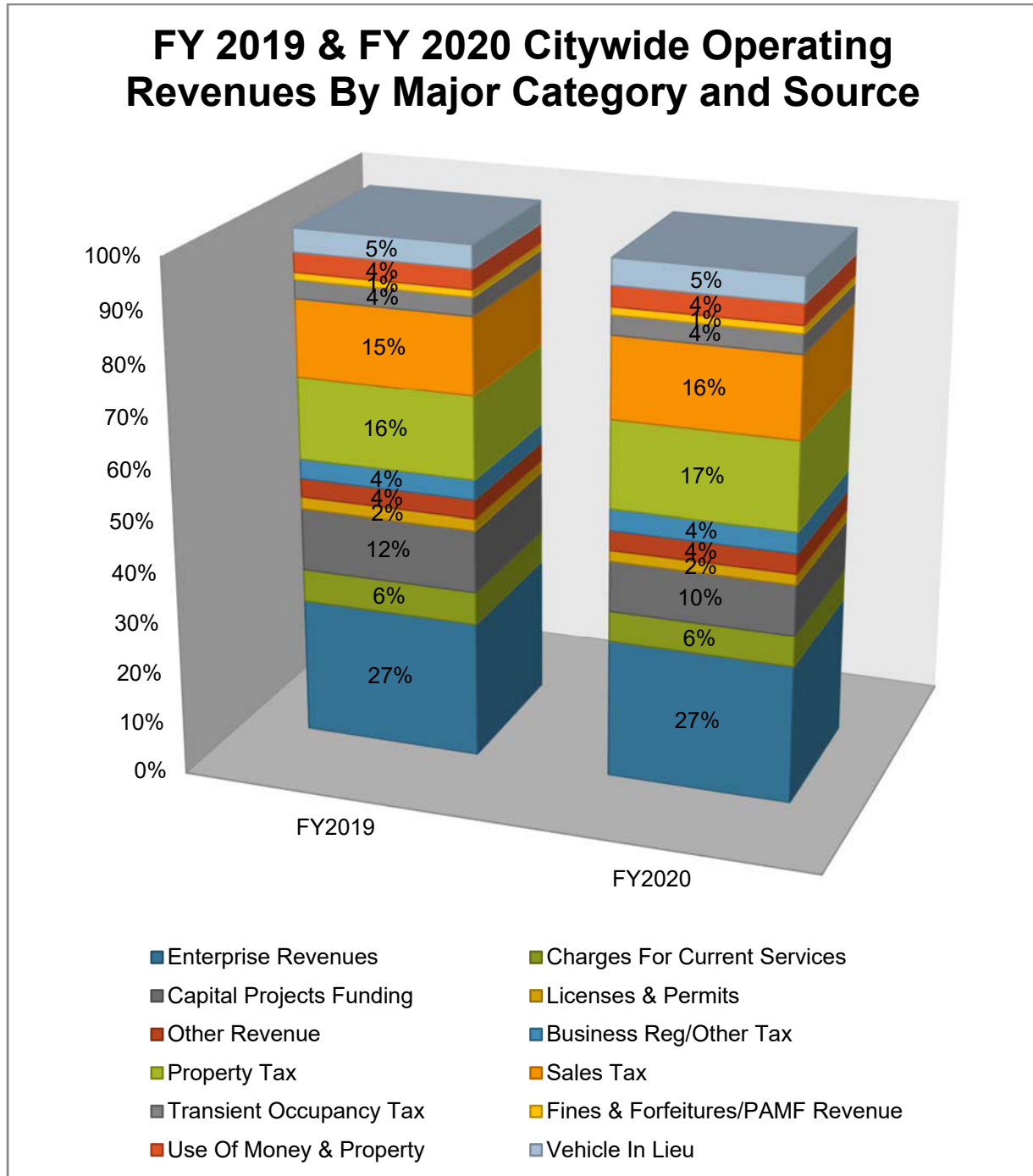
Economic Models The Finance Division relies on anticipated changes to local, regional and national economic conditions and their resulting effects on individual revenue sources.

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

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

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

The chart below reflects Citywide revenues adopted in the FY 2018-19 & FY 2019-20 budget.



## DESCRIPTION OF MAJOR GENERAL FUND REVENUE SOURCES

The majority of the City's General Fund revenue is produced from a small number of sources, e.g.: sales tax; property tax; vehicle license fees; business registration; charges for services; and TOT. The table below outlines the General Fund revenue estimates for the FY 2018-19 and FY 2019-20 budgets. The sections following the table discuss the assumptions used in determining the revenue estimates.

Revenue Type	FY 2018-19 Estimates	% of Total	FY 2019-20 Estimates	% of Total
PROPERTY TAX	\$11,488,300	27%	\$11,691,000	28%
SALES TAX	11,043,100	26%	11,276,900	27%
CHARGES FOR SERVICES	4,700,300	11%	4,316,400	10%
VEHICLE IN LIEU	3,300,000	8%	3,500,000	8%
USE OF MONEY & PROPERTY	2,733,700	7%	2,776,900	6%
TRANSIENT OCCUPANCY TAX	2,595,900	6%	2,645,800	6%
OTHER TAX	1,945,900	5%	1,983,900	5%
LICENSES & PERMITS	1,750,700	4%	1,529,900	4%
OTHER REVENUE CATEGORIES	1,721,500	4%	1,757,200	4%
BUSINESS REGISTRATION	873,600	2%	909,300	2%
<b>TOTAL</b>	<b>\$42,153,000</b>	<b>100%</b>	<b>\$42,387,300</b>	<b>100%</b>

### Property Taxes

FY 2018-19 Property tax revenue is collected and distributed by the County of San Mateo based on applying the constitutionally limited tax rate of 1% to the assessed value of certain secured and unsecured properties as determined by the County Assessor.

The City's share of this property tax revenue is approximately 13-14%, less the rebate back to the State for ERAF, or about 11 cents per dollar of tax collected. The City of San Carlos and the County of San Mateo have entered into a Teeter agreement, whereby the City receives 100% of its share of the taxes assessed, with the County retaining all delinquent penalties and interest collected. Property tax is approximately 27% of General Fund revenues.

The City considers the historical rate of changes and economic conditions when forecasting future revenue. For FY 2018-19, property tax is projected to increase by 2.7% over the FY 2017-18 projections. The increase reflects the rise in housing prices.

FY 2019-20 For FY 2019-20, property tax is projected to increase by 1.8% over the FY 2018-19 budgeted property tax revenues.

### Sales Tax

FY 2018-19 Sales tax is collected by the State Board of Equalization against tangible items. The local portion is distributed to cities and counties based on the location of the sale. The City considers the historical rate of change and economic conditions when forecasting future revenue. For FY 2018-19, sales tax is projected to grow at 2.6% over the FY 2017-18 projections. This is based largely on the current economic conditions and predictions for solid economic growth. Sales tax is approximately 26% of General Fund revenues.

FY 2019-20 For FY 2019-20, sales tax is projected to grow at 2.1% over the FY 2018-19 budgeted sales tax revenues. This is based largely on the predictions for continued economic growth.

### **Charges for Current Services**

FY 2018-19 Cost of Services fees are revised on an annual basis by the Consumer Price Index (CPI) and every three to five years based on a comprehensive review of actual costs. The last comprehensive study was performed in May 2017. This revenue source is approximately 11% of General Fund revenues. For FY 2018-19, charges for services have been budgeted to increase 7.9% over the FY 2017-18 projections. This is based largely on the expectation that large-scale development projects, such as the Black Mountain residential development and other large tenant improvement projects, will generate a higher volume of plan check reviews.

FY 2019-20 For FY 2019-20, charges for services have been budgeted at approximately \$4.3 million, due to the timing of large development plan check activities.

### **Vehicle in Lieu**

FY 2018-19 This revenue is generated by vehicle registration fees. Vehicle in Lieu is approximately 8% of General Fund revenues. As a result of the passage of the Budget Act of 2004, the majority of this revenue is now “backfilled” by the County, as a “property tax in lieu” payment rather than paid directly by the State. The FY 2004-05 payments received by the City established the base year for this revenue stream. All future payments to cities are supposed to be based on the growth in assessed valuations rather than actual vehicle license fee revenue received by the State. However, in the past several years, the County has warned that if the “backfilled” amount exceeds a certain revenue limit, there might not be enough money to fully cover the backfills. As a result, this revenue is conservatively budgeted.

The FY 2018-19 Vehicle in Lieu is projected to increase 10% over the FY 2017-18 projections. The increase reflects the growth in assessed valuations.

FY 2019-20 For FY 2019-20, revenue is budgeted at \$3.5 million, with a 6.1% increase over the FY 2018-19 budgeted revenue, which is based on the information provided by our third party consultants.

### **Use of Money and Property**

FY 2018-19 This revenue is generated from property rentals and investment. For FY 2018-19, this revenue category is estimated to be 36.5%, or \$730,600 higher than the FY 2017-18 projections. This includes lease income from three new digital billboards.

FY 2019-20 The FY 2019-20 revenue estimates reflect a 1.6% increase over the FY 2018-19 estimates.

### **Licenses & Permits**

FY 2018-19 This revenue is generated by construction permits. For FY 2018-19, this revenue category is expected to decrease by \$311,100, or 15.1%, from the FY 2017-18 projections. The timing of when developers pull their permits can vary and as such this category can fluctuate greatly from year to year. In FY 2017-18 the large scale projects include Meridian 25, two new hotels and other large multi-residential development projects. The Fiscal Year 2018-19 budget

assumes the receipt of large development permits related to large multi-residential and mixed use infill projects and other large tenant improvement projects.

FY 2019-20 The FY 2019-20 revenue estimates are \$220,800, or 12.6%, lower than the FY 2018-19 estimates. The revenue estimates reflect the assumption that most of the larger project permits will be paid for during FY 2018-19.

### **Transient Occupancy Tax (TOT)**

FY 2018-19 The City has a TOT rate of 10% on revenues paid by visitors to hotels of temporary overnight stays within the city. The tax is paid by the guests staying at these accommodations and remitted by the hotels to the City on a quarterly basis. Based on the trend over the past six quarters and other known factors, the FY 2018-19 TOT revenues are estimated to increase by approximately 40.3% over the FY 2017-18 projections. The estimate includes revenue from the new Landmark Hotel, which is scheduled to open in spring 2018.

FY 2019-20 The revenue for FY 2019-20 is budgeted at \$2.6 million, approximately the same level as the FY 2018-19 projections.

### **Business Registration Fee**

FY 2018-19 This revenue is generated by a registration fee paid by all businesses operating within the city. This revenue source is approximately 2% of General Fund revenues.

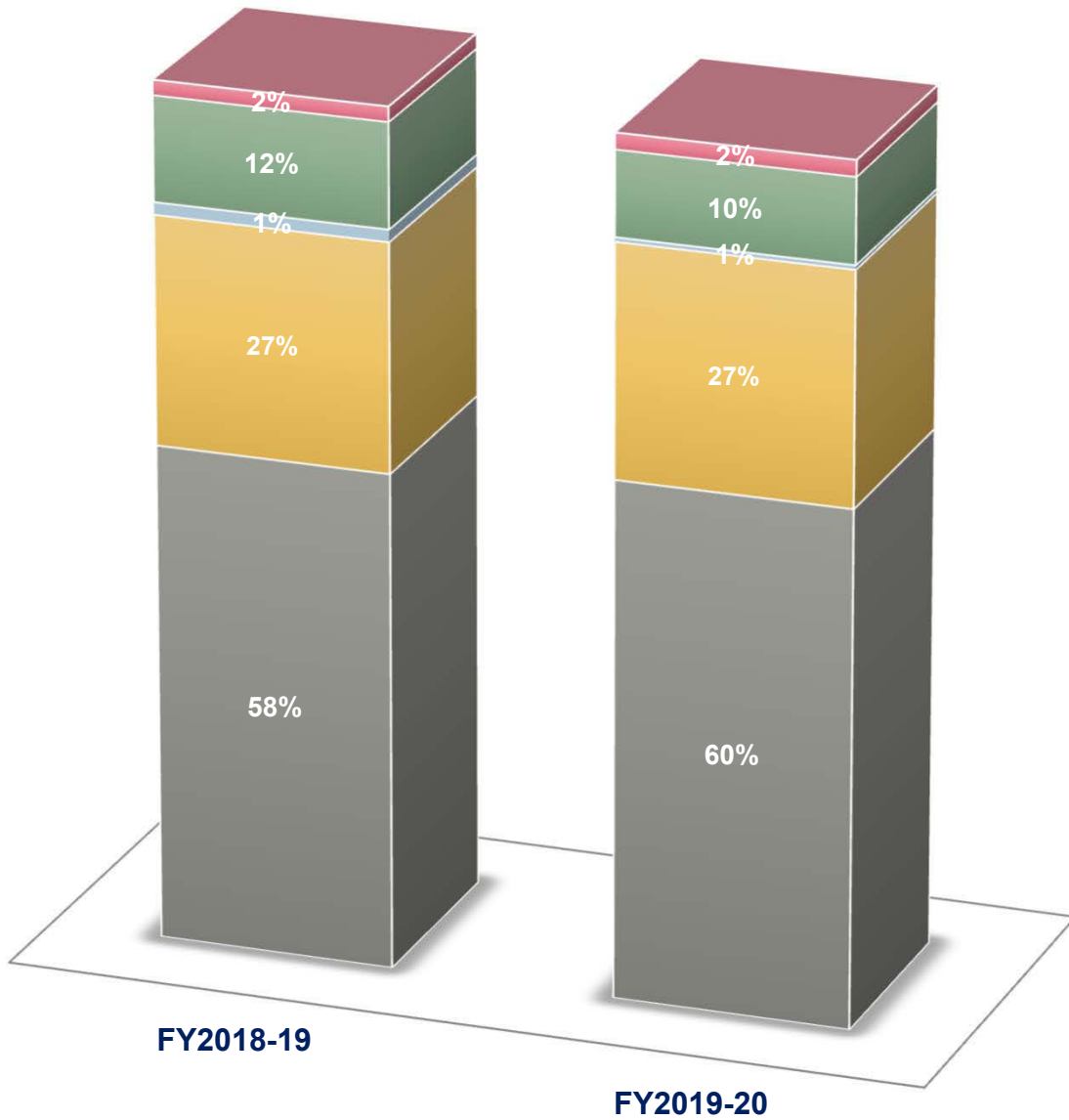
As written in the City's Municipal Code, business registration fees will increase annually by 4%. The business registration revenues for FY 2018-19 are budgeted at 1.0% over FY 2017-18 projections and 3.8% over the FY 2017-18 revised budget, which is in line with the annual increase specified by the Municipal Code.

FY 2019-20 Business registration revenues for FY 2019-20 are budgeted to increase by 4.1% over the FY 2018-19 estimates, which is in line with the annual increase specified by the Municipal Code.

**REVENUES BY MAJOR CATEGORY AND SOURCE**

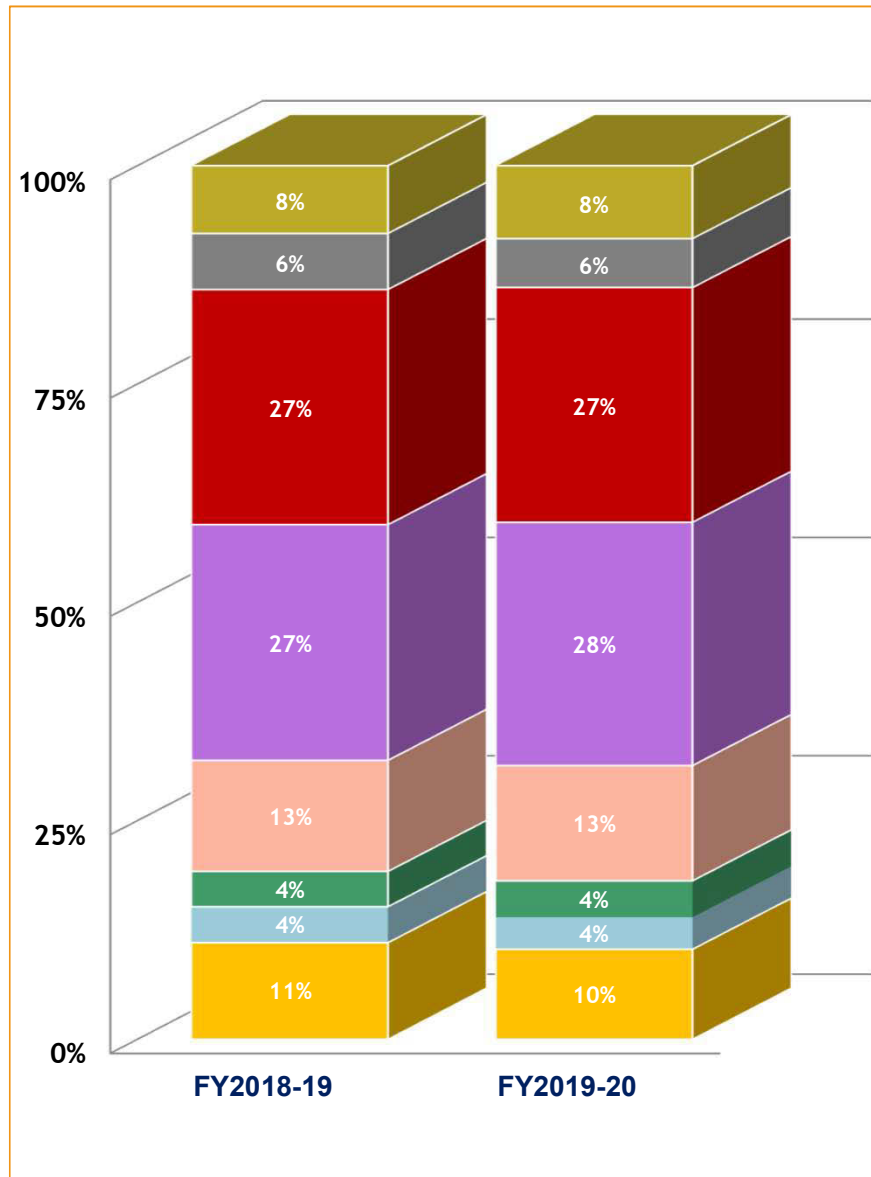
GENERAL FUND REVENUES (0001)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
BUSINESS REGISTRATION	804,100	881,239	841,800	865,000	873,600	909,300
CHARGES FOR CURRENT SERVICES	4,156,200	3,943,179	4,474,500	4,354,300	4,700,300	4,316,400
FINES & FORFEITURES	258,400	255,632	263,600	251,200	261,200	271,200
FROM OTHER AGENCIES	48,800	21,876	49,600	21,200	15,300	15,600
LICENSES & PERMITS	2,011,200	2,064,023	2,091,000	2,061,800	1,750,700	1,529,900
OTHER REVENUE	606,635	834,144	5,579,600	5,734,625	677,500	683,700
OTHER TAX	1,837,500	1,939,372	1,904,200	1,924,200	1,945,900	1,983,900
PROPERTY TAX	9,744,600	11,180,073	9,939,500	11,189,500	11,488,300	11,691,000
SALES TAX	10,037,700	10,770,655	10,394,000	10,762,000	11,043,100	11,276,900
TRANSIENT OCCUPANCY TAX	1,947,000	1,570,815	2,447,000	1,850,000	2,595,900	2,645,800
PAMF TARGET REVENUE	730,600	730,607	748,900	748,900	767,500	786,700
USE OF MONEY & PROPERTY	2,038,900	1,748,894	2,586,800	2,003,100	2,733,700	2,776,900
VEHICLE IN LIEU	2,500,000	2,933,877	2,800,000	3,000,000	3,300,000	3,500,000
<b>SUB TOTAL ----&gt;</b>	<b>36,721,635</b>	<b>38,874,385</b>	<b>44,120,500</b>	<b>44,765,825</b>	<b>42,153,000</b>	<b>42,387,300</b>
<b>WASTEWATER FUND REVENUE (0006)</b>						
OTHER REVENUE	16,992,000	18,673,912	17,843,400	17,226,400	19,317,000	18,974,900
USE OF MONEY & PROPERTY	59,200	91,733	60,400	60,400	100,000	100,000
<b>SUB TOTAL ----&gt;</b>	<b>17,051,200</b>	<b>18,765,645</b>	<b>17,903,800</b>	<b>17,286,800</b>	<b>19,417,000</b>	<b>19,074,900</b>
<b>OTHER REVENUES</b>						
GRANTS - POLICE (0017)	102,000	130,086	104,000	104,000	106,100	108,200
LIBRARY TENANT REVENUE (0095)	232,100	242,130	236,800	238,300	278,500	284,000
NPDES/ STORMWATER FUND (0015)	542,700	532,210	681,600	657,800	671,500	679,500
<b>SUB TOTAL ----&gt;</b>	<b>876,800</b>	<b>904,427</b>	<b>1,022,400</b>	<b>1,000,100</b>	<b>1,056,100</b>	<b>1,071,700</b>
<b>OPERATION SUB TOTAL ----&gt;</b>	<b>54,649,635</b>	<b>58,544,456</b>	<b>63,046,700</b>	<b>63,052,725</b>	<b>62,626,100</b>	<b>62,533,900</b>
<b>CAPITAL FUND REVENUES</b>						
EQUIPMENT REPLACEMENT FUND (0010)	-	-	-	-	-	-
MEASURE "A" (0014)	728,300	806,881	742,900	800,000	800,000	815,000
GAS TAX (0016)	1,033,000	851,567	986,800	984,900	1,956,900	1,406,700
CAPITAL IMPROVEMENT (0025)	3,850,647	5,261,521	25,884,684	27,484,884	5,360,600	3,949,500
PARK IN LIEU (0027)	271,400	956,124	150,000	515,000	326,100	328,600
PARKING IN LIEU (0028)	8,900	109,304	9,100	10,100	3,900	4,100
AFFORDABLE HOUSING IN LIEU (0029)	85,700	702,087	1,809,900	3,242,500	414,200	416,000
LOW-MOD HOUSING ASSET (0031)	18,300	127,980	18,600	96,900	48,200	48,600
<b>CAPITAL SUB TOTAL ----&gt;</b>	<b>5,996,247</b>	<b>8,815,465</b>	<b>29,571,984</b>	<b>33,134,284</b>	<b>8,909,900</b>	<b>6,968,500</b>
<b>CITY DEBT SERVICE</b>						
SC LIBRARY - BOND SERVICE (0093)	350,400	427,942	357,500	357,500	374,700	395,900
<b>CITY DEBT SERVICE FUND TOTAL ----&gt;</b>	<b>350,400</b>	<b>427,942</b>	<b>357,500</b>	<b>357,500</b>	<b>374,700</b>	<b>395,900</b>
<b>INTERNAL SERVICE FUNDS</b>						
WORK COMP - UNRESTRICTED (0032)	-	4,638	-	9,600	-	-
LIABILITY INSURANCE (0033)	36,600	50,914	37,300	42,300	38,000	38,700
POST-EMPLOYMENT BENEFITS (0035)	851,800	871,462	868,800	872,800	873,000	907,100
<b>INTERNAL SERVICE FUND TOTAL ----&gt;</b>	<b>888,400</b>	<b>927,014</b>	<b>906,100</b>	<b>924,700</b>	<b>911,000</b>	<b>945,800</b>
<b>GRAND TOTAL</b>	<b>61,884,682</b>	<b>68,714,876</b>	<b>93,882,284</b>	<b>97,469,209</b>	<b>72,821,700</b>	<b>70,844,100</b>

## CITYWIDE REVENUES BY MAJOR CATEGORY AND SOURCE FY 2018-19 AND FY 2019-20



- General Fund
- Wastewater Fund
- Other Revenue Funds
- Capital Funds
- City's Debt/Internal Services Funds

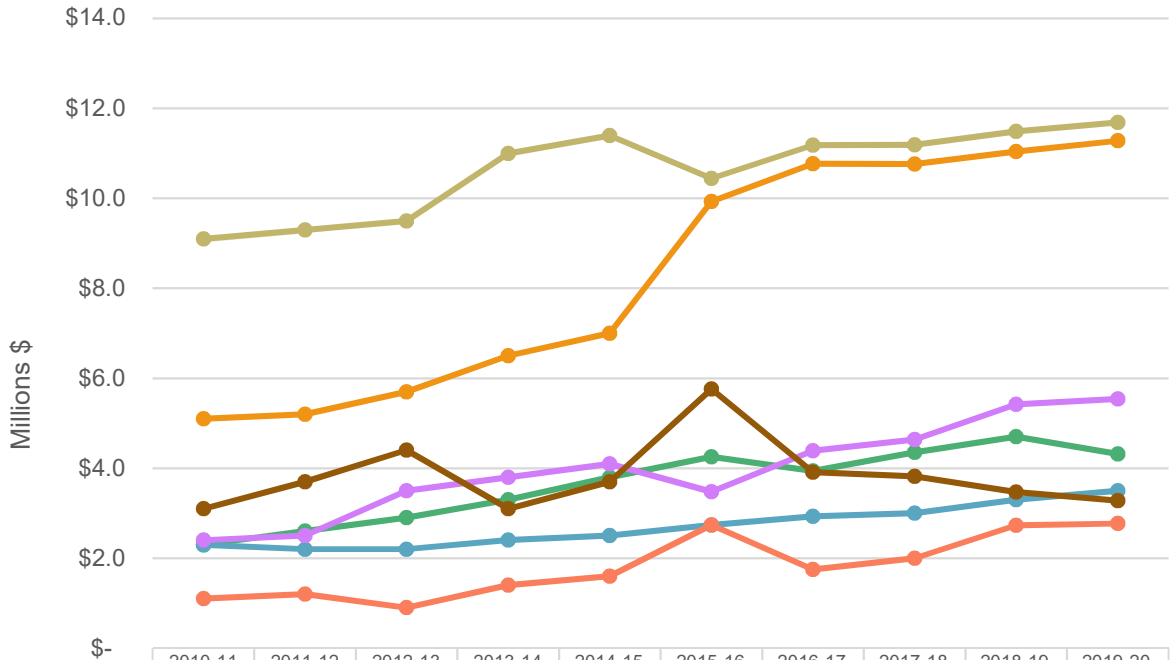
## GENERAL FUND OPERATING REVENUES BY TYPE FY 2018-19 AND FY 2019-20



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



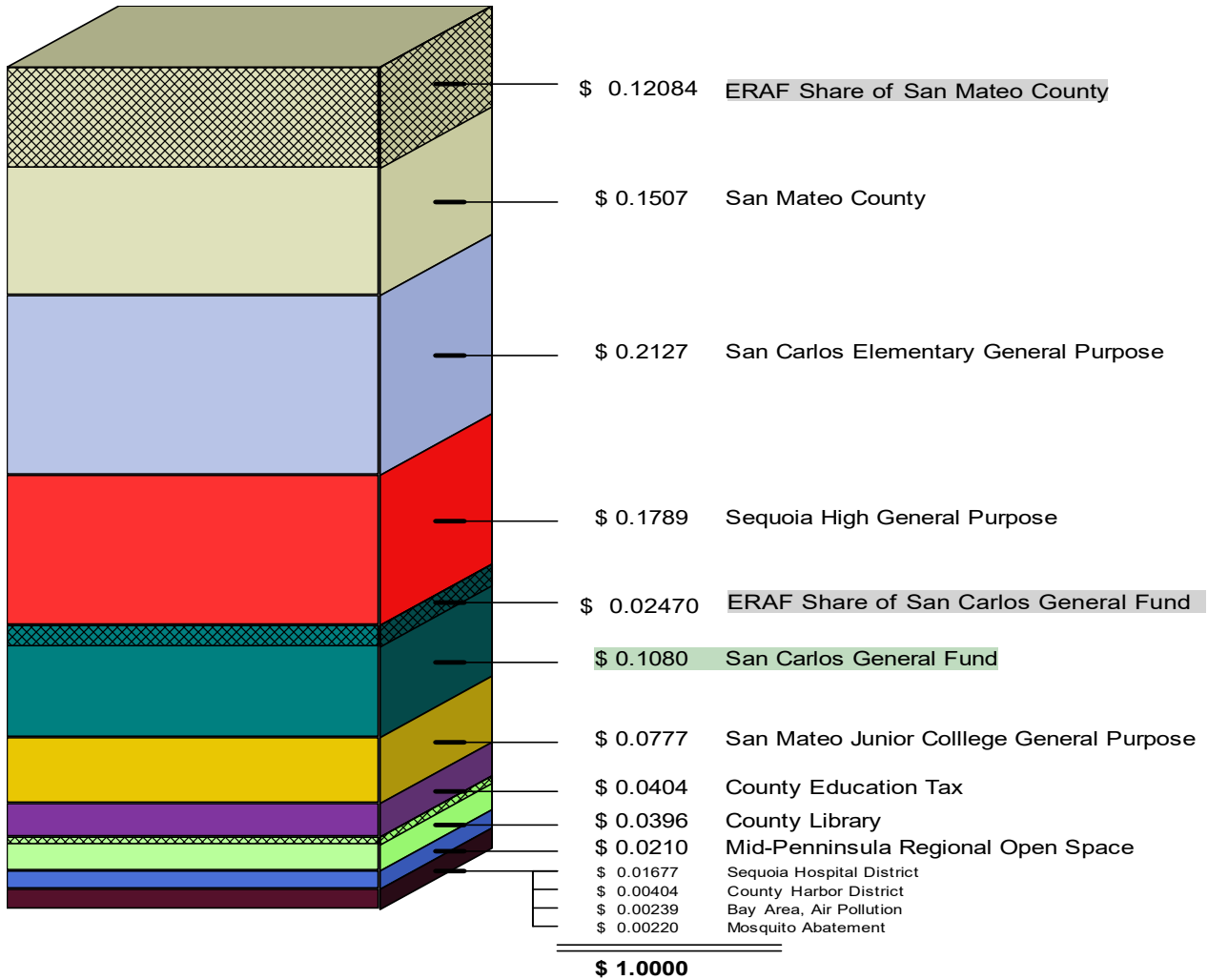
## GENERAL FUND OPERATING REVENUE Multi-Year Comparison (Funds are Reflected in Millions)



	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Adopted	2019-20 Adopted
— Sales Tax	\$5.1	\$5.2	\$5.7	\$6.5	\$7.0	\$9.9	\$10.8	\$10.8	\$11.0	\$11.3
— Property Tax	\$9.1	\$9.3	\$9.5	\$11.0	\$11.4	\$10.4	\$11.2	\$11.2	\$11.5	\$11.7
— Fees for Service	\$2.3	\$2.6	\$2.9	\$3.3	\$3.8	\$4.3	\$3.9	\$4.4	\$4.7	\$4.3
— Vehicle In-Lieu	\$2.3	\$2.2	\$2.2	\$2.4	\$2.5	\$2.7	\$2.9	\$3.0	\$3.3	\$3.5
— Other Taxes	\$2.4	\$2.5	\$3.5	\$3.8	\$4.1	\$3.5	\$4.4	\$4.6	\$5.4	\$5.5
— Use of Assets	\$1.1	\$1.2	\$0.9	\$1.4	\$1.6	\$2.7	\$1.8	\$2.0	\$2.7	\$2.8
— Other	\$3.1	\$3.7	\$4.4	\$3.1	\$3.7	\$5.8	\$3.9	\$3.8	\$3.5	\$3.3



# THE CITY OF SAN CARLOS PROPERTY TAX DOLLAR BREAKDOWN



Information provided by Hinderliter de Llamas & Associates 2017

Data Source: San Mateo County Assessor 2015-16 Annual Tax Increment Tables



# SAN MATEO COUNTY PROPERTY TAX - 2017-18

## REPRESENTATIVE GENERAL LEVY SHARE ESTIMATE

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

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

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

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

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

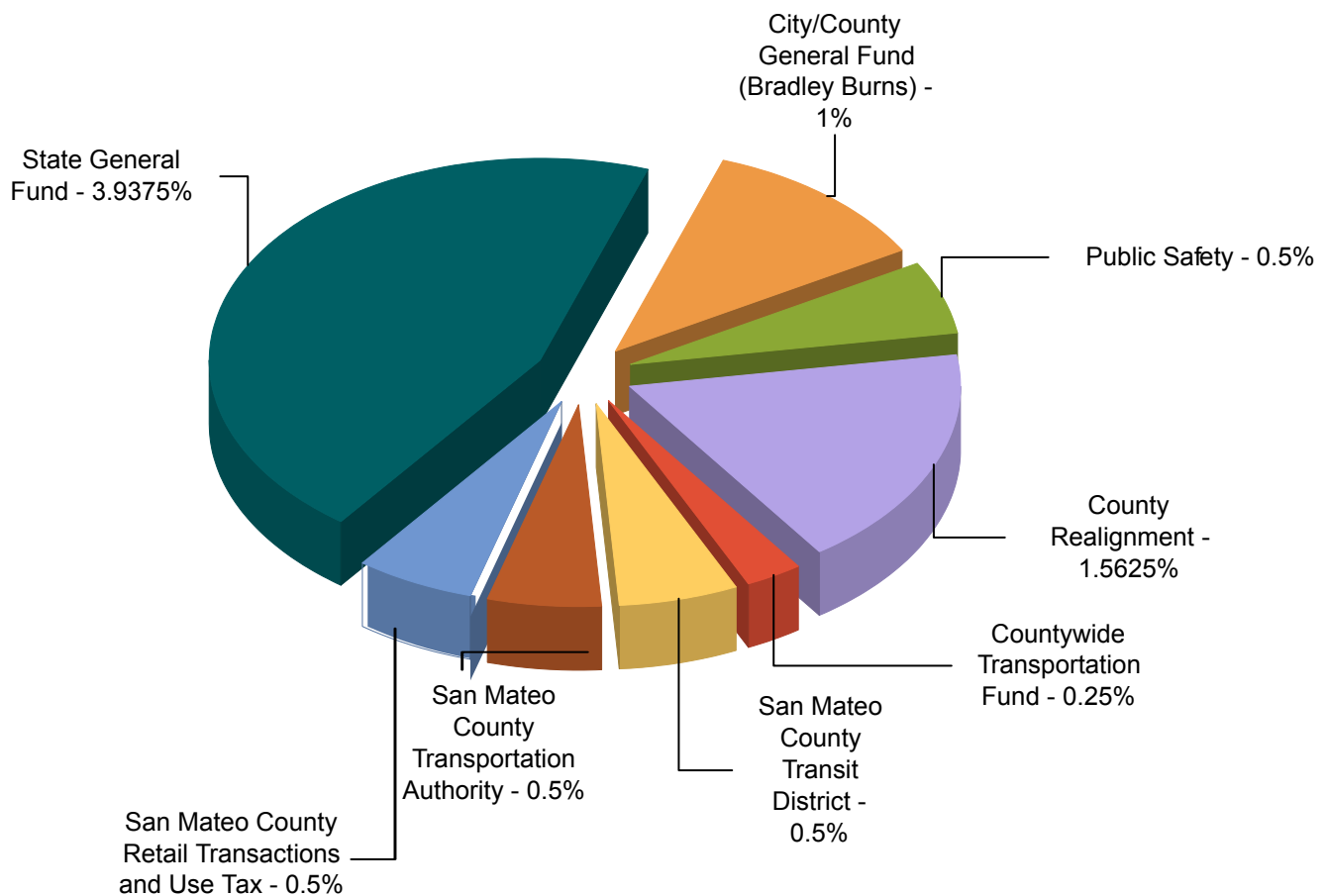
Information provided by Hinderliter de Llamas & Associates 2017



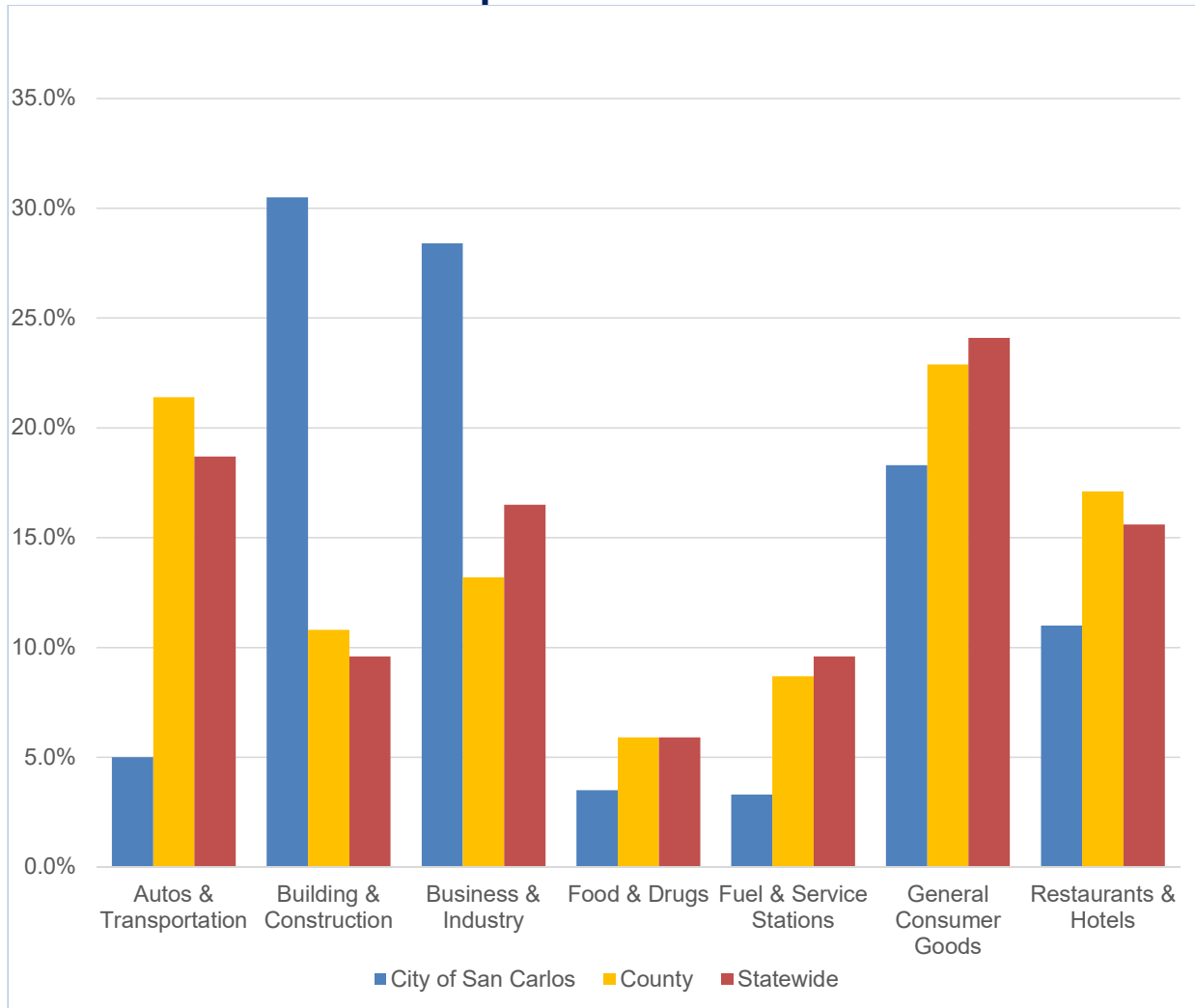
# CITY OF SAN CARLOS SALES TAX

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

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



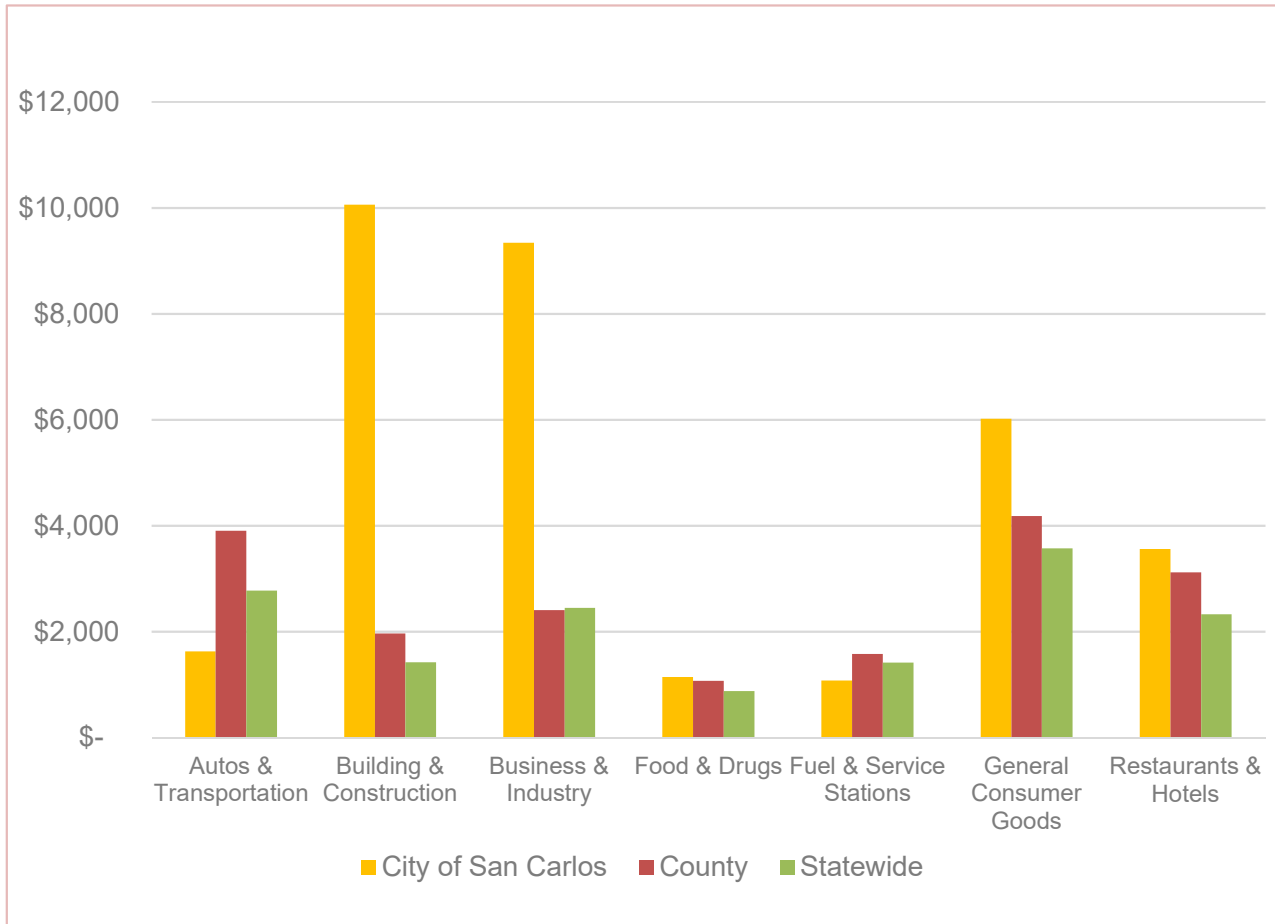
## Sales Tax by Major Industry Groups Calendar Year 2017



	City of San Carlos	County	Statewide
Autos & Transportation	5.0%	21.4%	18.7%
Building & Construction	30.5%	10.8%	9.6%
Business & Industry	28.4%	13.2%	16.5%
Food & Drugs	3.5%	5.9%	5.9%
Fuel & Service Stations	3.3%	8.7%	9.6%
General Consumer Goods	18.3%	22.9%	24.1%
Restaurants & Hotels	11.0%	17.1%	15.6%
Totals	100.0%	100.0%	100.0%

\* Information provided by Hinderliter de Llamas & Associates 2017

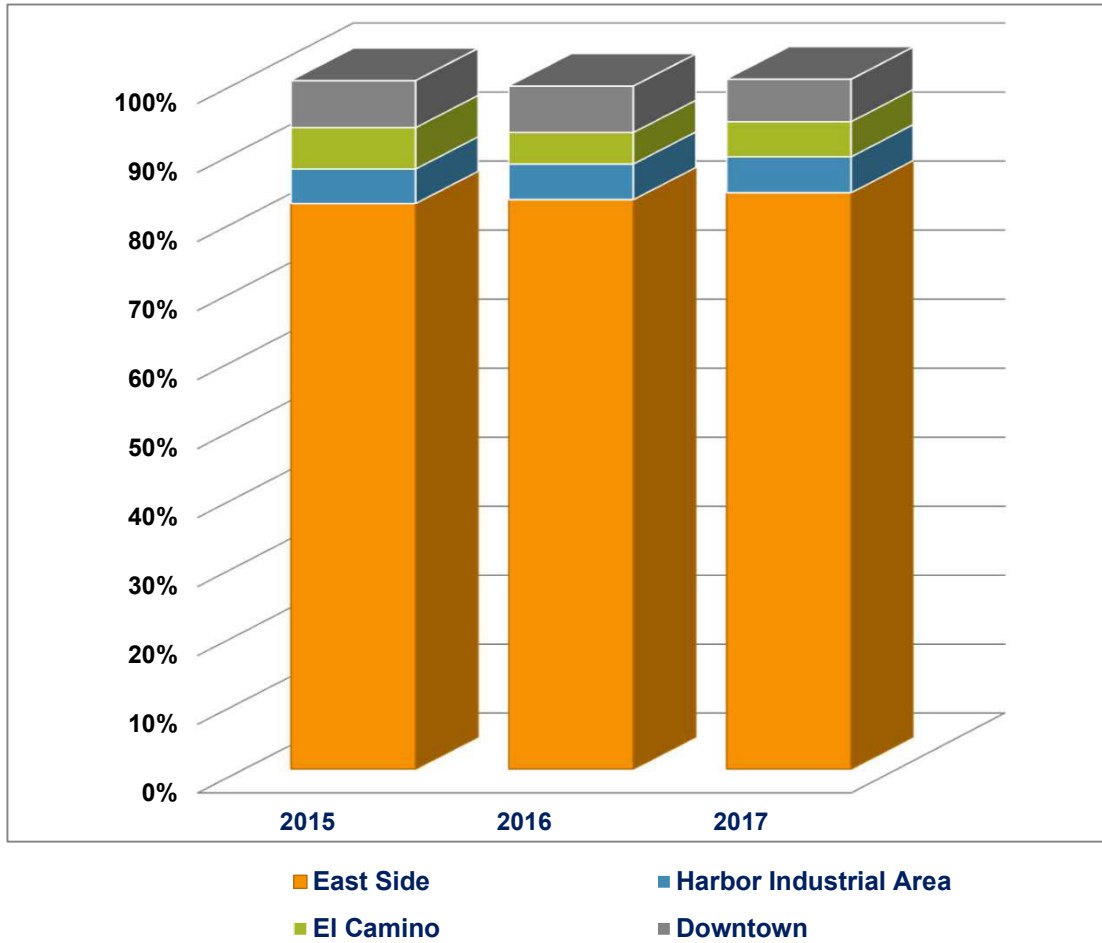
## Sales Tax Revenue Per Capita Calendar Year 2017



	City of San Carlos	County	Statewide
Autos & Transportation	\$ 1,631	\$ 3,905	\$ 2,778
Building & Construction	10,062	1,965	1,425
Business & Industry	9,338	2,405	2,447
Food & Drugs	1,147	1,074	879
Fuel & Service Stations	1,080	1,580	1,419
General Consumer Goods	6,018	4,181	3,575
Restaurants & Hotels	3,558	3,118	2,329
<b>Totals</b>	<b>\$ 32,834</b>	<b>\$ 18,228</b>	<b>\$ 14,852</b>

\* Information provided by Hinderliter de Llamas & Associates 2017

## SALES TAX REVENUES BY GEOGRAPHIC AREA BY CALENDAR YEAR



	2015	2016	2017
East Side	82%	83%	84%
Harbor Industrial Area	5%	5%	5%
El Camino	6%	5%	5%
Downtown	7%	7%	6%
Totals	100%	100%	100%

\* Information provided by Hinderliter de Llamas & Associates

REVENUE DETAIL BY FUND

GENERAL FUND (0001)

BUSINESS REGISTRATION	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
406001 BUSINESS REGISTRATION FEE	800,800	853,514	832,800	856,000	866,100	900,700
406100 BUSINESS REGISTRATION LATE FEE	3,300	27,725	9,000	9,000	7,500	8,600
<b>SUB TOTAL ----&gt;</b>	<b>804,100</b>	<b>881,239</b>	<b>841,800</b>	<b>865,000</b>	<b>873,600</b>	<b>909,300</b>

CHARGES FOR CURRENT SERVICES	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
407007 ZONING/VARIANCE/USE PERMIT FEE	276,000	556,215	281,500	281,500	287,100	292,800
407009 PLANNING DEPT- KEY DEVELOPMENT	669,500	247,621	626,900	626,900	927,000	702,000
407011 PLAN CHECK - ENGINEERING	112,100	309,860	228,700	228,700	299,300	299,900
407012 PLAN CHECK - ACCESSIBILITY	33,000	572	-	1,000	1,000	1,000
407013 PLAN CHECK - ENERGY CALCULATION	8,700	33,146	8,900	20,000	24,100	25,300
407014 PLAN CHECK - GEOLOGIC	33,700	(468)	-	-	-	-
407015 PLAN CHECK - BUILDING	752,700	845,173	972,700	972,700	998,800	795,800
407018 APARTMENT INSPECTION FEES	33,000	21,690	33,700	33,700	29,400	30,100
407019 GIS FEES	5,500	8,848	5,600	5,600	8,700	8,800
407033 PLAN CHECK FEES	37,100	98,650	65,800	65,800	68,600	69,400
407034 INSPECTION FEE	72,500	49,303	61,900	61,900	50,500	52,000
407035 MISCELLANEOUS SERVICES	1,400	156	1,400	-	-	-
407036 ADV LIFE SUPPORT/FIRST RESPON	43,000	56,352	56,000	56,000	56,000	56,000
408101 RECREATION	49,500	28,456	58,000	48,200	28,600	28,900
408105 VENDING MACHINE CONTRACT	1,300	3,792	1,300	1,300	1,300	1,300
408200 CLASS SYSTEM	1,818,600	1,426,744	1,859,800	1,729,700	1,684,100	1,714,300
408501 BUILDING RENTAL DEPOSIT/REFUND	45,900	57,149	46,800	50,000	50,000	50,000
408502 ADMINISTRATIVE FEE	37,400	51,194	37,800	53,400	54,100	54,900
408510 RESERVATIONS	67,100	85,709	68,300	68,300	69,800	71,100
408601 GENERAL RECEIPTS	-	-	-	-	4,000	4,000
430002 BURGLAR & FIRE ALARM SYSTEM	-	32	-	-	-	-
430012 FIRST CHANCE FEE	5,500	4,808	5,600	5,600	3,000	3,000
430014 VEHICLE RELEASE FEE	9,800	-	9,800	-	-	-
430015 ALARM REPOSE	43,100	57,569	44,000	44,000	54,900	55,800
480001 FEES FOR SERVICES PROVIDED	-	609	-	-	-	-
<b>SUB TOTAL ----&gt;</b>	<b>4,156,200</b>	<b>3,943,179</b>	<b>4,474,500</b>	<b>4,354,300</b>	<b>4,700,300</b>	<b>4,316,400</b>

FINES & FORFEITURES	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
410001 VEHICLE CODE FINES	128,600	107,609	131,200	110,000	110,000	110,000
410004 BUILDING PERMITS VIOLATIONS	1,100	1,800	1,100	1,100	1,100	1,100
410005 NSF CHARGE	100	175	100	100	100	100
430017 PARKING FINES - TURBO DATA	128,600	146,048	131,200	140,000	150,000	160,000
<b>SUB TOTAL ----&gt;</b>	<b>258,400</b>	<b>255,632</b>	<b>263,600</b>	<b>251,200</b>	<b>261,200</b>	<b>271,200</b>

FROM OTHER AGENCIES	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
420104 DARE FUNDING	-	598	-	-	-	-
420501 GRANTS	29,700	8,444	30,300	6,200	-	-
430003 POST REIMBURSEMENT	4,200	-	4,300	-	-	-
480016 SB90 REIMBURSEMENT	10,600	8,728	10,600	10,600	10,800	11,000
480201 STATE HIGHWAY MAINTENANCE REIMBURSEMENT	4,300	4,105	4,400	4,400	4,500	4,600
<b>SUB TOTAL ----&gt;</b>	<b>48,800</b>	<b>21,876</b>	<b>49,600</b>	<b>21,200</b>	<b>15,300</b>	<b>15,600</b>

LICENSES & PERMITS	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
407001 BUILDING PERMITS	1,369,500	1,260,200	1,464,700	1,464,700	1,142,200	910,000
407002 PLUMBING PERMITS	95,700	124,693	97,600	97,600	99,600	101,600
407003 MECHANICAL PERMITS	95,600	156,102	97,500	97,500	99,500	101,500
407004 ELECTRICAL PERMITS	127,200	162,707	129,700	129,700	132,300	134,900
407005 GRADING PERMITS	500	296	500	500	500	500
407006 ENCROACHMENT PERMITS	189,500	218,293	193,300	193,300	197,200	201,100
407022 TREE REMOVAL PERMITS	16,800	-	17,100	17,100	17,400	17,700
407027 TREE PLANTING FUND	5,000	-	5,100	-	-	-
407028 GENERAL PLAN SURCHARGE FEE	27,900	103,019	28,400	28,400	29,000	29,600
407029 DEMOLITION FEE	500	4,480	500	2,000	2,000	2,000
407030 CA STATE SB1473 BLDG STANDARD	1,000	-	1,000	-	-	-
407032 PERMIT FEES	82,000	30,098	55,600	30,000	30,000	30,000
407041 PERMIT PARKING	-	4,135	-	1,000	1,000	1,000
<b>SUB TOTAL ----&gt;</b>	<b>2,011,200</b>	<b>2,064,023</b>	<b>2,091,000</b>	<b>2,061,800</b>	<b>1,750,700</b>	<b>1,529,900</b>



REVENUE DETAIL BY FUND

OTHER REVENUE	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
408603 COMMUTER SHUTTLE PROGRAM	99,935	97,082	98,300	98,300	118,000	118,000
430016 MISCELLANEOUS	-	1,549	-	-	-	-
440101 COST REIMB-SOUTH BAYSIDE WASTE	68,900	145,892	70,300	145,000	71,700	73,100
440106 COST REIMB-CCAG	82,400	86,811	84,000	85,000	85,700	87,400
440112 COST REIMB-COMMUTE.ORG	-	-	77,900	78,800	81,000	84,000
440201 COST REIMB-OFFICE EDUCATION BUREAU	10,600	7,262	10,800	10,800	8,000	8,000
440202 COST REIMB-SC LIBRARY UTILITIES	35,600	43,727	36,300	36,300	-	-
440304 COST REIMBURSEMENT	215,900	271,857	121,000	184,925	204,800	209,300
440308 COST REIMB COBRA/RETIREE	-	283	-	-	-	-
440311 COST REIMB - PW STAFF PLAN CHECK	-	8,124	-	-	-	-
440313 SCHOOL SPORTS FIELD MAINTENANCE	47,000	46,860	47,000	47,000	47,000	47,000
480505 CLAIM AND SETTLEMENT	-	10,605	5,000,000	5,000,000	-	-
480008 MISCELLANEOUS	6,000	29,092	6,000	-	5,000	-
480009 DOC RECYCLE ST DEPT CONSERVATION	8,000	7,767	8,000	8,000	8,000	8,000
480100 DONATIONS	25,000	46,864	12,500	14,500	22,300	22,700
480203 SALE OF MAPS & SPECIFICATIONS	-	888	-	-	-	-
480204 COPY CHARGES	-	22	-	-	-	-
480206 IMAGING/MICROFILMING	7,300	27,938	7,500	26,000	26,000	26,200
480209 SALE OF PERSONAL PROPERTY	-	1,522	-	-	-	-
<b>SUB TOTAL ----&gt;</b>	<b>606,635</b>	<b>834,144</b>	<b>5,579,600</b>	<b>5,734,625</b>	<b>677,500</b>	<b>683,700</b>
<b>OTHER TAX</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
405001 FRANCHISE FEES - RECOLOGY	728,300	768,554	742,900	742,900	757,800	773,000
405002 FRANCHISE FEES - PG&E	442,200	462,445	451,000	461,000	460,000	469,200
405003 FRANCHISE FEES - COMCAST	475,400	484,499	484,900	484,900	494,600	504,500
405004 FRANCHISE FEES - CALIF WATER	150,000	162,672	153,000	163,000	161,100	164,200
405006 FRANCHISE FEES - AT&T U-VERSE	41,600	61,202	72,400	72,400	72,400	73,000
<b>SUB TOTAL ----&gt;</b>	<b>1,837,500</b>	<b>1,939,372</b>	<b>1,904,200</b>	<b>1,924,200</b>	<b>1,945,900</b>	<b>1,983,900</b>
<b>PROPERTY TAX</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
402001 PROPERTY TAX - CURRENT SECURED	8,374,600	9,536,340	8,542,100	9,792,100	10,062,900	10,237,200
402002 PROPERTY TAX - CURR UNSECURED	445,900	352,862	454,800	454,800	463,900	473,200
402004 PROPERTY TAX - AIRCRAFT	223,000	186,130	227,500	227,500	232,100	236,700
402005 PROPERTY TAX - UNITARY	83,600	98,518	85,300	85,300	87,000	88,700
402007 PROPERTY TAX - SB813 SECURED	167,300	352,602	170,600	170,600	174,000	177,500
402010 REAL PROPERTY TRANSFER TAX	400,000	606,996	408,000	408,000	416,200	424,500
402011 HOMEOWNERS TAX RELIEF	50,200	46,625	51,200	51,200	52,200	53,200
<b>SUB TOTAL ----&gt;</b>	<b>9,744,600</b>	<b>11,180,073</b>	<b>9,939,500</b>	<b>11,189,500</b>	<b>11,488,300</b>	<b>11,691,000</b>
<b>SALES TAX</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
401001 SALES TAX	9,899,200	10,613,255	10,252,700	10,600,000	10,882,200	11,111,900
401002 1/2 CENT SALES TAX PUBLIC SAFE	138,500	157,400	141,300	162,000	160,900	165,000
<b>SUB TOTAL ----&gt;</b>	<b>10,037,700</b>	<b>10,770,655</b>	<b>10,394,000</b>	<b>10,762,000</b>	<b>11,043,100</b>	<b>11,276,900</b>
<b>TRANSIENT OCCUPANCY TAX</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
404001 TRANSIENT OCCUPANCY TAX	1,947,000	1,570,815	2,447,000	1,850,000	2,595,900	2,645,800
<b>SUB TOTAL ----&gt;</b>	<b>1,947,000</b>	<b>1,570,815</b>	<b>2,447,000</b>	<b>1,850,000</b>	<b>2,595,900</b>	<b>2,645,800</b>
<b>PAMF TARGET REVENUE</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
450101 PAMF TARGET REVENUE	730,600	730,607	748,900	748,900	767,500	786,700
<b>SUB TOTAL ----&gt;</b>	<b>730,600</b>	<b>730,607</b>	<b>748,900</b>	<b>748,900</b>	<b>767,500</b>	<b>786,700</b>
<b>USE OF MONEY &amp; PROPERTY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
409100 INVESTMENT INCOME	317,300	639,356	400,000	400,000	330,100	336,700
409101 INVESTMENT INC GASB31 FAIR VALUE	-	(251,166)	-	-	-	-
409102 INVESTMENT INCOME ALLOCATION	(114,400)	(235,485)	(160,000)	(160,000)	(119,000)	(121,400)
409301 RENTS CONCESS - SKYWAY PROP	75,000	106,224	105,000	105,000	106,200	106,200
409303 RENTS CONCESS - DOLLAR COMPANY	107,000	109,068	109,100	109,100	111,300	113,500
409304 RENTS CONCESS - CINGULAR	118,100	135,270	134,400	134,400	134,900	137,400
409305 RENTS CONCESS - INNS OF AMER	400,000	424,829	408,000	408,000	416,200	424,500
409323 RENTS & CONC - THREE SISTERS	231,900	231,966	228,500	228,500	241,200	246,000
409321 RENTS CONCESS - BAY AREA CELL	-	3,000	-	-	-	-
409324 RENTS CONCESS KIWANIS	97,200	97,219	99,100	99,100	101,100	103,100
409328 RENTS CONCESS-BILLBOARDS	806,800	488,613	1,262,700	679,000	1,411,700	1,430,900
<b>SUB TOTAL ----&gt;</b>	<b>2,038,900</b>	<b>1,748,894</b>	<b>2,586,800</b>	<b>2,003,100</b>	<b>2,733,700</b>	<b>2,776,900</b>

REVENUE DETAIL BY FUND

VEHICLE IN LIEU	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
403001 MOTOR VEHICLE IN-LIEU FEE	2,500,000	2,933,877	2,800,000	3,000,000	3,300,000	3,500,000
<b>SUB TOTAL ----&gt;</b>	<b>2,500,000</b>	<b>2,933,877</b>	<b>2,800,000</b>	<b>3,000,000</b>	<b>3,300,000</b>	<b>3,500,000</b>
<b>TOTAL GENERAL FUND (0001)</b>	<b>36,721,635</b>	<b>38,874,385</b>	<b>44,120,500</b>	<b>44,765,825</b>	<b>42,153,000</b>	<b>42,387,300</b>
<b>WASTEWATER ENTERPRISE FUND (0006)</b>						
WASTEWATER (0006)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
409102 INVESTMENT INCOME ALLOCATION	59,200	91,733	60,400	60,400	100,000	100,000
480301 SANITARY SEWER INSPECTION	-	32,866	-	-	-	-
480302 SEWER CONNECTION - SAN CARLOS	250,000	708,706	250,000	250,000	1,500,000	100,000
480303 SEWER SERVICE ASSESSMENT	16,554,000	15,992,755	17,409,400	16,792,400	17,632,000	18,689,900
480306 SEWER CHRG HARBOR INDUST DISTRICT	-	59,286	-	-	-	-
480307 SBSA REFUNDABLE CREDIT IRS	188,000	187,502	184,000	184,000	185,000	185,000
480308 INCREASE/DECREASE IN AUTHORITY	-	1,692,797	-	-	-	-
<b>TOTAL ENTERPRISE FUND ----&gt;</b>	<b>17,051,200</b>	<b>18,765,645</b>	<b>17,903,800</b>	<b>17,286,800</b>	<b>19,417,000</b>	<b>19,074,900</b>
<b>OTHER REVENUE FUNDS</b>						
STORMWATER FUND (0015)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
409102 INVESTMENT INCOME ALLOCATION	-	2,357	-	-	-	-
480002 NPDES FEES	469,200	454,795	478,600	455,000	455,000	455,000
403003 MEASURE M	68,400	70,058	69,800	69,800	71,200	72,600
480019 LEVEE DIST	5,100	5,000	5,200	5,000	5,000	5,000
440304 COST REIMBURSEMENT	-	-	128,000	128,000	140,300	146,900
<b>STORMWATER SUB TOTAL ----&gt;</b>	<b>542,700</b>	<b>532,210</b>	<b>681,600</b>	<b>657,800</b>	<b>671,500</b>	<b>679,500</b>
GRANTS-POLICE (0017)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
420102 SLESF	102,000	130,086	104,000	104,000	106,100	108,200
<b>POLICE GRANTS SUB TOTAL ----&gt;</b>	<b>102,000</b>	<b>130,086</b>	<b>104,000</b>	<b>104,000</b>	<b>106,100</b>	<b>108,200</b>
SC LIBRARY TENANT (0095)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
409102 INVESTMENT INCOME ALLOCATION	7,100	12,461	7,200	8,700	7,300	7,400
409314 RENTS CONCESS - SBWMA	54,600	54,847	55,700	55,700	56,800	57,900
409316 RENTS CONCESS - STAR VISTA	117,800	120,683	120,200	120,200	122,600	125,100
409329 RENTS CONCESS - CHAMBER OF COMMERCE	52,600	54,139	53,700	53,700	54,800	55,900
440202 COST REIMB-SC LIBRARY UTILITIES	-	-	-	-	37,000	37,700
<b>SC LIBRARY TENANT SUB TOTAL ----&gt;</b>	<b>232,100</b>	<b>242,130</b>	<b>236,800</b>	<b>238,300</b>	<b>278,500</b>	<b>284,000</b>
<b>OTHER REVENUE FUNDS TOTAL</b>	<b>876,800</b>	<b>904,427</b>	<b>1,022,400</b>	<b>1,000,100</b>	<b>1,056,100</b>	<b>1,071,700</b>

REVENUE DETAIL BY FUND

CAPITAL FUNDS

EQUIPMENT REPLACEMENT FUND (0010)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
440305 COST REIMB - INSURANCE CERTIFICATION	-	-	-	-	-	-
<b>MEASURE A SUB TOTAL ----&gt;</b>	-	-	-	-	-	-

MEASURE A TRAFFIC CONGESTION (0014)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
401003 SAN MATEO COUNTY MEASURE A FUND	728,300	804,007	742,900	800,000	800,000	815,000
409102 INVESTMENT INCOME ALLOCATION	-	2,874	-	-	-	-
<b>MEASURE A SUB TOTAL ----&gt;</b>	<b>728,300</b>	<b>806,881</b>	<b>742,900</b>	<b>800,000</b>	<b>800,000</b>	<b>815,000</b>

GAS TAX (0016)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
403003 MEASURE M	65,000	70,058	65,000	70,000	65,000	65,000
407025 DIRT HAULING PERMIT	45,900	16,831	46,800	20,000	20,700	20,700
407038 MORATORIUM STREET CUT	-	9,600	-	11,000	6,000	6,000
409102 INVESTMENT INCOME ALLOCATION	-	5,462	-	-	-	-
420201 DEPT OF TRANSPORTATION GRANT	-	-	-	-	550,000	-
440304 COST REIMBURSEMENT	240,000	179,647	60,000	60,000	60,000	60,000
470001 STATE GAS TAX 2105	132,600	162,994	168,700	169,800	167,800	170,000
470002 STATE GAS TAX 2106 CONSTRUCTIO	112,200	116,902	114,400	122,000	127,400	125,000
470003 STATE GAS TAX 2107 MAINTENANCE	204,000	206,649	208,100	209,300	209,300	209,000
470004 STATE GAS TAX 2107.5 ENGINEER	6,100	6,000	6,200	6,000	6,000	6,000
470006 STATE GAS TAX PROP 1B	-	-	-	-	-	-
470007 STATE GAS TAX 2103	227,200	77,424	317,600	116,700	224,700	225,000
470008 ST CODE 2032 SB1 RD MAIN REHAB	-	-	-	200,100	520,000	520,000
480001 FEES FOR SERVICES PROVIDED	-	-	-	-	-	-
480005 BIKE LANE PROJECT	-	-	-	-	-	-
480008 MISCELLANEOUS	-	-	-	-	-	-
480203 SALE OF MAPS & SPECIFICATIONS	-	-	-	-	-	-
<b>GAS TAX SUB TOTAL ----&gt;</b>	<b>1,033,000</b>	<b>851,567</b>	<b>986,800</b>	<b>984,900</b>	<b>1,956,900</b>	<b>1,406,700</b>

CAPITAL IMPROVEMENT PROJECTS (0025)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
401003 SAN MATEO COUNTY MEASURE A FUND	-	913,522	14,440,000	14,440,000	-	-
402009 PROPERTY TAX - ERAF REFUND	700,000	1,265,089	700,000	1,457,500	700,000	700,000
405005 FRANCHISE FEE- SBWMA FRANCHISE	1,386,600	1,853,604	1,414,300	2,000,000	1,942,600	1,971,500
407028 G PLAN SURCHARGE FEE	-	-	-	15,000	30,000	30,000
407031 TECHNOLOGY FEE	-	44,405	-	40,000	40,000	40,000
407040 TRAFFIC MITIGATION FEE	-	504,530	-	65,000	1,850,000	50,000
409102 INVESTMENT INCOME ALLOCATION	-	16,024	-	7,000	-	-
420201 ACTIVE TRANSPORT PROGRAM	-	-	4,200,000	4,200,000	-	-
420202 DEPT TRANSPORTATION ACT FUND	-	-	-	-	100,000	-
420203 BICYCLE PEDESTRIAN IMP (BPIP)	191,896	191,896	-	-	-	-
420501 GRANTS	-	151,888	120,000	120,000	500,000	1,000,000
440304 COST REIMBURSEMENT	750,000	-	1,250,000	1,250,000	40,000	-
480005 BIKE PATH PROGRAM FUNDING	-	-	1,000,000	1,000,000	-	-
480019 LEVEE DIST	300,000	28,370	300,000	328,000	28,000	28,000
480034 TRASH CONTROL 2%	128,100	146,172	-	-	-	-
480100 DONATIONS	65,000	146,020	90,500	222,500	130,000	130,000
482001 PROCEED LT	329,051	-	1,339,884	1,339,884	-	-
<b>CAPITAL IMPROVEMENT SUB TOTAL ----&gt;</b>	<b>3,850,647</b>	<b>5,261,521</b>	<b>25,854,684</b>	<b>27,484,884</b>	<b>5,360,600</b>	<b>3,949,500</b>

PARK IN-LIEU (0027)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
409102 INVESTMENT INCOME ALLOCATION	2,100	24,092	2,100	15,000	2,100	2,100
480100 DONATIONS	50,000	-	50,000	50,000	-	-
480401 IN LIEU PARK LAND DEDICATION FEE	-	228,716	-	300,000	100,000	100,000
480402 PARK FACILITY DEV FEE BEDROOM	219,300	703,316	97,900	150,000	224,000	226,500
<b>PARK-IN-LIEU SUB TOTAL ----&gt;</b>	<b>271,400</b>	<b>956,124</b>	<b>150,000</b>	<b>515,000</b>	<b>326,100</b>	<b>328,600</b>

PARKING IN-LIEU (0028)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
407041 PERMIT PARKING	8,500	248	8,700	8,700	3,900	4,100
409102 INVESTMENT INCOME ALLOCATION	-	1,080	-	1,000	-	-
409308 RENTS CONCESS - SNEAKERS	400	360	400	400	-	-
480403 PARKING IN-LIEU FEE	-	107,616	-	-	-	-
<b>PARKING IN-LIEU SUB TOTAL ----&gt;</b>	<b>8,900</b>	<b>109,304</b>	<b>9,100</b>	<b>10,100</b>	<b>3,900</b>	<b>4,100</b>

REVENUE DETAIL BY FUND

HOUSING IN-LIEU (0029)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
409102 INVESTMENT INCOME ALLOCATION	9,200	19,120	9,400	20,000	9,600	9,800
480404 AFFORDABLE HSG I LIEU FEE (BMR)	76,500	682,967	78,000	1,500,000	154,600	156,200
480409 COMMERCIAL LINKAGE FEE	-	-	722,500	722,500	250,000	250,000
480505 CLAIM AND SETTLEMENT	-	-	1,000,000	1,000,000	-	-
<b>HOUSING IN-LIEU SUB TOTAL ----&gt;</b>	<b>85,700</b>	<b>702,087</b>	<b>1,809,900</b>	<b>3,242,500</b>	<b>414,200</b>	<b>416,000</b>

LOW-MOD HOUSING ASSET (0031)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
409102 INVESTMENT INCOME ALLOCATION	1,000	42,521	1,000	30,000	16,000	16,000
409202 INTEREST INCOME MORTGAGE LOAN	12,200	22,851	12,400	12,400	12,600	12,900
409319 RENT & CONCESS - 817 WALNUT	5,100	47,419	5,200	40,000	5,300	5,400
409330 RENTS CONCESS-633 ELM ST #305	-	14,352	-	14,300	14,300	14,300
480008 MISCELLANEOUS	-	838	-	200	-	-
<b>HOUSING IN-LIEU SUB TOTAL ----&gt;</b>	<b>18,300</b>	<b>127,980</b>	<b>18,600</b>	<b>96,900</b>	<b>48,200</b>	<b>48,600</b>

<b>CAPITAL FUNDS TOTAL</b>	<b>5,996,247</b>	<b>8,815,465</b>	<b>29,571,984</b>	<b>33,134,284</b>	<b>8,909,900</b>	<b>6,968,500</b>
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CITY DEBT SERVICE

SC LIBRARY BOND SERVICE (0093)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
402001 PROPERTY TAX - CURRENT SECURED	292,000	355,373	298,000	298,000	314,000	334,000
402002 PROPERTY TAX - CURR UNSECURED	22,400	13,099	22,800	22,800	23,300	23,800
402005 PROPERTY TAX - UNITARY	20,800	37,075	21,200	21,200	21,600	22,000
402007 PROPERTY TAX - SB813 SECURED	10,400	14,884	10,600	10,600	10,800	11,000
402011 HOMEOWNERS TAX RELIEF	4,800	1,951	4,900	4,900	5,000	5,100
409102 INVESTMENT INCOME ALLOCATION	-	5,560	-	-	-	-
<b>LIBRARY BOND TOTAL ----&gt;</b>	<b>350,400</b>	<b>427,942</b>	<b>357,500</b>	<b>357,500</b>	<b>374,700</b>	<b>395,900</b>

INTERNAL SERVICE FUNDS

WORKERS COMP (0032)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
409102 INVESTMENT INCOME ALLOCATION	-	3,110	-	1,800	-	-
440304 COST REIMBURSEMENT	-	750	-	-	-	-
480501 WORKERS COMP REIMBURSEMENT	-	778	-	7,800	-	-
<b>WORKERS COMP SUB TOTAL ----&gt;</b>	<b>-</b>	<b>4,638</b>	<b>-</b>	<b>9,600</b>	<b>-</b>	<b>-</b>

GENERAL LIABILITY (0033)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
420501 GRANTS	36,600	38,269	37,300	37,300	38,000	38,700
409102 INVESTMENT INCOME ALLOCATION	-	7,029	-	5,000	-	-
440306 COST REIMB - LIABILITY	-	5,616	-	-	-	-
<b>GENERAL LIABILITY SUB TOTAL ----&gt;</b>	<b>36,600</b>	<b>50,914</b>	<b>37,300</b>	<b>42,300</b>	<b>38,000</b>	<b>38,700</b>

POST-EMPLOYMENT BENEFITS (0035)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
409102 INVESTMENT INCOME ALLOCATION	-	2,062	-	4,000	-	-
480504 CR-POST-EMPLOYMENT BENEFITS	851,800	869,400	868,800	868,800	873,000	907,100
<b>POST-EMPLOYMENT BENEFITS SUB TOTAL ----&gt;</b>	<b>851,800</b>	<b>871,462</b>	<b>868,800</b>	<b>872,800</b>	<b>873,000</b>	<b>907,100</b>

<b>INTERNAL SERVICE FUNDS TOTAL</b>	<b>888,400</b>	<b>927,014</b>	<b>906,100</b>	<b>924,700</b>	<b>911,000</b>	<b>945,800</b>
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**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

GENERAL GOVERNMENT	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
CITY COUNCIL	292,600	164,836	306,800	281,300	321,800	328,800
CITY MANAGER	1,586,635	1,411,757	1,699,629	1,699,629	1,788,400	1,855,900
CITY CLERK	526,000	447,901	593,400	593,400	617,500	626,000
CITY TREASURER	25,000	1,309	27,000	1,500	25,600	26,800
CITY ATTORNEY	516,200	363,760	529,300	529,300	549,400	565,700
ADMINISTRATIVE SERVICES	667,543	626,182	700,600	700,600	725,300	758,400
FINANCE	1,506,400	1,639,012	1,609,600	1,609,600	1,682,000	1,751,000
HUMAN RESOURCES	633,100	506,067	653,900	648,600	674,300	700,700
INFORMATION TECHNOLOGY	1,487,200	1,247,356	1,533,800	1,533,800	1,572,500	1,626,600
GENERAL FUND (NON-DEPARTMENTAL)	67,300	60	7,068,700	7,068,700	70,100	71,500
<b>GENERAL GOVERNMENT SUB TOTAL ----&gt;</b>	<b>7,307,978</b>	<b>6,408,240</b>	<b>14,722,729</b>	<b>14,666,429</b>	<b>8,026,900</b>	<b>8,311,400</b>
<b>COMMUNITY DEVELOPMENT</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
COMMUNITY DEVELOPMENT ADMINISTRATION	494,400	471,036	531,200	531,200	551,200	575,500
DEVELOPMENT AND PERMITTING	3,404,455	2,687,525	3,561,658	3,561,658	4,572,600	3,990,400
ECONOMIC DEVELOPMENT	977,538	703,239	1,126,500	1,126,500	990,200	1,022,100
<b>COMMUNITY DEVELOPMENT SUB TOTAL ----&gt;</b>	<b>4,876,393</b>	<b>3,861,800</b>	<b>5,219,358</b>	<b>5,219,358</b>	<b>6,114,000</b>	<b>5,588,000</b>
<b>PUBLIC SAFETY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
POLICE DEPARTMENT	9,395,921	8,844,346	9,552,400	9,451,400	9,999,900	10,462,400
FIRE DEPARTMENT	9,011,500	8,890,479	9,579,600	9,433,500	10,201,200	9,800,300
<b>PUBLIC SAFETY SUB TOTAL ----&gt;</b>	<b>18,407,421</b>	<b>17,734,825</b>	<b>19,132,000</b>	<b>18,884,900</b>	<b>20,201,100</b>	<b>20,262,700</b>
<b>PUBLIC WORKS</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
PUBLIC WORKS ADMIN/ENGINEERING	1,910,500	1,672,823	2,139,200	2,139,200	2,353,000	2,437,600
FLEET	200,200	145,708	207,700	207,700	224,900	233,700
STREET MAINTENANCE	460,900	391,988	470,000	470,000	684,400	697,000
PARK MAINTENANCE	1,715,900	1,588,833	1,919,700	1,919,700	1,999,500	2,060,100
BUILDING MAINTENANCE	1,012,800	959,432	1,066,100	1,066,100	1,125,300	1,129,500
<b>PUBLIC WORKS SUB TOTAL ----&gt;</b>	<b>5,300,300</b>	<b>4,758,784</b>	<b>5,802,700</b>	<b>5,802,700</b>	<b>6,387,100</b>	<b>6,557,900</b>
<b>PARK &amp; RECREATION</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
PARKS & RECREATION LEADERSHIP AND MANAGEMENT	536,776	466,899	743,700	743,700	554,900	577,600
ADULT SERVICES	622,100	541,093	649,200	649,200	721,850	748,350
ATHLETICS	424,800	321,012	436,100	436,100	468,050	482,250
PERSONAL AND FAMILY DEVELOPMENT	1,126,100	935,250	984,400	984,400	1,160,200	1,197,000
SPECIAL COMMUNITY EVENTS	91,800	87,615	113,500	113,500	142,000	144,000
YOUTH DEVELOPMENT	573,800	402,296	589,500	589,500	545,700	561,100
<b>PARK &amp; RECREATION SUB TOTAL ----&gt;</b>	<b>3,375,376</b>	<b>2,754,165</b>	<b>3,516,400</b>	<b>3,516,400</b>	<b>3,592,700</b>	<b>3,710,300</b>
<b>GENERAL FUND (0001) TOTAL</b>	<b>39,267,467</b>	<b>35,517,814</b>	<b>48,393,187</b>	<b>48,089,787</b>	<b>44,321,800</b>	<b>44,430,300</b>

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

ENTERPRISE FUNDS	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
WASTEWATER (SEWER) FUND (0006)	19,439,399	9,167,307	18,216,289	16,495,289	14,842,800	16,320,700
<b>WASTEWATER FUND SUB TOTAL ----&gt;</b>	<b>19,439,399</b>	<b>9,167,307</b>	<b>18,216,289</b>	<b>16,495,289</b>	<b>14,842,800</b>	<b>16,320,700</b>

OTHER REVENUE FUNDS	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
NPDES - STORMWATER (0015)	144,200	109,557	275,000	147,000	194,200	117,900
GRANTS-POLICE (0017)	150,000	150,040	140,000	140,000	100,000	100,000
LIBRARY TENANT REVENUE (0095)	381,600	13,026	562,159	562,159	272,700	281,100
<b>OTHER REVENUE FUNDS SUB TOTAL ----&gt;</b>	<b>675,800</b>	<b>272,623</b>	<b>977,159</b>	<b>849,159</b>	<b>566,900</b>	<b>499,000</b>

<b>OPERATION BUDGET TOTAL</b>	<b>59,382,666</b>	<b>44,957,744</b>	<b>67,586,635</b>	<b>65,434,235</b>	<b>59,731,500</b>	<b>61,250,000</b>
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**CAPITAL FUNDS:**

REPLACEMENT/RESERVE (0010)	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
EQUIPMENT REPLACEMENT/RESERVE	1,265,000	123,715	937,051	937,051	355,000	405,000
TECHNOLOGY REPLACEMENT/RESERVE	185,600	171,142	189,300	189,300	193,100	197,000
<b>REPLACEMENT FUNDS SUB TOTAL ----&gt;</b>	<b>1,450,600</b>	<b>294,857</b>	<b>1,126,351</b>	<b>1,126,351</b>	<b>548,100</b>	<b>602,000</b>

TRAFFIC MANAGEMENT	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
MEASURE A TRAFFIC CONGESTION (0014)	116,000	90,973	118,300	118,300	120,700	123,100
PARKING IN LIEU (0028)	7,500	3,769	67,600	67,600	14,700	4,800
<b>TRAFFIC MANAGEMENT SUB TOTAL ----&gt;</b>	<b>123,500</b>	<b>94,742</b>	<b>185,900</b>	<b>185,900</b>	<b>135,400</b>	<b>127,900</b>

GAS TAX	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
GAS TAX (0016)	1,910,573	1,232,191	1,963,383	1,953,383	2,055,000	2,055,000
<b>GAS TAX SUB TOTAL ----&gt;</b>	<b>1,910,573</b>	<b>1,232,191</b>	<b>1,963,383</b>	<b>1,953,383</b>	<b>2,055,000</b>	<b>2,055,000</b>

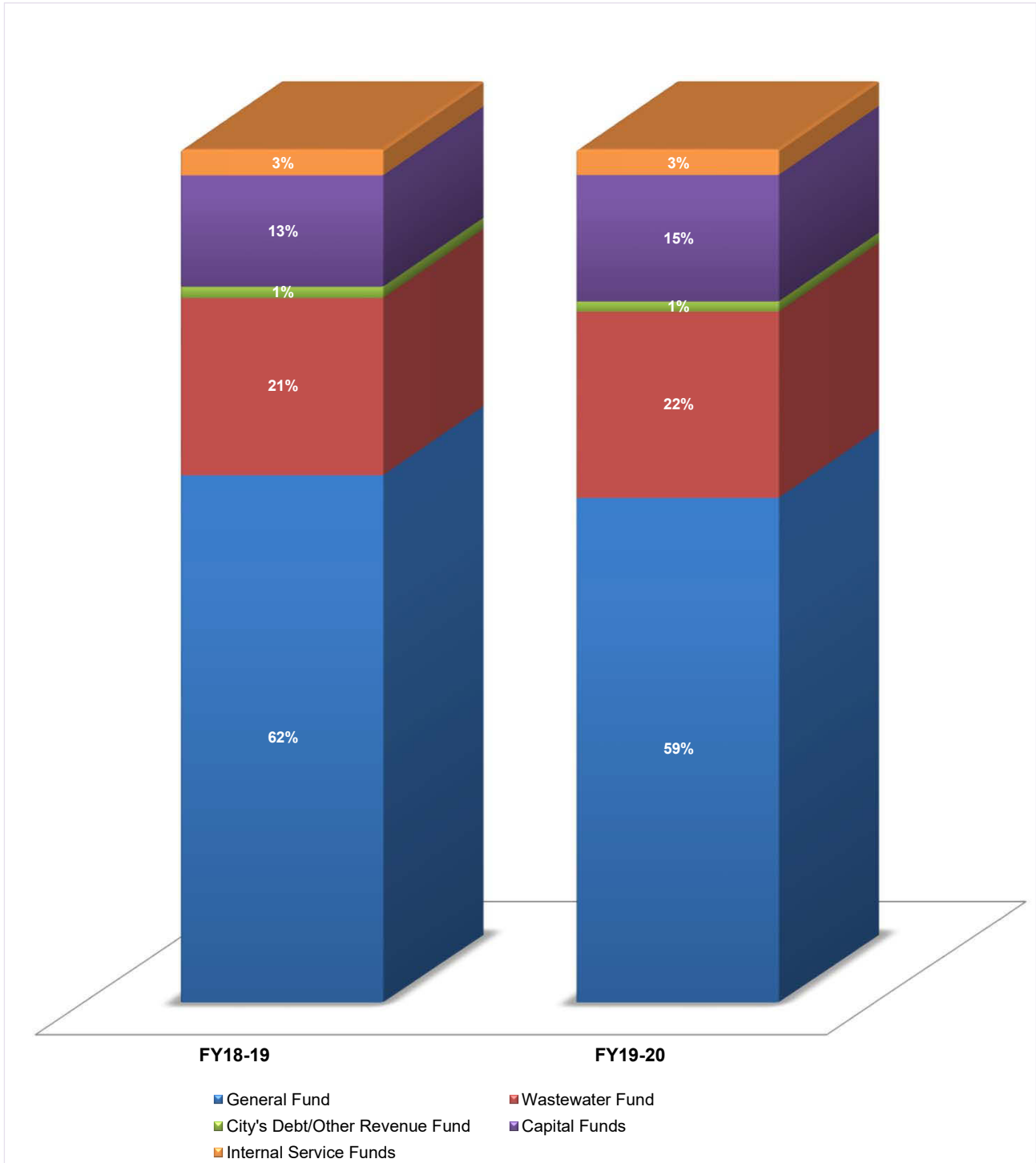
CAPITAL IMPROVEMENT	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
CAPITAL IMPROVEMENT PROJECTS (0025)	12,663,521	3,928,976	42,177,297	42,159,331	5,675,000	7,725,000
<b>GENERAL CAPITAL SUB TOTAL ----&gt;</b>	<b>12,663,521</b>	<b>3,928,976</b>	<b>42,177,297</b>	<b>42,159,331</b>	<b>5,675,000</b>	<b>7,725,000</b>

PARK IN LIEU	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
PARK IN LIEU (0027)	2,005,000	303,428	1,776,572	1,776,572	-	-
<b>PARK IN LIEU SUB TOTAL ----&gt;</b>	<b>2,005,000</b>	<b>303,428</b>	<b>1,776,572</b>	<b>1,776,572</b>	<b>-</b>	<b>-</b>

**EXPENDITURES BY MAJOR CATEGORY AND SOURCE**

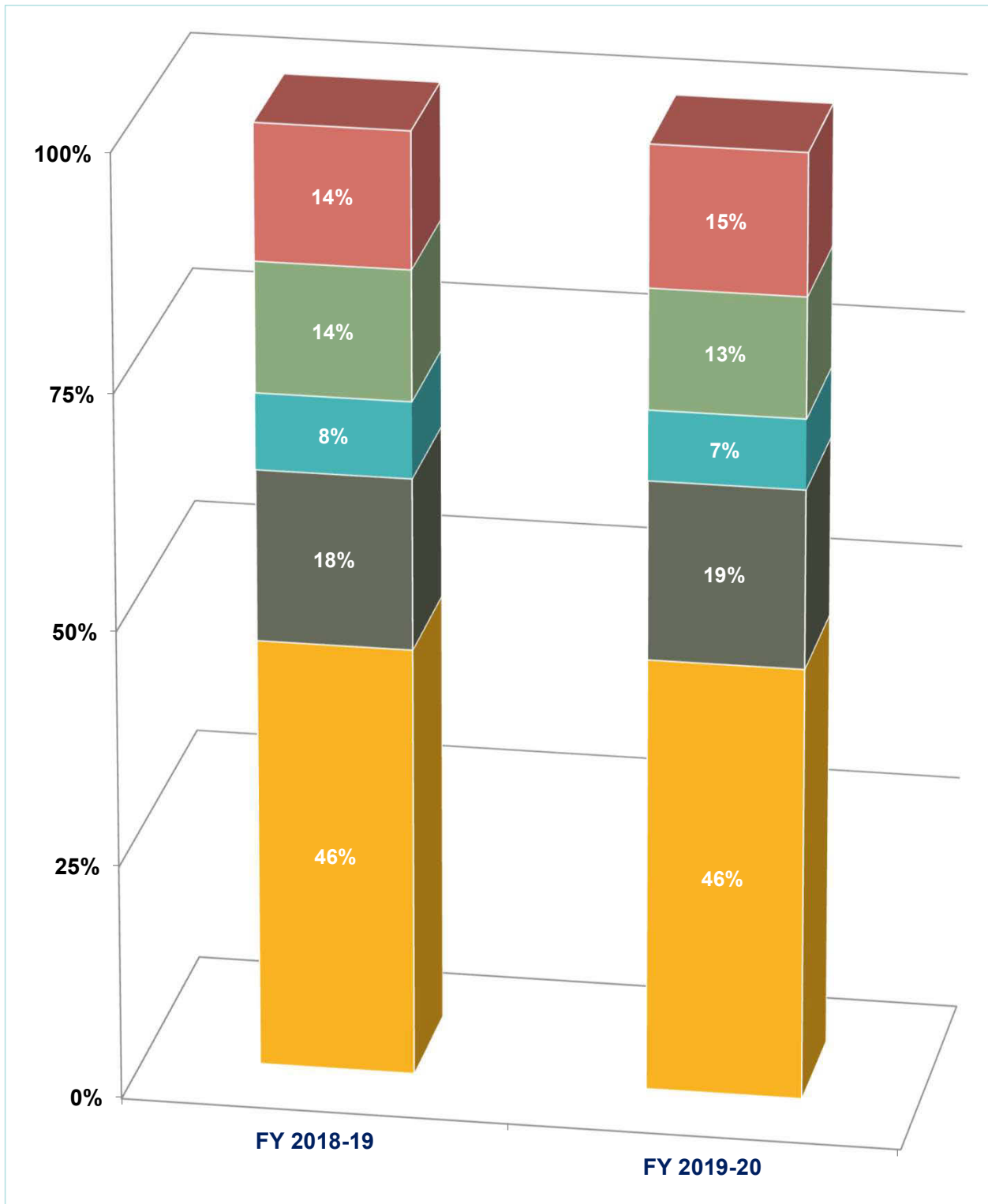
<b>AFFORDABLE HOUSING IN LIEU</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
HOUSING IN LIEU (0029)	1,454,521	226,220	2,697,520	2,697,520	783,100	461,000
<b>HOUSING IN LIEU SUB TOTAL ----&gt;</b>	<b>1,454,521</b>	<b>226,220</b>	<b>2,697,520</b>	<b>2,697,520</b>	<b>783,100</b>	<b>461,000</b>
<b>LOW MOD HOUSING ASSET</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
LOW MOD HOUSING ASSET (0031)	1,457,200	104,622	1,303,413	1,303,413	124,300	125,400
<b>LOW MOD HOUSING ASSET SUB TOTAL ----&gt;</b>	<b>1,457,200</b>	<b>104,622</b>	<b>1,303,413</b>	<b>1,303,413</b>	<b>124,300</b>	<b>125,400</b>
<b>CAPITAL FUNDS TOTAL</b>	<b>21,064,916</b>	<b>6,185,036</b>	<b>51,230,436</b>	<b>51,202,470</b>	<b>9,320,900</b>	<b>11,096,300</b>
<b>CITY DEBT SERVICE</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SC LIBRARY BOND SERVICE (0093)	349,600	349,485	356,900	356,900	373,500	394,400
<b>CITY DEBT SERVICE SUB TOTAL ----&gt;</b>	<b>349,600</b>	<b>349,485</b>	<b>356,900</b>	<b>356,900</b>	<b>373,500</b>	<b>394,400</b>
<b>INTERNAL SERVICE FUNDS</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
WORKERS COMPENSATION (0032)	190,500	57,904	194,300	194,300	198,100	202,000
GENERAL LIABILITY - RISK MANAGEMENT (0033)	1,032,600	748,663	1,053,200	1,053,200	1,074,300	1,095,800
POST-EMPLOYMENT BENEFITS (0035)	850,000	850,000	867,000	867,000	873,000	907,100
<b>INTERNAL SERVICE FUND SUB TOTAL ----&gt;</b>	<b>2,073,100</b>	<b>1,656,567</b>	<b>2,114,500</b>	<b>2,114,500</b>	<b>2,145,400</b>	<b>2,204,900</b>

### CITY WIDE EXPENDITURES BY MAJOR CATEGORY SOURCE FY 2018-19 AND FY 2019-20



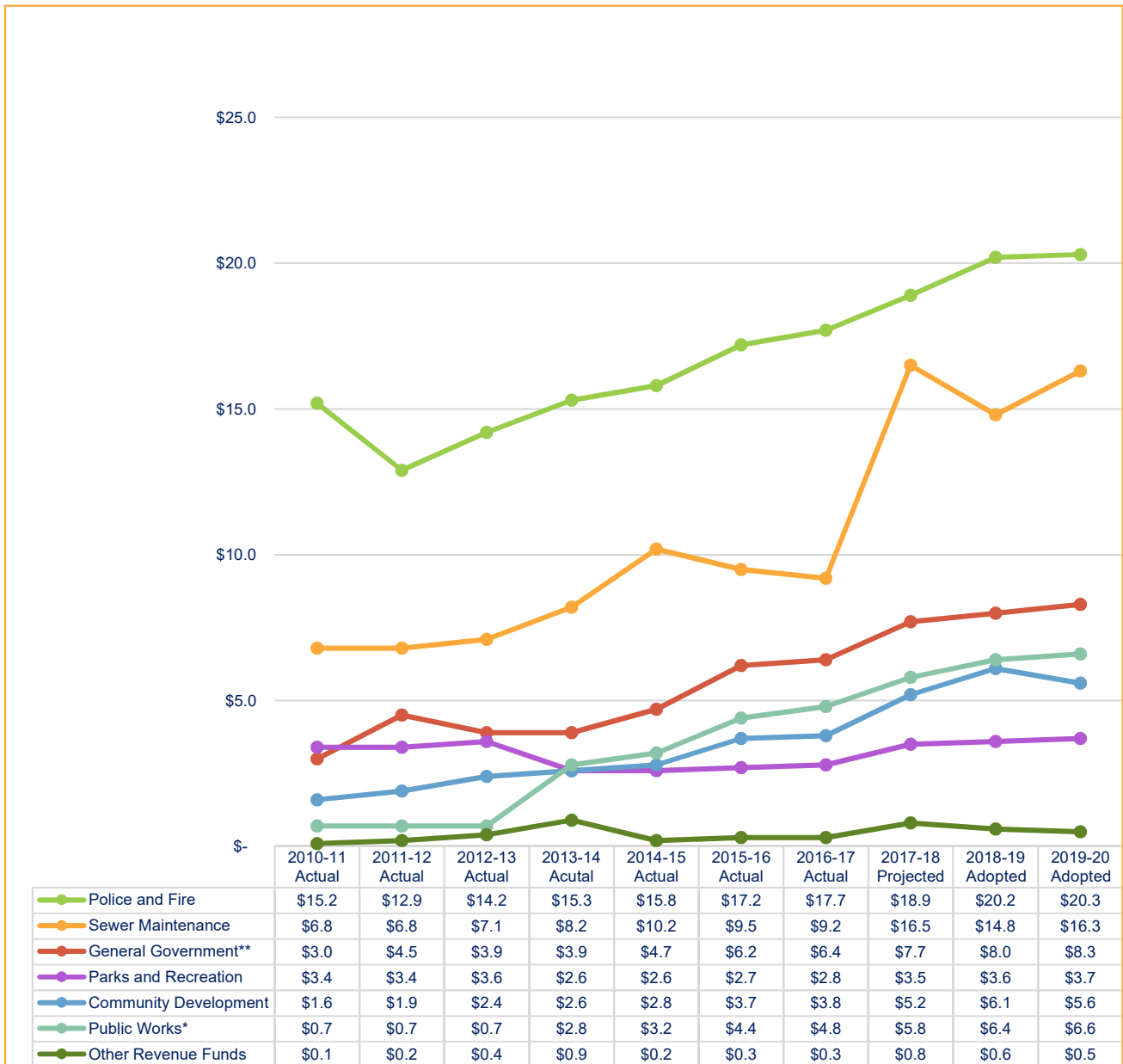


# GENERAL FUND OPERATING EXPENDITURES FY 2018-19 AND FY 2019-20

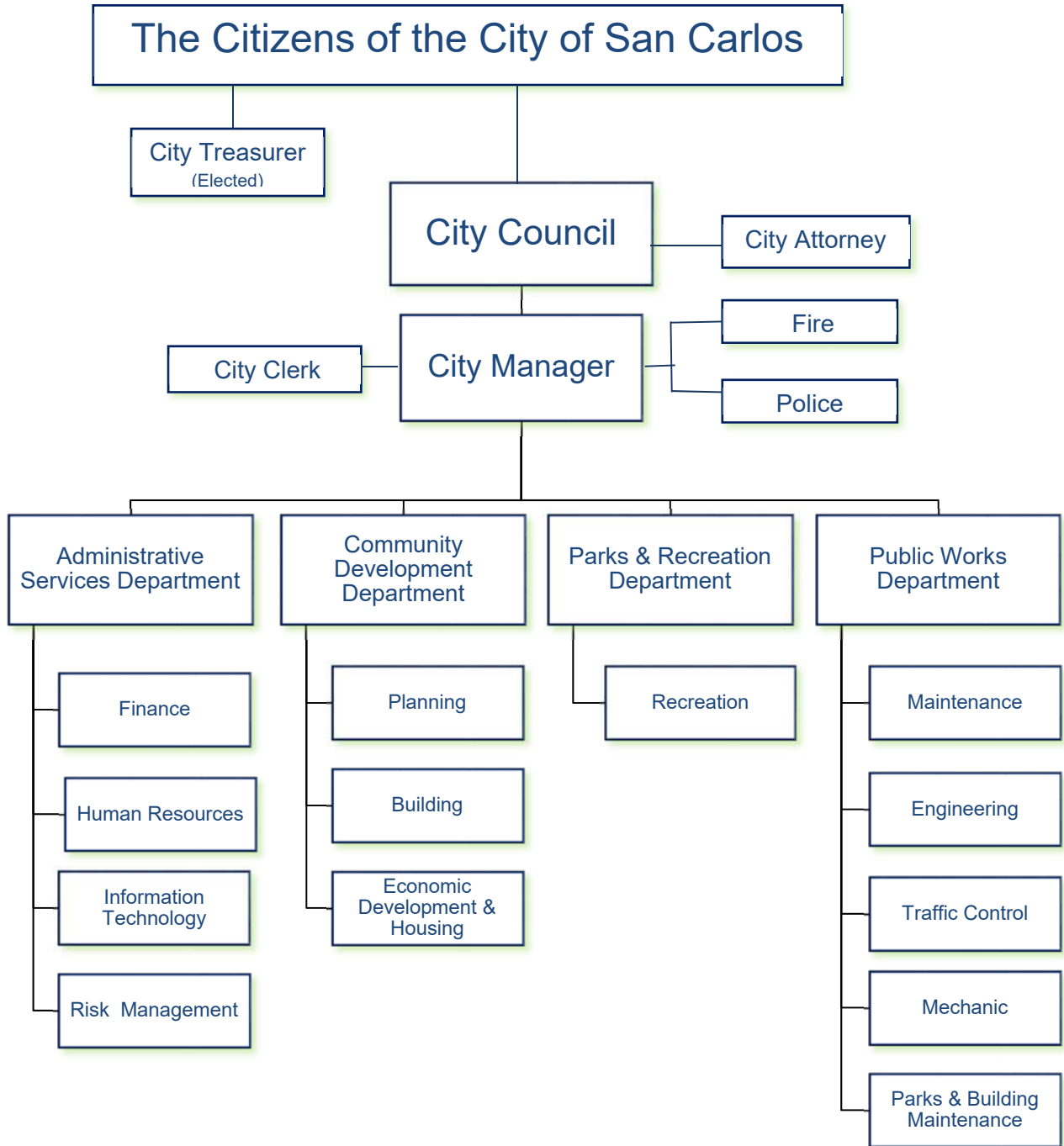


- Public Safety
- General Government
- Parks and Recreation
- Community Development
- Public Works

## Operating Expenditures Multi-Year Comparison (in Millions)



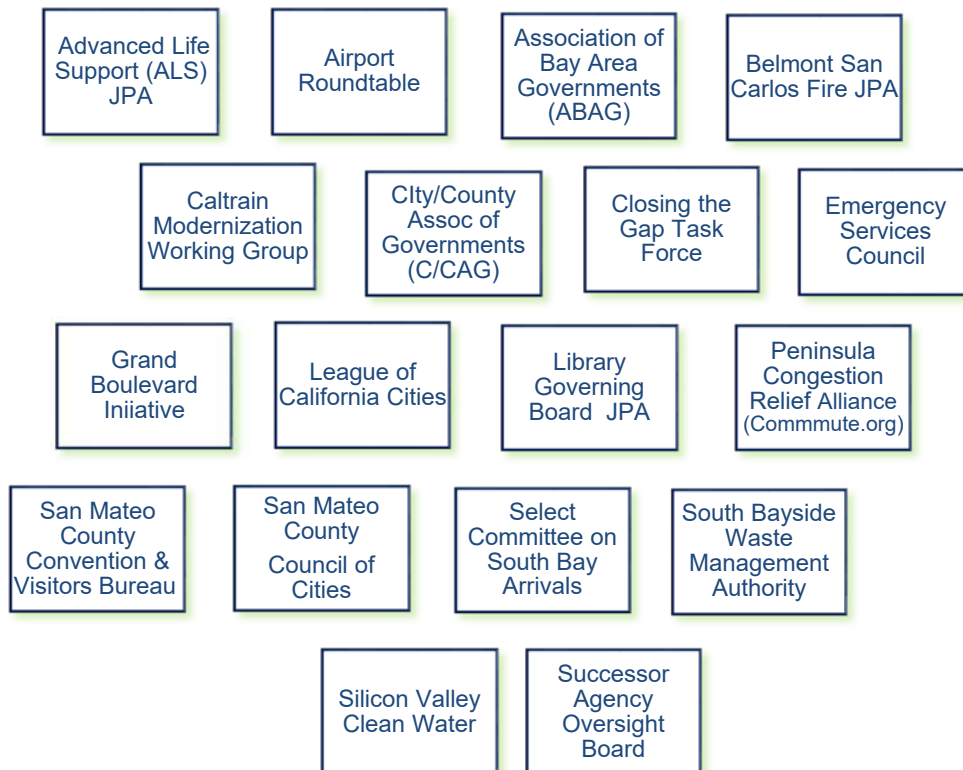
\*Beginning 2013-14 Building and Parks Maintenance responsibility moved to Public Works  
 \*\*FY 2017-18 expenditures exclude one-time costs for the paydown of unfunded liabilities



## City of San Carlos Boards, Commissions and Committees



## City Council Regional JPA's, Boards & Committee Assignments



## **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 Operations
  - Strategic Plan
  - Community Engagement
  - Climate Protection Plan
  - Interdepartmental and Interagency Work
  - Water Conservation

#### **C. CITY ATTORNEY**

- General Legal Services  
Litigation and Specialized Services

#### **D. CITY CLERK**

- Council and City Manager Support
- Agenda Process Management and Meeting Support
  - Elections Management
  - Records Management

#### **E. CITY TREASURER**

- Financial Review and Oversight

#### **F. ADMINISTRATIVE SERVICES**

- Administration/Risk Management
- Leadership and Management
  - Risk Management
- Financial Services  
Human Resources  
Information Technology

### **PUBLIC SERVICES**

#### **G. COMMUNITY DEVELOPMENT SERVICES**

- Leadership and Management  
Development and Permitting  
Services Code Enforcement  
Key Development Project  
Facilitation

- 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
- Parking Enforcement
- Traffic and Commerce
- Dispatch

#### **J. FIRE SERVICES**

- Fire Suppression
- Emergency Medical Services
- Fire Prevention/Inspections
- Public Assist Calls for Service
- Rescue Response
- Community Emergency Response Team
- Public Education/Community Outreach

#### **K. PUBLIC WORKS SERVICES**

- Administration/Engineering
- Leadership and Management
  - Sidewalk Program
  - Traffic Engineering
  - Parking Program
  - Development and Permitting
- 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 mission of the City of San Carlos is to provide high quality services and facilities in a fiscally sustainable, responsive and friendly manner to foster a safe and healthy community.

**Organization**

The Council is composed of five members who are elected at-large on a non-partisan basis for 4-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](http://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](http://www.sancarlosca.iqm2.com).

## CITY COUNCIL DEPARTMENT

<b>CITY COUNCIL DEPARTMENT</b>				
<b>Program Name</b>	<b>City Leadership</b>			
<b>Program Goals</b>	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 standards and care for the community; provide high quality customer service; protect the environment; engage and build community; develop a strong sense of community; provide a safe, welcoming and diverse community; and support the well being and development of City employees.			
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Legislative activities to support San Carlos</li> <li>• Policy establishment and direction</li> <li>• Budget establishment and oversight to ensure fiscal sustainability</li> <li>• Serve on various regional boards</li> <li>• Serve the community through active engagement</li> </ul>			
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Established San Carlos as a Welcoming City</li> <li>• Improved public outreach and communication, including a new website</li> <li>• Implemented projects to enhance community safety</li> <li>• Expanded the use of City facilities, including the Youth Center and Adult Community Center</li> </ul>			
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Provide high quality, stable and cost effective public safety services</li> <li>• Encourage workforce/below market rate housing near the transit corridor</li> <li>• Plan for strategic infrastructure improvements and maintenance</li> <li>• Implement parking improvements in impacted areas</li> </ul>			
<b>City Leadership Objective</b>	<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 38 regional boards and committees with a 100% participation rate. The City surveyed residents to gauge satisfaction with City services and found about half feel the City listens to residents and are satisfied with the use of tax dollars. A majority of residents reported that they trust the City.</p>			
<b>Key Performance Measures</b>	<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
# of boards and committees with City Council participation	39	38	38	38
% coverage on all boards and commissions	92%	100%	100%	100%
% of residents who agree that the City listens to residents and seeks their involvement*	N/A	50%	N/A	60%
% of residents satisfied with value for tax dollar*	N/A	50%	N/A	60%
% residents indicate that they trust the city*	N/A	68%	N/A	75%

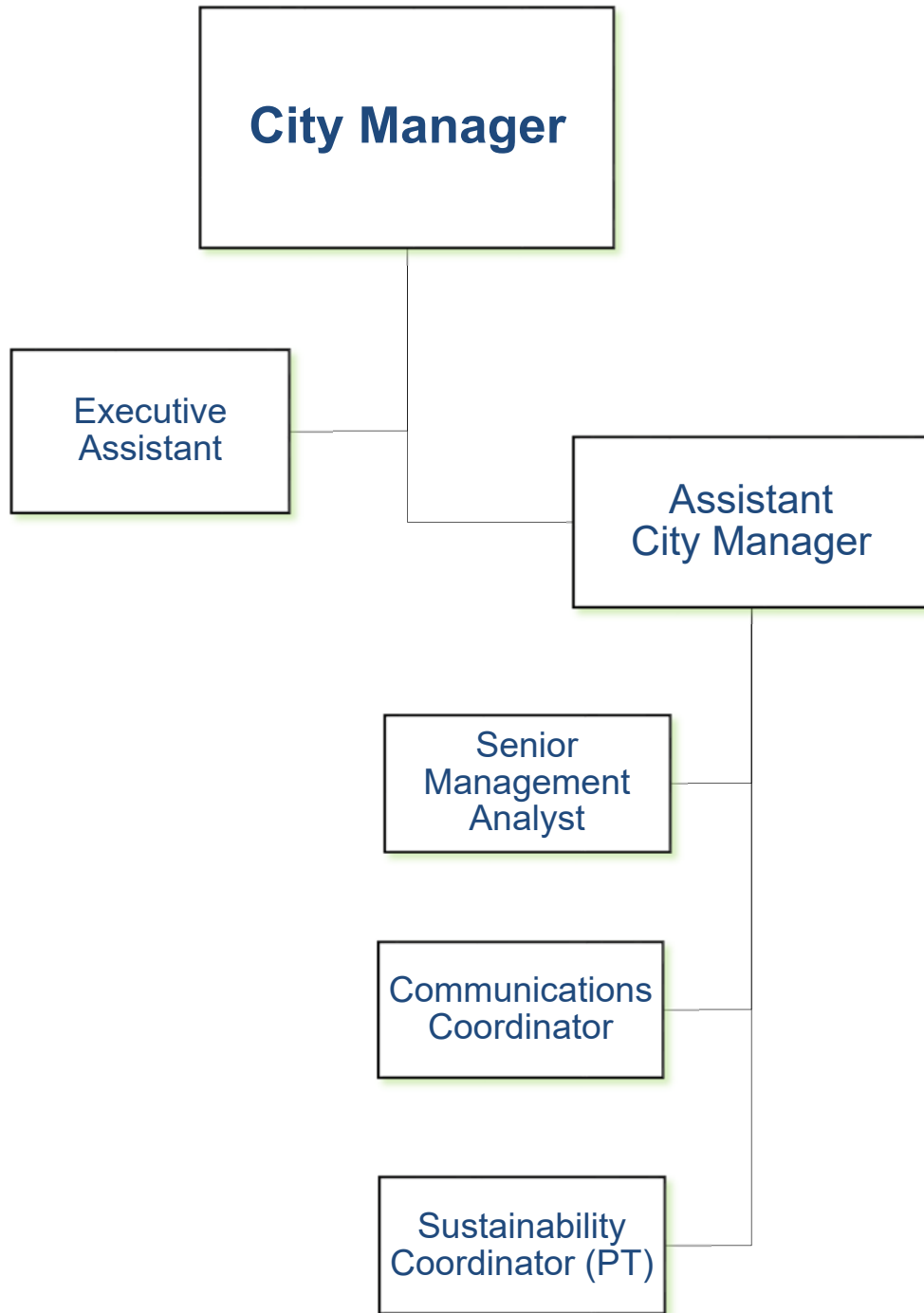
\*Survey conducted every other year

CITY COUNCIL (01101000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	18,000	17,250	18,000	18,000	18,000	18,000
BENEFITS	82,300	44,473	90,500	65,000	104,500	110,500
<b>PERSONNEL TOTAL ----&gt;</b>	<b>100,300</b>	<b>61,723</b>	<b>108,500</b>	<b>83,000</b>	<b>122,500</b>	<b>128,500</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	800	436	800	800	800	800
PROFESSIONAL SERVICES	64,300	14,343	64,600	64,600	64,900	65,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	37,100	33,675	37,800	37,800	38,500	39,200
COMMUNITY RELATIONS	40,000	43,500	40,000	40,000	40,000	40,000
LOW INCOME SUBSIDY	50,000	11,159	55,000	55,000	55,000	55,000
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>192,300</b>	<b>103,113</b>	<b>198,300</b>	<b>198,300</b>	<b>199,300</b>	<b>200,300</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>292,600</b>	<b>164,836</b>	<b>306,800</b>	<b>281,300</b>	<b>321,800</b>	<b>328,800</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,400	1,700	3,500	3,500	3,600	3,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	500	500	500	500	500	500
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>3,900</b>	<b>2,200</b>	<b>4,000</b>	<b>4,000</b>	<b>4,100</b>	<b>4,200</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>296,500</b>	<b>167,036</b>	<b>310,800</b>	<b>285,300</b>	<b>325,900</b>	<b>333,000</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	4,000	4,000	-	1,000	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	17,100	17,100	17,400	17,400	17,700	18,100
ALLOCATIONS IN FROM NPDES	300	300	300	300	300	300
ALLOCATIONS IN FROM GAS TAX	1,600	1,600	1,600	1,600	1,600	1,600
ALLOCATIONS IN FROM WORK COMP	400	400	400	400	400	400
ALLOCATIONS IN FROM RISK MGT	1,600	1,600	1,600	1,600	800	800
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>21,000</b>	<b>21,000</b>	<b>21,300</b>	<b>21,300</b>	<b>20,800</b>	<b>21,200</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>25,000</b>	<b>25,000</b>	<b>21,300</b>	<b>22,300</b>	<b>20,800</b>	<b>21,200</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>271,500</b>	<b>142,036</b>	<b>289,500</b>	<b>263,000</b>	<b>305,100</b>	<b>311,800</b>

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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, Communications Coordinator, Executive Assistant and part-time Sustainability Coordinator.

**Org Code**

01111000

**Dept #**

1110

**Description**

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

- Board of Directors of IEDA

## CITY MANAGER DEPARTMENT

Program Name	Executive Management
<b>Program Goals</b>	<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, the City cable channels and billboards. Coordinate with community groups and volunteers so the community is well informed about 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 &amp; 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>
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Manage overall City operations, departments and programs</li> <li>• Provide Council support</li> <li>• Oversee community relations and engagement, public information, social media and website</li> <li>• Develop and manage the Council's strategic plan</li> <li>• Manage special projects and initiatives</li> <li>• Oversee the Climate Action Plan and sustainability programs</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Redesigned the City website and prepared communication policies and procedures</li> <li>• Completed several projects, including the Youth Center remodel, Highlands playground and the dog park renovation</li> <li>• Received the Beacon Gold award for environmental sustainability</li> <li>• Hosted several community events and conducted the Citizens Academy</li> <li>• Obtained outside funding for infrastructure projects</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Solicit community input on how the City can improve civic engagement</li> <li>• Explore new opportunities for expanding the City's use of social media</li> <li>• Plan for strategic infrastructure improvement and maintenance</li> <li>• Educate the Council and community on workforce/BMR housing and changes in State law</li> </ul>



**Management of City Operations Objective 1**

Management of City departments, programs and contracts.

Results from the biannual community satisfaction survey reported high resident satisfaction with City services. This high satisfaction is expected to continue in future years.

Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
Community Survey Conducted	No	Yes	Yes	Yes
% of residents rated the City as a good or excellent*	N/A	91%	N/A	95%
% of residents satisfied with City services*	N/A	86%	N/A	90%

\*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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of citywide strategic plan tasks undertaken	63	59	60	60

**Community Engagement Objective 3**

Community Engagement.

The community survey 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 Projected	FY 2019 Adopted	FY 2020 Adopted
% of residents who agree the City does a good job keeping them engaged*	N/A	84%	N/A	86%
# of Facebook and Twitter Postings				
<i>Facebook</i>	466	466	475	475
<i>Twitter</i>	508	508	520	520
# of Facebook likes and Twitter followers				
<i>Facebook likes</i>	4,574	4,886	5,198	5,510
<i>Twitter followers</i>	7,100	7,280	7,460	7,640
# of City related Nextdoor Postings	122	125	130	130
# of Instagram followers	1,000	1,150	1,250	1,350
# eNotify Subscribers	13,550	13,600	13,650	13,700
# of eNotify subscription topics available	53	55	57	59
# of Shape San Carlos subscribers	1,200	1,350	1,550	1,750
# of Shape San Carlos topics posted	8	10	12	12
# of news releases sent	13	13	14	14
# of requests handled by Inform San Carlos	1,168	1,375	1,400	1,425
Average # of days to resolve requests	12.86	10	10	10

\* Survey conducted every other year

**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.

Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of postings on green initiatives	132	140	145	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

**Water Conservation Objective 6**

Incorporate water conservation measures into our CAP and activities.

After several years of reductions, water usage increased in Fiscal Year 2017 as the State was no longer under drought restrictions and the City was able to activate water elements at parks and adequately water landscaping. Water consumption will decrease if needed in future drought years.

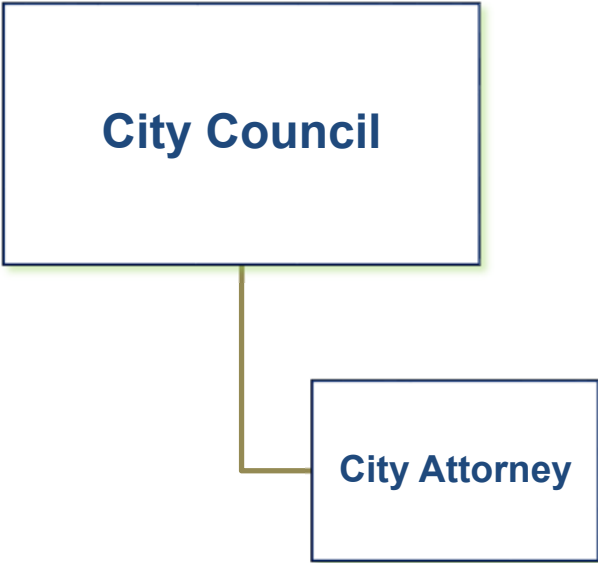
Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
% water consumption reduction (municipal govt all meters)	8% increase	0%	3%	3%

**CITY MANAGER (01111000)  
BUDGET SUMMARY**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	758,400	716,992	781,200	781,200	821,200	847,100
BENEFITS	409,800	382,045	434,000	434,000	447,100	481,400
<b>PERSONNEL TOTAL ----&gt;</b>	<b>1,168,200</b>	<b>1,099,037</b>	<b>1,215,200</b>	<b>1,215,200</b>	<b>1,268,300</b>	<b>1,328,500</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	7,400	4,147	7,500	7,500	7,600	7,700
PROFESSIONAL SERVICES	365,835	278,942	431,229	431,229	466,300	473,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	20,200	10,297	21,300	21,300	21,700	22,100
COMMUNITY RELATIONS	20,000	15,203	20,000	20,000	20,000	20,000
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	300	-	300	300	300	300
EQUIPMENT MAINTENANCE	500	-	500	500	500	500
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>414,235</b>	<b>308,588</b>	<b>480,829</b>	<b>480,829</b>	<b>516,400</b>	<b>523,600</b>
CAPITAL OUTLAY	4,200	4,132	3,600	3,600	3,700	3,800
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>4,200</b>	<b>4,132</b>	<b>3,600</b>	<b>3,600</b>	<b>3,700</b>	<b>3,800</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,586,635</b>	<b>1,411,757</b>	<b>1,699,629</b>	<b>1,699,629</b>	<b>1,788,400</b>	<b>1,855,900</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,400	4,700	9,600	9,600	9,800	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	1,700	1,700	1,700	1,700
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>11,100</b>	<b>6,400</b>	<b>11,300</b>	<b>11,300</b>	<b>11,500</b>	<b>11,700</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,597,735</b>	<b>1,418,157</b>	<b>1,710,929</b>	<b>1,710,929</b>	<b>1,799,900</b>	<b>1,867,600</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	193,735	183,322	170,400	171,650	192,200	193,500
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>193,735</b>	<b>183,322</b>	<b>170,400</b>	<b>171,650</b>	<b>192,200</b>	<b>193,500</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	157,100	157,100	160,200	160,200	163,400	166,700
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	7,100	7,100	7,200	7,200	7,300	7,400
ALLOCATIONS IN FROM WORK COMP	2,700	2,700	2,800	2,800	2,900	3,000
ALLOCATIONS IN FROM RISK MGT	9,900	9,900	10,100	10,100	5,300	5,500
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>178,100</b>	<b>178,100</b>	<b>181,600</b>	<b>181,600</b>	<b>180,200</b>	<b>183,900</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>371,835</b>	<b>361,422</b>	<b>352,000</b>	<b>353,250</b>	<b>372,400</b>	<b>377,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>1,225,900</b>	<b>1,056,735</b>	<b>1,358,929</b>	<b>1,357,679</b>	<b>1,427,500</b>	<b>1,490,200</b>

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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

CITY ATTORNEY DEPARTMENT	
<b>Program Name</b>	<b>General Legal Services, Litigation and Specialized Services</b>
<b>Program Goals</b>	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.
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Advising staff and reviewing contracts</li> <li>• Attending City Council and most Planning Commission meetings</li> <li>• Participating in negotiation and development projects</li> <li>• Participating in litigation involving the City</li> <li>• Drafting ordinances and resolutions</li> <li>• Code enforcement</li> <li>• Public Records Act and Brown Act compliance</li> <li>• Election law</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Negotiated settlement with PG&amp;E over admitted ex parte violations involving the City of San Carlos for \$97.5 million plus other remedies, with \$6 million to the City General Fund</li> <li>• Advised staff on the successful end to the San Francisco Baykeeper Consent Decree after seven years, after the City Sanitary Sewer Overflows met or exceeded the goals in the Decree</li> <li>• Worked with staff on ordinances regarding cannabis regulation, elections and formula businesses</li> <li>• Prepared Urgency Ordinance and moratorium for firearms and ammunition retailers</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Finalize PG&amp;E Settlement at CPUC</li> <li>• Monitor Firearms Ordinance and potential litigation</li> <li>• Assist staff on Holly-101 Interchange project and other projects</li> <li>• Advise staff on development projects and proposals</li> <li>• Advise on potential tax measures</li> <li>• Continue to advise City Council on relevant legal issues that may arise</li> <li>• Continue to keep Council advised on case law and impact of new laws, especially changes to housing laws</li> </ul>



**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 where litigation was avoided or better than expected litigation settlements may have occurred.

Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
# of legal updates provided	2	2	2	2
\$ of contract counsel services monitored	\$50,000 est	\$100,000	\$80,000	\$85,000
Total \$ spent on code enforcement	\$40,000	\$50,000	\$50,000	\$55,000
Total # of code enforcement cases	25	25	25	25
# of cases handled in-house	25	25	25	25
# of cases settled	5	5	5	5
Hours spent on public information requests	114.75	150	120	120
Total \$ spent on public information requests	\$30,982	\$41,250	\$33,600	\$35,280

CITY ATTORNEY/LEGAL SERVICES (01151000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	47,300	48,774	49,600	49,600	54,500	59,500
<b>PERSONNEL TOTAL ----&gt;</b>	<b>47,300</b>	<b>48,774</b>	<b>49,600</b>	<b>49,600</b>	<b>54,500</b>	<b>59,500</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	468,900	314,985	479,700	479,700	494,900	506,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>468,900</b>	<b>314,985</b>	<b>479,700</b>	<b>479,700</b>	<b>494,900</b>	<b>506,200</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>516,200</b>	<b>363,760</b>	<b>529,300</b>	<b>529,300</b>	<b>549,400</b>	<b>565,700</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,200	1,600	3,300	3,300	3,400	3,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600	600
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>3,800</b>	<b>2,200</b>	<b>3,900</b>	<b>3,900</b>	<b>4,000</b>	<b>4,100</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>520,000</b>	<b>365,960</b>	<b>533,200</b>	<b>533,200</b>	<b>553,400</b>	<b>569,800</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	6,500	12,984	-	3,250	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>6,500</b>	<b>12,984</b>	<b>-</b>	<b>3,250</b>	<b>-</b>	<b>-</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	136,300	136,300	139,000	139,000	141,800	144,600
ALLOCATIONS IN FROM NPDES	2,400	2,400	2,400	2,400	2,400	2,400
ALLOCATIONS IN FROM GAS TAX	12,900	12,900	13,200	13,200	13,500	13,800
ALLOCATIONS IN FROM WORK COMP	4,400	4,400	4,500	4,500	4,600	4,700
ALLOCATIONS IN FROM RISK MGT	16,600	16,600	16,900	16,900	17,200	17,500
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>172,600</b>	<b>172,600</b>	<b>176,000</b>	<b>176,000</b>	<b>179,500</b>	<b>183,000</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>179,100</b>	<b>185,584</b>	<b>176,000</b>	<b>179,250</b>	<b>179,500</b>	<b>183,000</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>340,900</b>	<b>180,376</b>	<b>357,200</b>	<b>353,950</b>	<b>373,900</b>	<b>386,800</b>

# 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

CITY CLERK-COMMUNITY RELATIONS DEPARTMENT	
Program Name	Council and City Manager Support
<b>Program Goals</b>	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.
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Agenda process management and meeting support</li> <li>• Administration of municipal elections</li> <li>• City Council/Treasurer candidate assistance and orientation</li> <li>• Research and retrieval of records</li> <li>• Maintenance of the City's records retention schedule</li> <li>• Recruitment management for the City's Commissions</li> <li>• New Commissioner orientation</li> <li>• Compliance Officer for the Fair Political Practices Commission</li> <li>• Management of the Citywide volunteer program</li> <li>• Mailroom management for all departments</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Implemented the City's new Agenda Management System and trained all users</li> <li>• Collaborated with consultant to create a Citywide taxonomy system</li> <li>• Recruitment and orientation of a new ad hoc committee for the Single Housing Advisory Committee</li> <li>• Scheduled and coordinated 14 Farmers' Market City booths</li> <li>• Hosted a San Mateo County Council of Cities meeting</li> <li>• Oversaw the Records Management Scanning project, converting over 600 boxes of permanent records into electronic files</li> <li>• Coordinated annual volunteer expo and volunteer recognition events</li> <li>• Issued an RFP for an Electronic Content Management System, including the selection of a new vendor</li> <li>• Received and responded to over 340 public records requests</li> <li>• Ensured City Official's compliance with Fair Political Practices Commission's Conflict of Interest Statements</li> <li>• Created a Public Records Request Policy</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Implement an Electronic Content Management System and train all users</li> <li>• Revise the Conflict of Interest Code</li> <li>• Conduct a Municipal Election for three City Council seats and two ballot measures</li> <li>• Ensure City Officials' compliance with AB 1234 Ethics Requirement and Fair Political Practices Commission's Conflict of Interest Statements</li> <li>• Implement Electronic Filing System for Fair Political Practices Commission forms</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
% of 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	45	45
# of public meetings supported	43	45	45	45
# of resolutions processed	111	120	120	120
# of ordinances processed	15	12	12	12
# of proclamations prepared	39	35	35	35
# Board/Commission interviews prepared	4	5	4	1
# Commissioners orientated	8	7	6	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 Projected	FY 2019 Adopted	FY 2020 Adopted
% of elections held without error	NA	NA	100%	NA
% of candidate nominations packets compiled on time	NA	NA	100%	NA
# of elections coordinated	0	0	1	0
# of candidates assisted and oriented	0	0	4	0
# of measures on the ballot	0	0	2	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 Projected	FY 2019 Adopted	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	450	400	400
# of long-term and permanent records (from stored boxes) added to City's electronic document management system	397	400	400	400
# of records boxes stored off-site	1,425	1,025	700	300

**CITY CLERK (01121000)  
BUDGET SUMMARY**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	212,500	199,086	218,800	218,800	225,300	232,000
BENEFITS	130,800	111,539	139,000	139,000	142,100	152,600
<b>PERSONNEL TOTAL ----&gt;</b>	<b>343,300</b>	<b>310,624</b>	<b>357,800</b>	<b>357,800</b>	<b>367,400</b>	<b>384,600</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	90,400	37,262	92,300	92,300	94,200	96,100
PROFESSIONAL SERVICES	80,800	90,283	131,600	131,600	144,000	133,200
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	4,700	3,981	4,800	4,800	4,900	5,000
COMMUNITY RELATIONS	6,800	5,750	6,900	6,900	7,000	7,100
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>182,700</b>	<b>137,276</b>	<b>235,600</b>	<b>235,600</b>	<b>250,100</b>	<b>241,400</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>526,000</b>	<b>447,901</b>	<b>593,400</b>	<b>593,400</b>	<b>617,500</b>	<b>626,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,400	4,700	9,600	9,600	9,800	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,600	1,600	1,600	1,600	1,600	1,600
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>11,000</b>	<b>6,300</b>	<b>11,200</b>	<b>11,200</b>	<b>11,400</b>	<b>11,600</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>537,000</b>	<b>454,201</b>	<b>604,600</b>	<b>604,600</b>	<b>628,900</b>	<b>637,600</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	9,000	8,772	1,000	3,000	1,000	1,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>9,000</b>	<b>8,772</b>	<b>1,000</b>	<b>3,000</b>	<b>1,000</b>	<b>1,000</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	73,800	73,800	75,300	75,300	76,800	78,300
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	6,900	6,900	7,000	7,000	7,100	7,200
ALLOCATIONS IN FROM WORK COMP	2,300	2,300	2,300	2,300	2,300	2,300
ALLOCATIONS IN FROM RISK MGT	9,100	9,100	9,300	9,300	6,500	6,700
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>93,400</b>	<b>93,400</b>	<b>95,200</b>	<b>95,200</b>	<b>94,000</b>	<b>95,800</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>102,400</b>	<b>102,172</b>	<b>96,200</b>	<b>98,200</b>	<b>95,000</b>	<b>96,800</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>434,600</b>	<b>352,029</b>	<b>508,400</b>	<b>506,400</b>	<b>533,900</b>	<b>540,800</b>



# 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
<b>Program Goals</b>	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.
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Review and sign payroll and vendor warrants</li> <li>• Provide investment advice</li> <li>• Respond to rating agencies and public inquiries on financial data</li> <li>• Participate in professional development training focused on the City Treasurer's duties, responsibilities and operational efficiency programs</li> <li>• Research and prepare lien release notices</li> <li>• Participate in special financial projects with the Finance Division</li> <li>• Conduct internal control and financial efficiency reviews</li> <li>• Serve as a member of the City's, South Bayside Waste Management Authority's (SBWMA) and the City/County Association of Governments' (C/CAG) investment committees</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Processed all lien release requests within 24 hours of request</li> <li>• FY 2017 investment earnings of \$639,356, or .85%, exceeded the City's Investment Policy interest earnings benchmark by .10%. FY 2018 accomplishes similar result</li> <li>• Updated the City's Investment Policy</li> <li>• Reviewed and approved payroll and vendor warrant requests</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Process all lien release requests within 24 hours of request</li> <li>• Professional development to keep current on City Treasurer duties in collaboration with Finance Division:                             <ul style="list-style-type: none"> <li>– Maintain and strengthen internal controls</li> <li>– Review and update City's Investment Policy</li> <li>– Review and approve payroll and vendor warrants</li> </ul> </li> </ul>

<p><i>Financial Review and Oversight</i> <b>Objective</b></p>	<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, SBWMA 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>
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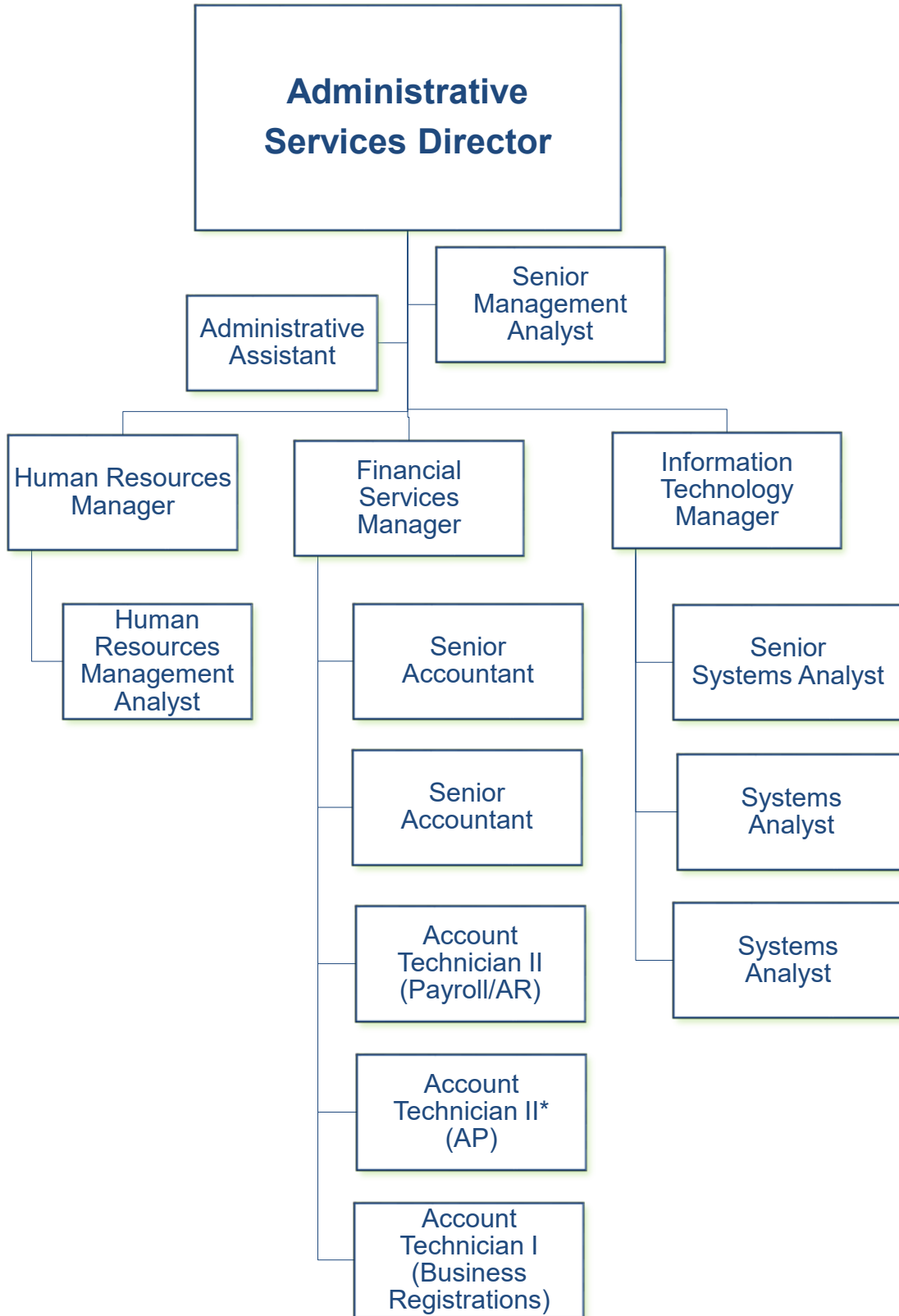
Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
% of months investments met or exceeded investment benchmark	100%	100%	100%	100%
% of months meeting investment policy	100%	100%	100%	100%
Total investment earnings	\$639,356	\$650,000	\$600,000	\$600,000

CITY TREASURER (01141000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	3,600	-	3,600	-	3,600	3,600
BENEFITS	19,900	-	21,900	-	20,500	21,700
<b>PERSONNEL TOTAL ----&gt;</b>	<b>23,500</b>	<b>-</b>	<b>25,500</b>	<b>-</b>	<b>24,100</b>	<b>25,300</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	1,500	1,309	1,500	1,500	1,500	1,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>1,500</b>	<b>1,309</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>25,000</b>	<b>1,309</b>	<b>27,000</b>	<b>1,500</b>	<b>25,600</b>	<b>26,800</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,200	3,200	3,300	3,300	3,400	3,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600	600
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>3,800</b>	<b>3,800</b>	<b>3,900</b>	<b>3,900</b>	<b>4,000</b>	<b>4,100</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>28,800</b>	<b>5,109</b>	<b>30,900</b>	<b>5,400</b>	<b>29,600</b>	<b>30,900</b>
<b>REVENUE SUMMARY</b>						
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	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	9,400	2,700	9,600	9,600	9,800	10,000
ALLOCATIONS IN FROM NPDES	200	100	200	200	200	200
ALLOCATIONS IN FROM GAS TAX	900	450	900	900	900	900
ALLOCATIONS IN FROM WORK COMP	100	50	100	100	100	100
ALLOCATIONS IN FROM RISK MGT	400	200	400	400	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>11,000</b>	<b>3,500</b>	<b>11,200</b>	<b>11,200</b>	<b>11,000</b>	<b>11,200</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>11,000</b>	<b>3,500</b>	<b>11,200</b>	<b>11,200</b>	<b>11,000</b>	<b>11,200</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>17,800</b>	<b>1,609</b>	<b>19,700</b>	<b>(5,800)</b>	<b>18,600</b>	<b>19,700</b>

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# Administrative Services



# 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, 9393100-95951000

## Dept #

2100-2130, 3210-3510, 9310-9510

## Description

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

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



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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	1,735,400	1,613,757	1,787,400	1,787,400	1,849,200	1,906,400
BENEFITS	1,043,500	899,265	1,108,400	1,108,400	1,137,800	1,223,200
<b>PERSONNEL TOTAL ----&gt;</b>	<b>2,778,900</b>	<b>2,513,022</b>	<b>2,895,800</b>	<b>2,895,800</b>	<b>2,987,000</b>	<b>3,129,600</b>
UTILITIES	106,900	86,655	109,000	109,000	111,200	113,400
OFFICE ADMINISTRATIVE	125,700	197,724	178,100	178,100	214,900	225,800
PROFESSIONAL SERVICES	799,143	853,471	822,100	822,100	828,600	845,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	93,700	57,745	95,400	95,400	107,100	108,900
COMMUNITY RELATIONS	9,900	5,200	10,100	10,100	10,300	10,500
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	2,000	178	2,000	2,000	1,900	1,900
EQUIPMENT MAINTENANCE	348,500	293,450	355,400	355,400	362,600	369,900
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>1,485,843</b>	<b>1,494,421</b>	<b>1,572,100</b>	<b>1,572,100</b>	<b>1,636,600</b>	<b>1,676,000</b>
CAPITAL OUTLAY	29,500	11,173	30,000	24,700	30,500	31,100
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>29,500</b>	<b>11,173</b>	<b>30,000</b>	<b>24,700</b>	<b>30,500</b>	<b>31,100</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>4,294,243</b>	<b>4,018,616</b>	<b>4,497,900</b>	<b>4,492,600</b>	<b>4,654,100</b>	<b>4,836,700</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	36,500	18,250	37,200	37,200	37,900	38,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	35,300	35,300	36,000	36,000	36,700	37,400
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>71,800</b>	<b>53,550</b>	<b>73,200</b>	<b>73,200</b>	<b>74,600</b>	<b>76,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>4,366,043</b>	<b>4,072,166</b>	<b>4,571,100</b>	<b>4,565,800</b>	<b>4,728,700</b>	<b>4,912,700</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	804,100	881,239	841,800	865,000	873,600	909,300
CHARGES FOR CURRENT SERVICES	-	160	-	-	-	-
FINES & FORFEITURES	100	175	100	100	100	100
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	177,300	279,006	232,200	318,800	238,400	244,500
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	202,900	152,705	240,000	240,000	211,100	215,300
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>1,184,400</b>	<b>1,313,284</b>	<b>1,314,100</b>	<b>1,423,900</b>	<b>1,323,200</b>	<b>1,369,200</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	843,900	845,900	860,800	860,800	878,000	895,500
ALLOCATIONS IN FROM NPDES	12,700	12,700	12,900	12,900	13,100	13,300
ALLOCATIONS IN FROM GAS TAX	67,200	67,200	68,500	68,500	69,900	71,300
ALLOCATIONS IN FROM WORK COMP	79,400	79,400	81,000	81,000	82,600	84,200
ALLOCATIONS IN FROM RISK MGT	181,700	181,700	185,400	185,400	99,100	100,900
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>1,184,900</b>	<b>1,186,900</b>	<b>1,208,600</b>	<b>1,208,600</b>	<b>1,142,700</b>	<b>1,165,200</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>2,369,300</b>	<b>2,500,184</b>	<b>2,522,700</b>	<b>2,632,500</b>	<b>2,465,900</b>	<b>2,534,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>1,996,743</b>	<b>1,571,982</b>	<b>2,048,400</b>	<b>1,933,300</b>	<b>2,262,800</b>	<b>2,378,300</b>

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# ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Administration/Risk Management
<b>Program Goals</b>	<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>
<b>Organization</b>	3 FTEs: Administrative Services Director, Senior Management Analyst, Administrative Assistant
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Strategic Planning/Special Projects oversight</li> <li>• Project Management</li> <li>• Board of Directors for the Pooled Liability Assurance Network Joint Powers Authority (PLAN JPA) and Cities Group</li> <li>• Liaison for all of the public safety contracts</li> <li>• General Liability Insurance oversight</li> <li>• Workers' Compensation and General Liability Claims Program Administration</li> <li>• Citywide Safety and Risk Management Committees Management</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Actively participated in the establishment of the Pooled Liability Assurance Network (PLAN) Joint Powers Authority (JPA) to replace the Association of Bay Area Government Joint Powers Authority</li> <li>• Facilitated a one-time payment of \$7 million dollars:               <ul style="list-style-type: none"> <li>- \$5 million to the California Public Employees' Retirement System (CalPERS) to pay down unfunded liabilities, resulting in annual savings of \$515,000</li> <li>- \$2 million to Public Agency Retirement Services (PARS) and California Employers' Retiree Benefit Trust (CERBT), resulting in annual savings of \$135,000</li> </ul> </li> <li>• Worked with the City Council to add Transient Occupancy Tax (TOT) rate increase and Cannabis Tax measures to the November 2018 ballot</li> <li>• Negotiated with the City of Redwood City for a five-year Fire and Emergency Services Contract</li> <li>• Completed the annual risk management best practices audit and achieved one of the highest scores among other neighboring cities</li> <li>• Developed the annual safety training schedule</li> <li>• Assembled and provided emergency preparedness backpacks to each department/division as recommended during Emergency Action Plan training</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Develop and implement the City's cash-handling policy</li> <li>• Update and provide training on the Injury and Illness Prevention Program and Contract Manual</li> <li>• Implement and provide training for the Exposure Control Plan</li> <li>• Continue to manage the claims administration process for Workers' Compensation and General Liability claims and incidents</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of board/committee meetings attended	4	6	6	6

### Risk Management Objective 2

Manage the City's general liability insurance, workers' compensation claims and the 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of employee safety incidents reported	6	7	6	6
# of safety inspections conducted	2	2	2	2
# of Worker Compensation claims processed	3	4	3	3
Total injury days lost	23	275	150	150
Total Workers Compensation premium paid	\$55,495	\$56,615	\$75,486	\$80,000
% of FTE's without any on the job injury	97%	96%	96%	96%
# of liability claims received	23	16	20	20
% compliance with PLAN JPA risk management best practices framework	89	89	90	90
Total general liability claims paid				
	<i>Claims paid</i>	\$357,697	\$360,000	\$400,000
	<i>Premium paid</i>	\$368,143	\$429,838	\$570,000
# of insurance policies handled	9	9	9	9
# of safety and risk management training sessions offered	33	20	25	25

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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	389,200	391,119	400,900	400,900	417,800	431,100
BENEFITS	223,900	215,256	237,600	237,600	244,400	263,100
<b>PERSONNEL TOTAL ----&gt;</b>	<b>613,100</b>	<b>606,375</b>	<b>638,500</b>	<b>638,500</b>	<b>662,200</b>	<b>694,200</b>
UTILITIES	400	-	400	400	400	400
OFFICE ADMINISTRATIVE	13,200	7,485	13,300	13,300	13,400	13,500
PROFESSIONAL SERVICES	15,843	5,276	23,100	23,100	23,700	24,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	14,200	7,046	14,400	14,400	14,600	14,800
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	1,000	-	1,000	1,000	1,000	1,000
EQUIPMENT MAINTENANCE	500	-	500	500	500	500
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>45,143</b>	<b>19,807</b>	<b>52,700</b>	<b>52,700</b>	<b>53,600</b>	<b>54,500</b>
CAPITAL OUTLAY	9,300	-	9,400	9,400	9,500	9,700
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>9,300</b>	<b>-</b>	<b>9,400</b>	<b>9,400</b>	<b>9,500</b>	<b>9,700</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>667,543</b>	<b>626,182</b>	<b>700,600</b>	<b>700,600</b>	<b>725,300</b>	<b>758,400</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	5,300	2,650	5,400	5,400	5,500	5,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	29,500	29,500	30,100	30,100	30,700	31,300
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>34,800</b>	<b>32,150</b>	<b>35,500</b>	<b>35,500</b>	<b>36,200</b>	<b>36,900</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>702,343</b>	<b>658,332</b>	<b>736,100</b>	<b>736,100</b>	<b>761,500</b>	<b>795,300</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	8,500	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>8,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	73,800	73,800	75,300	75,300	76,800	78,300
ALLOCATIONS IN FROM NPDES	1,300	1,300	1,300	1,300	1,300	1,300
ALLOCATIONS IN FROM GAS TAX	6,900	6,900	7,000	7,000	7,100	7,200
ALLOCATIONS IN FROM WORK COMP	55,000	55,000	56,100	56,100	57,200	58,300
ALLOCATIONS IN FROM RISK MGT	87,900	87,900	89,700	89,700	66,500	68,300
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>224,900</b>	<b>224,900</b>	<b>229,400</b>	<b>229,400</b>	<b>208,900</b>	<b>213,400</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>233,400</b>	<b>224,900</b>	<b>229,400</b>	<b>229,400</b>	<b>208,900</b>	<b>213,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>468,943</b>	<b>433,432</b>	<b>506,700</b>	<b>506,700</b>	<b>552,600</b>	<b>581,900</b>

GENERAL LIABILITY / RISK MANAGEMENT FUND (33331000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	1,300	3,581	1,300	1,300	1,300	1,300
PROFESSIONAL SERVICES	71,200	17,498	72,600	72,600	74,100	75,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	4,500	1,719	4,600	4,600	4,700	4,800
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	955,100	725,840	974,200	974,200	993,700	1,013,600
VEHICLE USAGE	500	26	500	500	500	500
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>1,032,600</b>	<b>748,663</b>	<b>1,053,200</b>	<b>1,053,200</b>	<b>1,074,300</b>	<b>1,095,800</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,032,600</b>	<b>748,663</b>	<b>1,053,200</b>	<b>1,053,200</b>	<b>1,074,300</b>	<b>1,095,800</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	219,300	219,100	223,700	223,700	128,900	131,400
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>219,300</b>	<b>219,100</b>	<b>223,700</b>	<b>223,700</b>	<b>128,900</b>	<b>131,400</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,251,900</b>	<b>967,763</b>	<b>1,276,900</b>	<b>1,276,900</b>	<b>1,203,200</b>	<b>1,227,200</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	36,600	38,269	37,300	37,300	38,000	38,700
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	5,616	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	7,029	-	5,000	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>36,600</b>	<b>50,914</b>	<b>37,300</b>	<b>42,300</b>	<b>38,000</b>	<b>38,700</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	265,800	265,800	270,900	270,900	276,100	281,400
ALLOCATIONS IN FROM SEWER	736,200	736,200	750,900	750,900	765,900	781,200
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	119,000	119,000	121,400	121,400	123,800	126,300
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>1,121,000</b>	<b>1,121,000</b>	<b>1,143,200</b>	<b>1,143,200</b>	<b>1,165,800</b>	<b>1,188,900</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,157,600</b>	<b>1,171,914</b>	<b>1,180,500</b>	<b>1,185,500</b>	<b>1,203,800</b>	<b>1,227,600</b>
<b>GENERAL LIABILITY NET EXPENSE (REVENUE) ----&gt;</b>	<b>94,300</b>	<b>(204,151)</b>	<b>96,400</b>	<b>91,400</b>	<b>(600)</b>	<b>(400)</b>

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

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	100	120	100	100	100	100
PROFESSIONAL SERVICES	15,900	6,530	16,200	16,200	16,500	16,800
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	173,400	51,243	176,900	176,900	180,400	184,000
VEHICLE USAGE	100	12	100	100	100	100
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>189,500</b>	<b>57,904</b>	<b>193,300</b>	<b>193,300</b>	<b>197,100</b>	<b>201,000</b>
CAPITAL OUTLAY	1,000	-	1,000	1,000	1,000	1,000
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>1,000</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>190,500</b>	<b>57,904</b>	<b>194,300</b>	<b>194,300</b>	<b>198,100</b>	<b>202,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	89,300	89,250	91,100	91,100	92,900	94,700
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>89,300</b>	<b>89,250</b>	<b>91,100</b>	<b>91,100</b>	<b>92,900</b>	<b>94,700</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>279,800</b>	<b>147,154</b>	<b>285,400</b>	<b>285,400</b>	<b>291,000</b>	<b>296,700</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	1,528	-	7,800	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	3,110	-	1,800	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>-</b>	<b>4,638</b>	<b>-</b>	<b>9,600</b>	<b>-</b>	<b>-</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	209,000	106,100	213,300	213,300	217,600	221,900
ALLOCATIONS IN FROM SEWER	71,000	35,500	72,400	72,400	73,800	75,300
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>280,000</b>	<b>141,600</b>	<b>285,700</b>	<b>285,700</b>	<b>291,400</b>	<b>297,200</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>280,000</b>	<b>146,238</b>	<b>285,700</b>	<b>295,300</b>	<b>291,400</b>	<b>297,200</b>
<b>WORKERS COMP FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>(200)</b>	<b>917</b>	<b>(300)</b>	<b>(9,900)</b>	<b>(400)</b>	<b>(500)</b>

POST-EMPLOYMENT BENEFITS FUND (35310000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	850,000	850,000	867,000	867,000	873,000	907,100
<b>PERSONNEL TOTAL ----&gt;</b>	<b>850,000</b>	<b>850,000</b>	<b>867,000</b>	<b>867,000</b>	<b>873,000</b>	<b>907,100</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>850,000</b>	<b>850,000</b>	<b>867,000</b>	<b>867,000</b>	<b>873,000</b>	<b>907,100</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>850,000</b>	<b>850,000</b>	<b>867,000</b>	<b>867,000</b>	<b>873,000</b>	<b>907,100</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	851,800	869,400	868,800	868,800	873,000	907,100
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	2,062	-	4,000	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>851,800</b>	<b>871,462</b>	<b>868,800</b>	<b>872,800</b>	<b>873,000</b>	<b>907,100</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>851,800</b>	<b>871,462</b>	<b>868,800</b>	<b>872,800</b>	<b>873,000</b>	<b>907,100</b>
<b>POST-EMPLOYMENT BENEFITS NET EXPENSE (REVENUE) ----&gt;</b>	<b>(1,800)</b>	<b>(21,462)</b>	<b>(1,800)</b>	<b>(5,800)</b>	<b>-</b>	<b>-</b>



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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	7,000,000	7,000,000	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>-</b>	<b>-</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	3,000	60	3,100	3,100	3,200	3,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
LOAN ABATEMENT	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>3,000</b>	<b>60</b>	<b>3,100</b>	<b>3,100</b>	<b>3,200</b>	<b>3,300</b>
CAPITAL OUTLAY	64,300	-	65,600	65,600	66,900	68,200
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>64,300</b>	<b>-</b>	<b>65,600</b>	<b>65,600</b>	<b>66,900</b>	<b>68,200</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>67,300</b>	<b>60</b>	<b>7,068,700</b>	<b>7,068,700</b>	<b>70,100</b>	<b>71,500</b>
TRANSFERS OUT	3,312,500	3,337,691	8,004,000	8,004,000	2,010,000	1,024,300
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>3,312,500</b>	<b>3,337,691</b>	<b>8,004,000</b>	<b>8,004,000</b>	<b>2,010,000</b>	<b>1,024,300</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>3,379,800</b>	<b>3,337,751</b>	<b>15,072,700</b>	<b>15,072,700</b>	<b>2,080,100</b>	<b>1,095,800</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	10,600	8,728	10,600	10,600	10,800	11,000
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	39,078	5,000,000	5,000,000	-	-
OTHER TAX	1,837,500	1,939,372	1,904,200	1,924,200	1,945,900	1,983,900
PROPERTY TAX	9,744,600	11,180,073	9,939,500	11,189,500	11,488,300	11,691,000
SALES TAX	10,037,700	10,770,655	10,394,000	10,762,000	11,043,100	11,276,900
TRANSIENT OCCUPANCY TAX	1,947,000	1,570,815	2,447,000	1,850,000	2,595,900	2,645,800
USE OF MONEY & PROPERTY	1,620,700	1,363,700	2,113,300	1,529,600	2,286,600	2,321,100
PAMF PROJECT	730,600	730,607	748,900	748,900	767,500	786,700
VEHICLE IN LIEU	2,500,000	2,933,877	2,800,000	3,000,000	3,300,000	3,500,000
<b>REVENUE TOTAL ----&gt;</b>	<b>28,428,700</b>	<b>30,536,906</b>	<b>35,357,500</b>	<b>36,014,800</b>	<b>33,438,100</b>	<b>34,216,400</b>
GENERAL TRANSFERS IN	573,900	573,900	585,400	585,400	597,100	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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>573,900</b>	<b>573,900</b>	<b>585,400</b>	<b>585,400</b>	<b>597,100</b>	<b>609,000</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>29,002,600</b>	<b>31,110,806</b>	<b>35,942,900</b>	<b>36,600,200</b>	<b>34,035,200</b>	<b>34,825,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>(25,622,800)</b>	<b>(27,773,055)</b>	<b>(20,870,200)</b>	<b>(21,527,500)</b>	<b>(31,955,100)</b>	<b>(33,729,600)</b>

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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CAPITAL OUTLAY	1,265,000	123,715	937,051	937,051	355,000	405,000
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>1,265,000</b>	<b>123,715</b>	<b>937,051</b>	<b>937,051</b>	<b>355,000</b>	<b>405,000</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,265,000</b>	<b>123,715</b>	<b>937,051</b>	<b>937,051</b>	<b>355,000</b>	<b>405,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,265,000</b>	<b>123,715</b>	<b>937,051</b>	<b>937,051</b>	<b>355,000</b>	<b>405,000</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
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	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
GENERAL TRANSFERS IN	512,000	512,000	300,000	300,000	431,000	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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>512,000</b>	<b>512,000</b>	<b>300,000</b>	<b>300,000</b>	<b>431,000</b>	<b>437,100</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>512,000</b>	<b>512,000</b>	<b>300,000</b>	<b>300,000</b>	<b>431,000</b>	<b>437,100</b>
<b>EQUIPMENT FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>753,000</b>	<b>(388,285)</b>	<b>637,051</b>	<b>637,051</b>	<b>(76,000)</b>	<b>(32,100)</b>

TECHNOLOGY REPLACEMENT FUND (10999000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	-	-	-	-	-	-
CAPITAL OUTLAY	185,600	171,142	189,300	189,300	193,100	197,000
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>185,600</b>	<b>171,142</b>	<b>189,300</b>	<b>189,300</b>	<b>193,100</b>	<b>197,000</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>185,600</b>	<b>171,142</b>	<b>189,300</b>	<b>189,300</b>	<b>193,100</b>	<b>197,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>185,600</b>	<b>171,142</b>	<b>189,300</b>	<b>189,300</b>	<b>193,100</b>	<b>197,000</b>
<b>REVENUE SUMMARY</b>						
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	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	-	-	-	-	-	-
GENERAL TRANSFERS IN	200,000	200,000	204,000	204,000	204,000	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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>200,000</b>	<b>200,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>212,200</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>200,000</b>	<b>200,000</b>	<b>204,000</b>	<b>204,000</b>	<b>204,000</b>	<b>212,200</b>
<b>TECHNOLOGY FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>(14,400)</b>	<b>(28,858)</b>	<b>(14,700)</b>	<b>(14,700)</b>	<b>(10,900)</b>	<b>(15,200)</b>

SC LIBRARY BOND SERVICE FUND (93931000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	-	-
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	349,600	349,485	356,900	356,900	373,500	394,400
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>349,600</b>	<b>349,485</b>	<b>356,900</b>	<b>356,900</b>	<b>373,500</b>	<b>394,400</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>349,600</b>	<b>349,485</b>	<b>356,900</b>	<b>356,900</b>	<b>373,500</b>	<b>394,400</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>349,600</b>	<b>349,485</b>	<b>356,900</b>	<b>356,900</b>	<b>373,500</b>	<b>394,400</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	350,400	422,382	357,500	357,500	374,700	395,900
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	5,560	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>350,400</b>	<b>427,942</b>	<b>357,500</b>	<b>357,500</b>	<b>374,700</b>	<b>395,900</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>350,400</b>	<b>427,942</b>	<b>357,500</b>	<b>357,500</b>	<b>374,700</b>	<b>395,900</b>
<b>SC LIBRARY DEBT FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>(800)</b>	<b>(78,457)</b>	<b>(600)</b>	<b>(600)</b>	<b>(1,200)</b>	<b>(1,500)</b>

## ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Financial Services
<b>Program Goals</b>	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.
<b>Organization</b>	6 FTEs: Financial Services Manager, 2 Senior Accountants, 3 Accounting Technicians
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Financial Planning/Budgeting</li> <li>• Accountability and Financial Reporting</li> <li>• Audit Management</li> <li>• Disbursements</li> <li>• Payroll</li> <li>• Business Registration</li> <li>• Banking/Cashiering/Revenue Management</li> <li>• Investment Management</li> <li>• Financial Services Provider for South Bayside Waste Management Authority (SBWMA), City/County Association of Governments (C/CAG) and the Peninsula Traffic Congestion Relief Alliance (Commute.org)</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Updated the Comprehensive Cost Allocation Plan and User Fee Study (done every 3-5 years)</li> <li>• Received the Government Finance Officers' Association (GFOA) Certificate of Excellence for Financial Reporting</li> <li>• Awarded the contract to provide Financial Services for the Peninsula Traffic Congestion Relief Alliance (Commute.org)</li> <li>• Fully integrated Commute.org Financial Services into the division's existing work program, financial system and banking Infrastructure by requested date</li> <li>• Implemented Government Accounting Standards Board (GASB) 75, Accounting and Financial Reporting for Other Post-Employment Benefits (OPEB)</li> <li>• Implementing a new, Citywide Cashiering System</li> <li>• Participated in the New Bond Issuance for Silicon Valley Clean Water Authority</li> <li>• Refinanced the City of San Carlos' Successor Agency debt</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Upgrade Munis, the City's financial software program, for the City's General Ledger System</li> <li>• Explore options for a new Fixed Asset and Capital Tracking System</li> <li>• Update cash-handling procedures and provide training</li> <li>• Begin process for a Request For Proposal (RFP) for Banking Services</li> </ul>

## 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 Projected	FY 2019 Adopted	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	600	600	600
AA+ or higher Bond Rating	Yes	Yes	Yes	Yes
# of vendor payments processed	4,349	4,400	4,400	4,400
# of invoices/bills sent	1,426	1,480	1,500	1,500
# of cash receipts processed	5,499	5,500	5,600	5,600
% of outstanding receivables collected within 90 days	84%	85%	85%	85%
% 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	2,900	3,000	3,000
% 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 South Bayside Waste Management Authority (SBWMA), 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 SBWMA, 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of journal entries processed	196	250	250	250
# of vendor payments processed	893	1,500	1,500	1,500
# of invoices/bills sent	116	120	120	120
# of cash receipts processed	249	300	300	300
% 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**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	600,900	550,625	618,900	618,900	637,500	656,700
BENEFITS	378,700	314,601	403,400	403,400	412,200	442,700
<b>PERSONNEL TOTAL ----&gt;</b>	<b>979,600</b>	<b>865,226</b>	<b>1,022,300</b>	<b>1,022,300</b>	<b>1,049,700</b>	<b>1,099,400</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	92,200	174,946	144,100	144,100	180,400	190,800
PROFESSIONAL SERVICES	422,900	591,250	431,400	431,400	440,000	448,800
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	9,200	6,327	9,300	9,300	9,400	9,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	300	178	300	300	200	200
EQUIPMENT MAINTENANCE	1,000	1,086	1,000	1,000	1,100	1,100
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>525,600</b>	<b>773,786</b>	<b>586,100</b>	<b>586,100</b>	<b>631,100</b>	<b>650,400</b>
CAPITAL OUTLAY	1,200	-	1,200	1,200	1,200	1,200
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>1,200</b>	<b>-</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,506,400</b>	<b>1,639,012</b>	<b>1,609,600</b>	<b>1,609,600</b>	<b>1,682,000</b>	<b>1,751,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	18,800	9,400	19,200	19,200	19,600	20,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,600	3,600	3,700	3,700	3,800	3,900
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>22,400</b>	<b>13,000</b>	<b>22,900</b>	<b>22,900</b>	<b>23,400</b>	<b>23,900</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,528,800</b>	<b>1,652,012</b>	<b>1,632,500</b>	<b>1,632,500</b>	<b>1,705,400</b>	<b>1,774,900</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	804,100	881,239	841,800	865,000	873,600	909,300
CHARGES FOR CURRENT SERVICES	-	160	-	-	-	-
FINES & FORFEITURES	100	175	100	100	100	100
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	168,800	260,144	232,200	318,800	238,400	244,500
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	202,900	152,705	240,000	240,000	211,100	215,300
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>1,175,900</b>	<b>1,294,422</b>	<b>1,314,100</b>	<b>1,423,900</b>	<b>1,323,200</b>	<b>1,369,200</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	349,000	351,000	356,000	356,000	363,100	370,400
ALLOCATIONS IN FROM NPDES	6,200	6,200	6,300	6,300	6,400	6,500
ALLOCATIONS IN FROM GAS TAX	32,900	32,900	33,600	33,600	34,300	35,000
ALLOCATIONS IN FROM WORK COMP	14,600	14,600	14,900	14,900	15,200	15,500
ALLOCATIONS IN FROM RISK MGT	56,200	56,200	57,300	57,300	23,400	22,600
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>458,900</b>	<b>460,900</b>	<b>468,100</b>	<b>468,100</b>	<b>442,400</b>	<b>450,000</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,634,800</b>	<b>1,755,322</b>	<b>1,782,200</b>	<b>1,892,000</b>	<b>1,765,600</b>	<b>1,819,200</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>(106,000)</b>	<b>(103,310)</b>	<b>(149,700)</b>	<b>(259,500)</b>	<b>(60,200)</b>	<b>(44,300)</b>



# ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Human Resources
<b>Program Goals</b>	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.
<b>Organization</b>	2 FTEs: Human Resources Manager, Human Resources Analyst
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Labor Relations</li> <li>• Recruitment</li> <li>• Training</li> <li>• Benefit Administration</li> <li>• Employee relations</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Successfully negotiated and implemented three new MOU/Salary and Benefit Resolutions</li> <li>• Offered Customer Service training for all full-time employees</li> <li>• Successfully implemented a new benefits vendor for our flexible spending and commuter plans at a lower rate</li> <li>• Implementation of Assembly Bill 119 for Employee Orientation</li> <li>• Successful recruitments:               <ul style="list-style-type: none"> <li>- Hired 11 full-time employees and 32 part-time employees</li> <li>- Examples:                   <ul style="list-style-type: none"> <li>• Accounting Technician I</li> <li>• Building Inspector II</li> <li>• Civil Engineering Assistant</li> <li>• Cook (PT)</li> <li>• Facility Attendant</li> <li>• Maintenance Worker</li> <li>• Management Analyst</li> <li>• Recreation Coordinator</li> <li>• Senior Accountant</li> <li>• Senior Administrative Clerk</li> <li>• Sustainability Coordinator (PT)</li> </ul> </li> </ul> </li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Update part-time salary compensation to keep up with California minimum wage increases</li> <li>• Offer our bi-annual anti-harassment training workshop for all employees</li> <li>• Support upcoming labor negotiations</li> </ul>

## 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 determine 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. We believe that when employees are well equipped and continue learning their levels of productivity and morale are increased.

Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
# of employees served	124	129	132	134
<i>Full time employees</i>	79	81	82	83
<i>Part time employees</i>	45	48	50	51
# of recruitments processed	27	30	28	30
# of applications processed	902	990	924	990
# of new hires	43	32	31	34
<i>Full time employees</i>	11	10	11	12
<i>Part time employees</i>	32	22	20	22
# of trainings offered	107	110	112	113
employees supported per HR FTE	62	64.5	66	67

**HUMAN RESOURCES (01212000)  
BUDGET SUMMARY**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	257,100	247,790	264,700	264,700	275,900	285,100
BENEFITS	150,500	130,844	159,200	159,200	163,800	176,200
<b>PERSONNEL TOTAL ----&gt;</b>	<b>407,600</b>	<b>378,634</b>	<b>423,900</b>	<b>423,900</b>	<b>439,700</b>	<b>461,300</b>
UTILITIES	-	395	-	-	-	-
OFFICE ADMINISTRATIVE	14,500	8,876	14,800	14,800	15,100	15,400
PROFESSIONAL SERVICES	141,800	87,692	144,600	144,600	147,500	150,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	47,000	25,270	47,900	47,900	48,800	49,800
COMMUNITY RELATIONS	9,900	5,200	10,100	10,100	10,300	10,500
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	500	-	500	500	500	500
EQUIPMENT MAINTENANCE	3,700	-	3,800	3,800	3,900	4,000
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>217,400</b>	<b>127,433</b>	<b>221,700</b>	<b>221,700</b>	<b>226,100</b>	<b>230,700</b>
CAPITAL OUTLAY	8,100	-	8,300	3,000	8,500	8,700
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>8,100</b>	<b>-</b>	<b>8,300</b>	<b>3,000</b>	<b>8,500</b>	<b>8,700</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>633,100</b>	<b>506,067</b>	<b>653,900</b>	<b>648,600</b>	<b>674,300</b>	<b>700,700</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,200	3,100	6,300	6,300	6,400	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	1,100	1,100	1,100	1,100
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>7,300</b>	<b>4,200</b>	<b>7,400</b>	<b>7,400</b>	<b>7,500</b>	<b>7,600</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>640,400</b>	<b>510,267</b>	<b>661,300</b>	<b>656,000</b>	<b>681,800</b>	<b>708,300</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	61	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>-</b>	<b>61</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	130,500	130,500	133,100	133,100	135,800	138,500
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>130,500</b>	<b>130,500</b>	<b>133,100</b>	<b>133,100</b>	<b>135,800</b>	<b>138,500</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>130,500</b>	<b>130,561</b>	<b>133,100</b>	<b>133,100</b>	<b>135,800</b>	<b>138,500</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>509,900</b>	<b>379,706</b>	<b>528,200</b>	<b>522,900</b>	<b>546,000</b>	<b>569,800</b>

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## ADMINISTRATIVE SERVICES DEPARTMENT

Program Name	Information Technology
<b>Program Goals</b>	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.
<b>Organization</b>	4 FTEs: IT Manager, Senior Systems Analyst and 2 Systems Analysts
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Network infrastructure</li> <li>• Help desk</li> <li>• Phone system support</li> <li>• Software integration</li> <li>• Mobile device support</li> <li>• Hardware support</li> <li>• Technology replacement</li> <li>• Customer support</li> <li>• Data management</li> <li>• Stream TV channel</li> <li>• Broadcast Council and Commission meetings</li> <li>• Online services and resources</li> <li>• Television programming</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• City Hall cabling upgrade</li> <li>• Firewall replacement</li> <li>• Improved email security and end point protection</li> <li>• Technology replacement of older computers, printers and broadcasting equipment</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Technology Replacement (printers, copiers and PCs)</li> <li>• Storage appliance and server upgrade and replacement</li> <li>• Enterprise application upgrades (Munis, Lucity, Trakit)</li> <li>• GIS upgrade</li> <li>• Upgrade IT equipment in Emergency Operations Center (EOC)</li> </ul>

## 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 with daily business. 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of mobile devices supported	79	85	85	85
# of computers supported	153	155	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%
# of upgrades implemented	30	35	40	40
# of support requests received	3,884	4,000	4,000	4,000
# of new technologies implemented	15	18	20	20
Median first reply time to tickets (in hours)	4.1	4	4	4
Median time to resolve tickets (in hours)	26.3	24	20	16
% of users who rate helpfulness of desktop services as good	99.9%	99.9%	99.99%	99.99%
Uptime of servers and infrastructure	99.90%	99.90%	99.999%	99.999%
% of intrusions detected	0%	0%	0%	0%
Uptime of critical applications	99.90%	99.90%	99.99%	99.999%

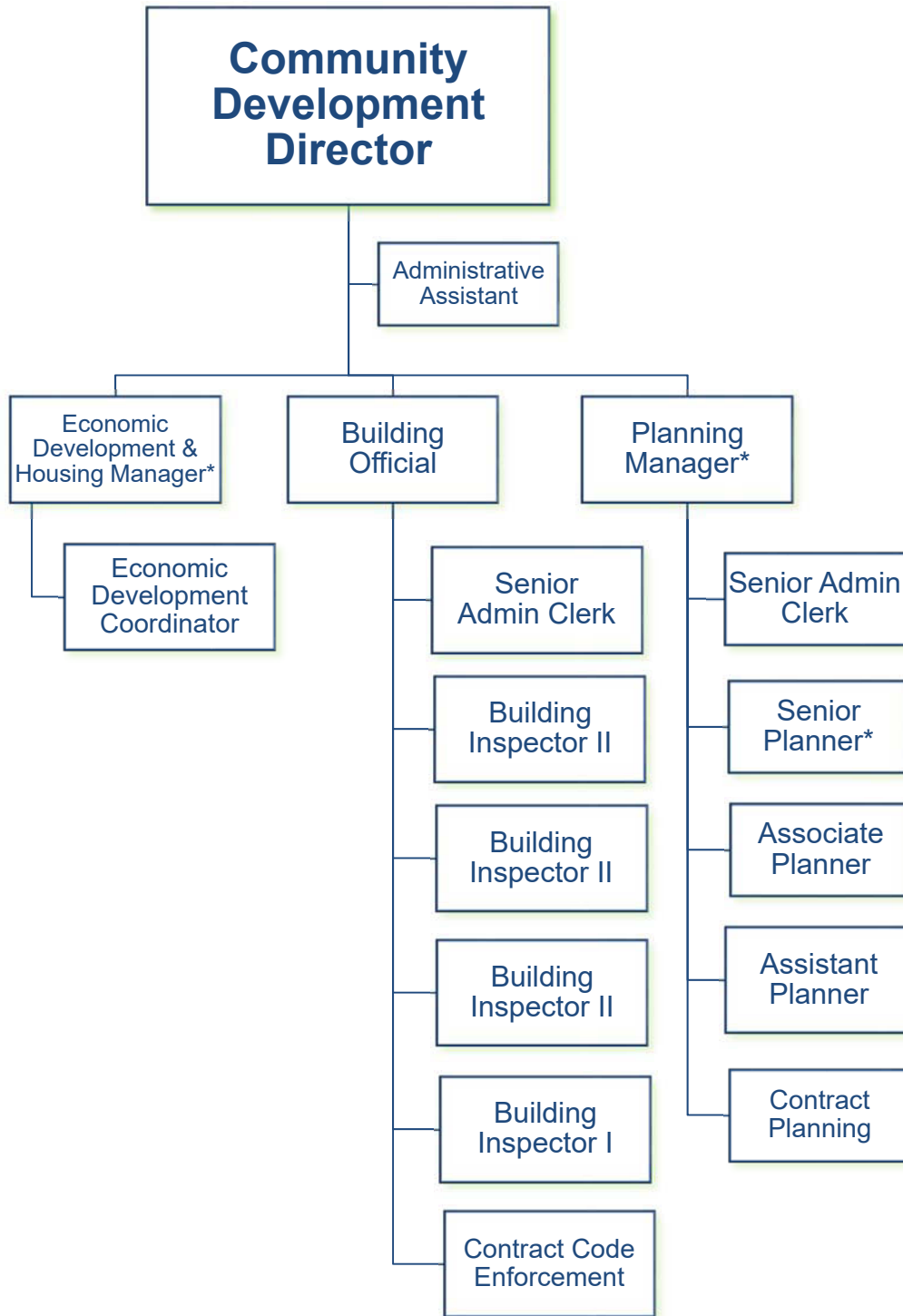
**INFORMATION TECHNOLOGY (01213000)  
BUDGET SUMMARY**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	488,200	424,223	502,900	502,900	518,000	533,500
BENEFITS	290,400	238,565	308,200	308,200	317,400	341,200
<b>PERSONNEL TOTAL ----&gt;</b>	<b>778,600</b>	<b>662,788</b>	<b>811,100</b>	<b>811,100</b>	<b>835,400</b>	<b>874,700</b>
UTILITIES	106,500	86,260	108,600	108,600	110,800	113,000
OFFICE ADMINISTRATIVE	5,800	6,416	5,900	5,900	6,000	6,100
PROFESSIONAL SERVICES	218,600	169,253	223,000	223,000	217,400	222,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	23,300	19,101	23,800	23,800	34,300	34,800
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	200	-	200	200	200	200
EQUIPMENT MAINTENANCE	343,300	292,364	350,100	350,100	357,100	364,300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>697,700</b>	<b>573,394</b>	<b>711,600</b>	<b>711,600</b>	<b>725,800</b>	<b>740,400</b>
CAPITAL OUTLAY	10,900	11,173	11,100	11,100	11,300	11,500
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>10,900</b>	<b>11,173</b>	<b>11,100</b>	<b>11,100</b>	<b>11,300</b>	<b>11,500</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,487,200</b>	<b>1,247,356</b>	<b>1,533,800</b>	<b>1,533,800</b>	<b>1,572,500</b>	<b>1,626,600</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,200	3,100	6,300	6,300	6,400	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	1,100	1,100	1,100	1,100
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>7,300</b>	<b>4,200</b>	<b>7,400</b>	<b>7,400</b>	<b>7,500</b>	<b>7,600</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,494,500</b>	<b>1,251,556</b>	<b>1,541,200</b>	<b>1,541,200</b>	<b>1,580,000</b>	<b>1,634,200</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	18,801	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>-</b>	<b>18,801</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	290,600	290,600	296,400	296,400	302,300	308,300
ALLOCATIONS IN FROM NPDES	5,200	5,200	5,300	5,300	5,400	5,500
ALLOCATIONS IN FROM GAS TAX	27,400	27,400	27,900	27,900	28,500	29,100
ALLOCATIONS IN FROM WORK COMP	9,800	9,800	10,000	10,000	10,200	10,400
ALLOCATIONS IN FROM RISK MGT	37,600	37,600	38,400	38,400	9,200	10,000
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>370,600</b>	<b>370,600</b>	<b>378,000</b>	<b>378,000</b>	<b>355,600</b>	<b>363,300</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>370,600</b>	<b>389,401</b>	<b>378,000</b>	<b>378,000</b>	<b>355,600</b>	<b>363,300</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>1,123,900</b>	<b>862,155</b>	<b>1,163,200</b>	<b>1,163,200</b>	<b>1,224,400</b>	<b>1,270,900</b>

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# Community Development



\*Position is currently underfilled

## 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 15 full-time regular employees, 2.5 FTEs equivalent of 1 part-time and 2 full-time contractor and 0.5 FTE Code Enforcement contractor in four divisions.

<b>Program</b>	<b>Management</b>
Leadership and Management (1.8 FTEs/contractors)	Community Development Director
Development and Permitting, Key Development Project Facilitation, Code Enforcement, Long Range Planning, and Code Enforcement (13.8 FTEs/contractors)	Community Development Director Principal Planner Building Official
Economic Development (1.2 FTE)	Economic Development & Housing Manager
Housing Compliance and Assistance (1.2 FTE)	Economic Development & Housing Manager

COMMUNITY DEVELOPMENT DEPARTMENT  
BUDGET SUMMARY (General Fund only)

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	1,638,300	1,470,425	1,687,200	1,687,200	1,845,000	1,900,800
BENEFITS	985,200	841,318	1,046,200	1,046,200	1,135,100	1,220,800
<b>PERSONNEL TOTAL ----&gt;</b>	<b>2,623,500</b>	<b>2,311,743</b>	<b>2,733,400</b>	<b>2,733,400</b>	<b>2,980,100</b>	<b>3,121,600</b>
UTILITIES	-	426	-	-	-	-
OFFICE ADMINISTRATIVE	57,800	51,926	77,100	77,100	78,400	80,000
PROFESSIONAL SERVICES	2,124,293	1,439,358	2,329,558	2,329,558	2,974,800	2,304,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	55,800	47,829	63,900	63,900	65,000	66,100
COMMUNITY RELATIONS	3,300	3,244	3,400	3,400	9,400	9,500
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	800	107	800	800	800	800
EQUIPMENT MAINTENANCE	3,200	1,981	3,300	3,300	3,400	3,500
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>2,245,193</b>	<b>1,544,871</b>	<b>2,478,058</b>	<b>2,478,058</b>	<b>3,131,800</b>	<b>2,464,300</b>
CAPITAL OUTLAY	7,700	5,185	7,900	7,900	2,100	2,100
CAPITAL PROJECTS	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>7,700</b>	<b>5,185</b>	<b>7,900</b>	<b>7,900</b>	<b>2,100</b>	<b>2,100</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>4,876,393</b>	<b>3,861,800</b>	<b>5,219,358</b>	<b>5,219,358</b>	<b>6,114,000</b>	<b>5,588,000</b>
TRANSFERS OUT	49,400	103,018	50,300	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	37,500	18,750	38,300	38,300	39,100	39,900
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	35,500	35,500	36,200	36,200	36,900	37,600
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>122,400</b>	<b>157,268</b>	<b>124,800</b>	<b>74,500</b>	<b>76,000</b>	<b>77,500</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>4,998,793</b>	<b>4,019,068</b>	<b>5,344,158</b>	<b>5,293,858</b>	<b>6,190,000</b>	<b>5,665,500</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,812,100	1,712,796	1,929,300	1,941,400	2,276,100	1,855,800
FINES & FORFEITURES	1,100	1,800	1,100	1,100	1,100	1,100
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	1,739,700	1,811,498	1,842,100	1,837,500	1,522,500	1,297,800
OTHER REVENUE	71,300	91,957	7,500	49,826	26,000	26,200
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>3,624,200</b>	<b>3,618,051</b>	<b>3,780,000</b>	<b>3,829,826</b>	<b>3,825,700</b>	<b>3,180,900</b>
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	46,000	46,000	47,000	47,000	48,000	49,000
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>46,000</b>	<b>46,000</b>	<b>47,000</b>	<b>47,000</b>	<b>48,000</b>	<b>49,000</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>3,670,200</b>	<b>3,664,051</b>	<b>3,827,000</b>	<b>3,876,826</b>	<b>3,873,700</b>	<b>3,229,900</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>1,328,593</b>	<b>355,017</b>	<b>1,517,158</b>	<b>1,417,032</b>	<b>2,316,300</b>	<b>2,435,600</b>

# COMMUNITY DEVELOPMENT DEPARTMENT

Program Name	Leadership & Management
<b>Program Goals</b>	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.
<b>Organization</b>	1.8 FTEs: Community Development Director, Principal Planner, Economic Development & Housing Manager, Economic Development Coordinator, Building Official, Administrative Assistant
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Manage development in the city</li> <li>• Enhance and protect quality of life</li> <li>• Secure economic vitality and housing stock</li> <li>• Staff to numerous committees and Planning Commission</li> <li>• Manage Divisions               <ul style="list-style-type: none"> <li>– Planning</li> <li>– Building</li> <li>– Economic Development &amp; Housing</li> </ul> </li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Issued newsletter about affordable housing</li> <li>• Explored ways to engage public on affordable housing</li> <li>• Completed study and prepared options for commercial linkage fee adoption</li> <li>• Developed newly adopted zoning for cannabis businesses</li> <li>• Engaged the City Council and community in priority parking policy discussions</li> <li>• Educated the Council and community on options to address parking needs</li> <li>• Explored parking in-lieu fee and assessment district</li> <li>• Planned for another downtown parking structure and added surface parking in south Laurel Street</li> <li>• Established public / private partnerships for parking needs with SamTrans</li> <li>• Explored relocation of downtown employee parking</li> <li>• Ensured developers working in neighborhoods communicated work impacts</li> <li>• Prepared report on early childcare zoning laws and suggestions</li> <li>• Approval of the Downtown Parking Management Plan</li> <li>• Presented newly adopted regulations for residential lot splits</li> <li>• Embarked on Single-Family zoning standards update for large homes</li> <li>• Developed draft citywide wayfinding plan</li> </ul>

**FY 2018-20 Goals**

- RDRC restructuring - Ordinance change or resolution
- Core downtown building height zoning review
- Single-family house size zoning review
- 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 traffic element 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 subcommittee meetings. 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**

	<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
# of regional planning initiatives staffed	6	6	5	5
# of intergovernmental meetings attended	15	10	10	10
# of City Council, Commission and Subcommittee meetings staffed:				
<i>City Council</i>	25	17	21	21
<i>Planning Commission</i>	18	18	18	18
<i>Residential Design Review Committee (RDRC)</i>	18	12	15	15
<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	2	2	2
<i>City Council Subcommittees</i>	4	5	5	5
# of meetings attended to address the community regarding projects, City policy and to provide education/information	7	7	7	7

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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	273,900	279,314	282,000	282,000	295,500	305,200
BENEFITS	153,900	159,659	163,100	163,100	168,100	180,900
<b>PERSONNEL TOTAL ----&gt;</b>	<b>427,800</b>	<b>438,973</b>	<b>445,100</b>	<b>445,100</b>	<b>463,600</b>	<b>486,100</b>
UTILITIES	-	426	-	-	-	-
OFFICE ADMINISTRATIVE	23,900	18,421	42,500	42,500	43,100	44,000
PROFESSIONAL SERVICES	30,600	5,474	31,200	31,200	31,800	32,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	11,900	7,741	12,200	12,200	12,500	12,800
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	200	-	200	200	200	200
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>66,600</b>	<b>32,063</b>	<b>86,100</b>	<b>86,100</b>	<b>87,600</b>	<b>89,400</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>494,400</b>	<b>471,036</b>	<b>531,200</b>	<b>531,200</b>	<b>551,200</b>	<b>575,500</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,200	3,100	6,300	6,300	6,400	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	29,500	29,500	30,100	30,100	30,700	31,300
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>35,700</b>	<b>32,600</b>	<b>36,400</b>	<b>36,400</b>	<b>37,100</b>	<b>37,800</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>530,100</b>	<b>503,636</b>	<b>567,600</b>	<b>567,600</b>	<b>588,300</b>	<b>613,300</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	13,000	32,000	-	11,913	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>13,000</b>	<b>32,000</b>	<b>-</b>	<b>11,913</b>	<b>-</b>	<b>-</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>13,000</b>	<b>32,000</b>	<b>-</b>	<b>11,913</b>	<b>-</b>	<b>-</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>517,100</b>	<b>471,636</b>	<b>567,600</b>	<b>555,687</b>	<b>588,300</b>	<b>613,300</b>

## COMMUNITY DEVELOPMENT DEPARTMENT

<b>Program Name</b>	<b>Development and Permitting Services, Key Development Project Facilitation, Code Enforcement and Long Range Planning</b>
<b>Program Goals</b>	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, feasible and of fiscal and economic benefit for the community.
<b>Organization</b>	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
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Building <ul style="list-style-type: none"> <li>– Pre-project technical assistance</li> <li>– Issue permits and collect fees</li> <li>– Conduct project inspections</li> <li>– Coordinate all agency Final Approvals</li> <li>– Apartment inspection program</li> <li>– Flood plain management</li> </ul> </li> <li>• Code Enforcement <ul style="list-style-type: none"> <li>– Respond to complaints/resolve problems</li> <li>– Enforce Zoning and Municipal codes</li> <li>– Issue stop-work notices/construction without permits</li> </ul> </li> <li>• Planning <ul style="list-style-type: none"> <li>– Development Project Review</li> <li>– Zoning/Land Use Regulation</li> <li>– General Plan Implementation</li> <li>– Environmental Compliance</li> <li>– General Plan/Zoning Amendments</li> <li>– Housing Element</li> </ul> </li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Formula Business regulations made permanent</li> <li>• Increased minimum lot size for single-family subdivisions</li> <li>• Entitled two new hotels (26 El Camino Real and 1091 Industrial Road)</li> <li>• Worked with 7-member advisory committee to review RS-6 zoning district</li> <li>• Processed approximately 240 development applications, 220 plan checks for business registration</li> <li>• Reviewed over 140 requests to remove trees</li> <li>• Entitled over half a million square feet of new office development (Meridian 25)</li> <li>• Responded to almost 2,300 inquiries from citizens, homeowners and applicants</li> </ul>

**FY 2018-20 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

**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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of development-related inquiries received and addressed (email, phone, counter, face-to-face meetings, public counter)	2,675	2,315	2,495	2,495
# of planning applications reviewed	251	243	247	247
<i>Appeals</i>	0	0	0	0
<i>Design Review - Single Family</i>	104	114	109	109
<i>Design Review - Other</i>	26	11	19	19
<i>Zoning Amendment/Annexation</i>	0	1	0	0
<i>Minor Use Permits</i>	4	2	3	3
<i>Conditional Use Permits - Planning Commission</i>	10	11	11	11
<i>Grading and Dirt Haul</i>	4	2	3	3
<i>Variances</i>	1	0	0	0
<i>Subdivisions</i>	7	11	9	9
<i>Special Events</i>	7	3	5	5
<i>Pre-applications</i>	19	5	12	12
<i>Zoning Affidavits</i>	16	12	14	14
<i>Tree Removal Permits</i>	124	141	133	133
<i>Business Registrations</i>	215	226	221	221
<i>Signs</i>	23	62	43	43
# of building permits issued	1,348	1,350	1,350	1,350
# inspections conducted	5,578	5,600	5,600	5,600
Site visits per inspector per day	12	14	14	14
% of building inspections performed next day when requested	99%	99%	99%	99%
% of building plans reviewed in house	75%	75%	75%	75%
% of building plans reviewed by outside plan check consultant	25%	25%	25%	25%
# of over-the-counter permits issued on-line	5	20	25	25
# of over-the-counter permits issued at counter	413	400	400	400



### 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 2018-2020 projections reflect significantly improved customer service and response times to emails, phone calls and meeting availability.

Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
# of enforcement hours provided	1,053	2,106	2,106	2,106
# of cases resolved	143	150	160	170
# of cases opened	149	160	170	180
# of appeals processed	1	2	3	4
# of cases requiring abatement	2	4	6	6
# of days to respond to phone calls and emails	5 to 7	5 to 7	1 to 2	1 to 2
# of days to respond to notice of violation & citation inquiries	5 to 7	5 to 7	1 to 2	1 to 2
# of months to resolve cases that require abatement	6 to 18	3 to 6	3 to 6	3 to 6
# of days available to offer meetings with officer	1 to 2	3 to 4	3 to 4	3 to 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# inspections performed per year	225	225	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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of projects facilitated	4	5	4	2
# of public hearings	6	3	8	4
# of key projects and initiatives completed	4	5	4	2
# of neighborhood/community meetings staffed	7	8	7	6
Average # hours per project manager spent on key development projects (average project is 40 hours)	160	120	160	160

**Planning Division  
Long Range Planning  
Objective 5**

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

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

Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
# of General Plan actions implemented	13	15	13	10
# of updates to long range policies and ordinances	0	2	11	TBD

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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	1,094,900	968,731	1,127,700	1,127,700	1,263,800	1,301,400
BENEFITS	676,600	559,923	719,100	719,100	798,000	858,200
<b>PERSONNEL TOTAL ----&gt;</b>	<b>1,771,500</b>	<b>1,528,654</b>	<b>1,846,800</b>	<b>1,846,800</b>	<b>2,061,800</b>	<b>2,159,600</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	29,500	29,526	30,100	30,100	30,700	31,300
PROFESSIONAL SERVICES	1,569,355	1,109,232	1,649,958	1,649,958	2,444,700	1,763,600
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	19,800	9,703	20,100	20,100	20,400	20,700
COMMUNITY RELATIONS	3,300	3,244	3,400	3,400	9,400	9,500
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	3,200	1,981	3,300	3,300	3,400	3,500
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>1,625,255</b>	<b>1,153,686</b>	<b>1,706,958</b>	<b>1,706,958</b>	<b>2,508,700</b>	<b>1,828,700</b>
CAPITAL OUTLAY	7,700	5,185	7,900	7,900	2,100	2,100
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>7,700</b>	<b>5,185</b>	<b>7,900</b>	<b>7,900</b>	<b>2,100</b>	<b>2,100</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>3,404,455</b>	<b>2,687,525</b>	<b>3,561,658</b>	<b>3,561,658</b>	<b>4,572,600</b>	<b>3,990,400</b>
TRANSFERS OUT	49,400	103,018	50,300	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	28,200	14,100	28,800	28,800	29,400	30,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	5,400	5,400	5,500	5,500	5,600	5,700
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>83,000</b>	<b>122,518</b>	<b>84,600</b>	<b>34,300</b>	<b>35,000</b>	<b>35,700</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>3,487,455</b>	<b>2,810,043</b>	<b>3,646,258</b>	<b>3,595,958</b>	<b>4,607,600</b>	<b>4,026,100</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,812,100	1,712,796	1,929,300	1,941,400	2,276,100	1,855,800
FINES & FORFEITURES	1,100	1,800	1,100	1,100	1,100	1,100
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	1,739,700	1,811,498	1,842,100	1,837,500	1,522,500	1,297,800
OTHER REVENUE	7,300	27,957	7,500	26,000	26,000	26,200
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>3,560,200</b>	<b>3,554,051</b>	<b>3,780,000</b>	<b>3,806,000</b>	<b>3,825,700</b>	<b>3,180,900</b>
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	23,000	23,000	23,500	23,500	24,000	24,500
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>23,000</b>	<b>23,000</b>	<b>23,500</b>	<b>23,500</b>	<b>24,000</b>	<b>24,500</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>3,583,200</b>	<b>3,577,051</b>	<b>3,803,500</b>	<b>3,829,500</b>	<b>3,849,700</b>	<b>3,205,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>(95,745)</b>	<b>(767,008)</b>	<b>(157,242)</b>	<b>(233,542)</b>	<b>757,900</b>	<b>820,700</b>

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## COMMUNITY DEVELOPMENT DEPARTMENT

Program Name	Economic Development
<b>Program Goals</b>	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.
<b>Organization</b>	1.2 FTEs: Community Development Director, Economic Development & Housing Manager, Economic Development Coordinator, Principal Planner, Administrative Assistants
<b>Major Services</b>	<ul style="list-style-type: none"> <li>Expand property and sales tax base to improve fiscal health</li> <li>Retain, expand and attract desirable businesses and jobs</li> <li>Evaluate projects for fiscal and economic benefit</li> <li>Promote and market the city</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>Led effort to research and adopt regulatory framework for cannabis-related uses in the city</li> <li>Spearheaded study to analyze possible strategies to address the shortage of child care facilities in the city</li> <li>Launched Wayfinding Study to enhance City signage and amplify City branding</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>Embark on more substantive business retention and expansion strategies</li> <li>Attract more revenue-producing businesses into the city, particularly on catalyst sites</li> <li>Increase branding, mobility, and wayfinding to enhance "sense of place" for businesses, visitors and residents</li> <li>Develop urban design strategies to attract more spending activity to strategic locations in the city (building materials outlets, industrial arts, downtown, etc.)</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
% growth of active in-town businesses	11.4%	10.0%	10.0%	10.0%
Sales Tax revenue % growth	3.9%	5.0%	5.0%	5.0%
Transit Occupancy Tax revenues (% change)	-0.1%	10.0%	10.0%	10.0%
R&D vacancy rate (and average asking rent per sq ft)	3.2% (\$2.75)	2.0% (\$3.25)	4.5% (\$4.00)	5% (\$4.25)
Industrial vacancy rate (and avg asking rent per sq ft)	1.3% (\$1.97)	1.5% (\$2.10)	1.5% (\$2.25)	1.5% (\$2.50)
Office space vacancy rate (and avg asking rent per sq ft)	2.6% (\$4.47)	2.1% (\$4.75)	1.5% (\$4.90)	1.25% (\$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	12	15
# of business group meetings attended (includes Chamber, HIA, EDP, and EDAC)	45	50	52	55

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of email economic development newsletters sent	1	2	2	3
# of regional advocacy group meetings attended (includes SVEDA, ABAG, SPUR, Plan Bay Area, etc.)	25	25	30	30
# of development community networking events attended (includes ULI, ICSC, broker breakfasts, etc.)	6	8	8	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**

	<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
# of new in-town business registrations issued	161	170	150	150
# of employees reported by new in-town businesses	573	300	250	250
# of inquiries from prospective businesses and/or developers and their brokers	12	15	20	25

**ECONOMIC DEVELOPMENT (01640033)  
BUDGET SUMMARY**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	269,500	222,380	277,500	277,500	285,700	294,200
BENEFITS	154,700	121,736	164,000	164,000	169,000	181,700
<b>PERSONNEL TOTAL ----&gt;</b>	<b>424,200</b>	<b>344,116</b>	<b>441,500</b>	<b>441,500</b>	<b>454,700</b>	<b>475,900</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	4,400	3,979	4,500	4,500	4,600	4,700
PROFESSIONAL SERVICES	524,338	324,652	648,400	648,400	498,300	508,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	24,100	30,384	31,600	31,600	32,100	32,600
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	500	107	500	500	500	500
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>553,338</b>	<b>359,123</b>	<b>685,000</b>	<b>685,000</b>	<b>535,500</b>	<b>546,200</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>977,538</b>	<b>703,239</b>	<b>1,126,500</b>	<b>1,126,500</b>	<b>990,200</b>	<b>1,022,100</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,100	1,550	3,200	3,200	3,300	3,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600	600
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>3,700</b>	<b>2,150</b>	<b>3,800</b>	<b>3,800</b>	<b>3,900</b>	<b>4,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>981,238</b>	<b>705,389</b>	<b>1,130,300</b>	<b>1,130,300</b>	<b>994,100</b>	<b>1,026,100</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	51,000	32,000	-	11,913	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>51,000</b>	<b>32,000</b>	<b>-</b>	<b>11,913</b>	<b>-</b>	<b>-</b>
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	23,000	23,000	23,500	23,500	24,000	24,500
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>23,000</b>	<b>23,000</b>	<b>23,500</b>	<b>23,500</b>	<b>24,000</b>	<b>24,500</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>74,000</b>	<b>55,000</b>	<b>23,500</b>	<b>35,413</b>	<b>24,000</b>	<b>24,500</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>907,238</b>	<b>650,389</b>	<b>1,106,800</b>	<b>1,094,887</b>	<b>970,100</b>	<b>1,001,600</b>



# COMMUNITY DEVELOPMENT DEPARTMENT

<b>Program Name</b>	<b>Housing Compliance and Assistance</b>
<b>Program Goals</b>	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.
<b>Organization</b>	1.2 FTE: Economic Development & Housing Manger, Economic Development Coordinator, Senior Planner, Administrative Assistants
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Support regional affordable housing programs</li> <li>• Monitor affordable housing inventory in town</li> <li>• Collect affordable housing impact and in lieu fees for affordable housing development</li> <li>• Administer affordable housing funds</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Initiated joint venture with a non-profit housing developer to redevelop City-owned housing site into a 24-unit affordable housing project</li> <li>• Implemented a new Below Market Rate (BMR) waitlist online portal, increasing access to the program</li> <li>• Acquired new BMR condo to be rented to a low income household</li> <li>• Began due diligence into potential redevelopment of affordable housing project with HIP Housing to optimize and densify site to increase number of units</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Complete Exclusive Negotiation Agreement, adopt Disposition and Development Agreement and begin construction on affordable housing project at 817 Walnut</li> <li>• Acquire property, negotiate Disposition and Development Agreement and begin predevelopment for Cherry Street Affordable Housing Project</li> <li>• Collaborate with regional entities to support affordable housing development</li> </ul>

<b>Housing Compliance &amp; Assistance Objective</b>	<p>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.</p> <p>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.</p>
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Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
# of new BMR housing regulatory agreements processed	1	13	10	10
# of existing units monitored	4	5	30	35
# of housing organization assistance contracts processed	7	8	9	10
# of people who live or work in the city added to unit waitlist	150	200	225	250
# of people who do not live or work in the city added to unit waitlist	43	50	75	100
# of affordable units in San Carlos	114	137	142	145
# of affordable units preserved or rehabilitated	1	1	16	8

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

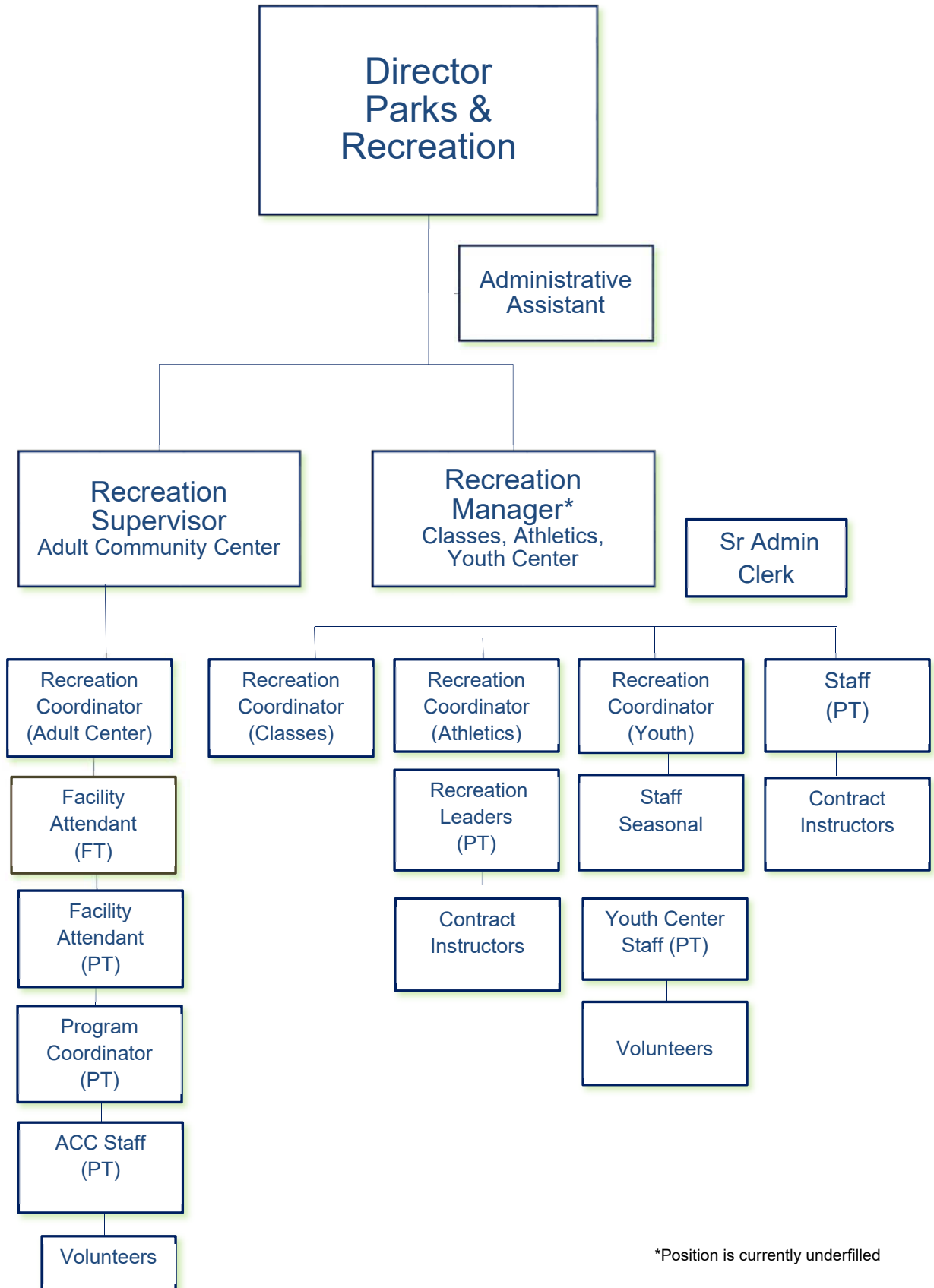
<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	57,200	41,409	58,300	58,300	66,400	67,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	45,000	45,000	45,900	45,900
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	13,814	-	-	12,000	12,000
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>57,200</b>	<b>55,223</b>	<b>103,300</b>	<b>103,300</b>	<b>124,300</b>	<b>125,400</b>
CAPITAL OUTLAY	400,000	9,513	240,000	240,000	-	-
CAPITAL PROJECTS	1,000,000	39,887	960,113	960,113	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>1,400,000</b>	<b>49,400</b>	<b>1,200,113</b>	<b>1,200,113</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,457,200</b>	<b>104,623</b>	<b>1,303,413</b>	<b>1,303,413</b>	<b>124,300</b>	<b>125,400</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,457,200</b>	<b>104,622</b>	<b>1,303,413</b>	<b>1,303,413</b>	<b>124,300</b>	<b>125,400</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	838	-	200	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	18,300	127,143	18,600	96,700	48,200	48,600
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>18,300</b>	<b>127,980</b>	<b>18,600</b>	<b>96,900</b>	<b>48,200</b>	<b>48,600</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>18,300</b>	<b>127,980</b>	<b>18,600</b>	<b>96,900</b>	<b>48,200</b>	<b>48,600</b>
<b>LOW MOD HOUSING ASSET FUND NET EXP (REV) ----&gt;</b>	<b>1,438,900</b>	<b>(23,358)</b>	<b>1,284,813</b>	<b>1,206,513</b>	<b>76,100</b>	<b>76,800</b>

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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	500	-	500	500	500	500
PROFESSIONAL SERVICES	114,500	74,647	116,800	116,800	288,700	296,300
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	13,400	9,424	13,600	13,600	13,900	14,200
COMMUNITY RELATIONS	150,000	127,649	105,000	105,000	105,000	150,000
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>278,400</b>	<b>211,720</b>	<b>235,900</b>	<b>235,900</b>	<b>408,100</b>	<b>461,000</b>
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL PROJECTS	1,176,121	14,500	2,461,620	2,461,620	375,000	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>1,176,121</b>	<b>14,500</b>	<b>2,461,620</b>	<b>2,461,620</b>	<b>375,000</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,454,521</b>	<b>226,220</b>	<b>2,697,520</b>	<b>2,697,520</b>	<b>783,100</b>	<b>461,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO GENERAL FUND	46,000	46,000	47,000	47,000	48,000	49,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>46,000</b>	<b>46,000</b>	<b>47,000</b>	<b>47,000</b>	<b>48,000</b>	<b>49,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,500,521</b>	<b>272,220</b>	<b>2,744,520</b>	<b>2,744,520</b>	<b>831,100</b>	<b>510,000</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	76,500	682,967	1,800,500	3,222,500	404,600	406,200
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	9,200	19,120	9,400	20,000	9,600	9,800
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>85,700</b>	<b>702,087</b>	<b>1,809,900</b>	<b>3,242,500</b>	<b>414,200</b>	<b>416,000</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>85,700</b>	<b>702,087</b>	<b>1,809,900</b>	<b>3,242,500</b>	<b>414,200</b>	<b>416,000</b>
<b>HOUSING IN LIEU FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>1,414,821</b>	<b>(429,867)</b>	<b>934,620</b>	<b>(497,980)</b>	<b>416,900</b>	<b>94,000</b>

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# Parks & Recreation



\*Position is currently underfilled

## 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

### Dept #

7010-7910

### 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	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	1,352,400	1,122,897	1,465,227	1,465,227	1,475,500	1,516,000
BENEFITS	648,100	544,139	709,500	709,500	715,400	766,200
<b>PERSONNEL TOTAL ----&gt;</b>	<b>2,000,500</b>	<b>1,667,036</b>	<b>2,174,727</b>	<b>2,174,727</b>	<b>2,190,900</b>	<b>2,282,200</b>
UTILITIES	2,100	43,340	2,100	2,100	40,800	42,800
OFFICE ADMINISTRATIVE	283,000	264,773	317,700	317,700	345,400	350,500
PROFESSIONAL SERVICES	1,009,476	734,235	940,673	940,673	925,000	943,200
UNIFORMS & SAFETY EQUIPMENT	3,000	2,600	3,000	3,000	3,500	3,500
PROFESSIONAL DEVELOPMENT	20,100	18,052	20,300	20,300	26,650	26,850
COMMUNITY RELATIONS	3,700	4,059	3,700	3,700	4,700	4,700
INSURANCE	22,800	15,988	23,000	23,000	23,800	24,100
VEHICLE USAGE	2,200	13	2,200	2,200	2,450	2,450
EQUIPMENT MAINTENANCE	12,300	4,069	12,500	12,500	12,700	12,900
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>1,358,676</b>	<b>1,087,129</b>	<b>1,325,173</b>	<b>1,325,173</b>	<b>1,385,000</b>	<b>1,411,000</b>
CAPITAL OUTLAY	16,200	-	16,500	16,500	16,800	17,100
CAPITAL PROJECTS	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>16,200</b>	<b>-</b>	<b>16,500</b>	<b>16,500</b>	<b>16,800</b>	<b>17,100</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>3,375,376</b>	<b>2,754,165</b>	<b>3,516,400</b>	<b>3,516,400</b>	<b>3,592,700</b>	<b>3,710,300</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	62,800	31,400	64,000	64,000	65,200	66,400
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	30,900	30,900	31,500	31,500	32,100	32,700
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>93,700</b>	<b>62,300</b>	<b>95,500</b>	<b>95,500</b>	<b>97,300</b>	<b>99,100</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>3,469,076</b>	<b>2,816,465</b>	<b>3,611,900</b>	<b>3,611,900</b>	<b>3,690,000</b>	<b>3,809,400</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	2,019,800	1,630,101	2,072,000	1,935,900	1,876,900	1,909,500
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	29,700	8,444	30,300	6,200	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	25,000	30,085	12,500	11,000	22,300	22,700
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	215,300	232,489	233,500	233,500	236,000	240,500
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>2,289,800</b>	<b>1,901,120</b>	<b>2,348,300</b>	<b>2,186,600</b>	<b>2,135,200</b>	<b>2,172,700</b>
GENERAL TRANSFERS IN	-	23,500	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>23,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>2,289,800</b>	<b>1,924,620</b>	<b>2,348,300</b>	<b>2,186,600</b>	<b>2,135,200</b>	<b>2,172,700</b>
<b>TOTAL PARKS &amp; RECREATION NET EXP (REV) ----&gt;</b>	<b>1,179,276</b>	<b>891,845</b>	<b>1,263,600</b>	<b>1,425,300</b>	<b>1,554,800</b>	<b>1,636,700</b>

# PARKS & RECREATION DEPARTMENT

<b>Program Name</b>					<b>Leadership &amp; Management</b>				
<b>Program Goals</b>					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.				
<b>Organization</b>					2 FTEs: Parks & Recreation Director, Administrative Assistant				
<b>Major Services</b>					<ul style="list-style-type: none"> <li>• Meet with Boards and Commissions</li> <li>• Provide support to City Manager on matters related to Parks and Recreation</li> <li>• Oversee Capital Improvement Program projects for Parks, Recreation and Facilities</li> <li>• Assign and oversee workloads for supervisory staff</li> </ul>				
<b>FY 2017-18 Accomplishments</b>					<ul style="list-style-type: none"> <li>• Completed the design and construction of the Highlands Park Playground and Restroom Renovation Project</li> <li>• Received \$50,000 in funding from the Parks &amp; Recreation Foundation of San Carlos for the Highlands Park Playground and Restroom Renovation Project</li> <li>• Replaced 15 drinking fountains in various parks, with \$30,000 of project funding coming from the Parks &amp; Recreation Foundation</li> <li>• Completed the Arguello Park Playground Resurfacing Project</li> <li>• Successfully implemented Phase II of the Utility Box Mural Project</li> <li>• Successfully recruited and hired the new Youth Development Coordinator</li> <li>• Completed the Burton Park Restroom Replacement and Renovation Project</li> <li>• Facilitated process for Environmental Impact Report on Upgraded and Additional Ball Field Lighting</li> <li>• Amended General Plan Policy PR-3.7 to allow adults to use the Youth Center</li> <li>• Installed new shade canopies at the Burton Park Bocce Courts, with \$22,000 of project funding coming from the Parks &amp; Recreation Foundation</li> <li>• Updated the Library Community Rooms with new furniture, AV equipment and painting</li> </ul>				
<b>FY 2018-20 Goals</b>					<ul style="list-style-type: none"> <li>• Manage and complete Youth Center Renovation Project</li> <li>• Complete City Tree Inventory Report and Maintenance Program</li> <li>• Complete Restroom Renovation project for Laureola, Crestview and Arguello Park</li> <li>• Continue to use Parks, Open Space, Buildings and Other Recreational Facilities Master Plan to Guide Park Improvements</li> <li>• Complete Master Plan for Chilton Park</li> <li>• Complete Phase II of the Utility Box Mural Project</li> </ul> <p>Continue to work with the Parks &amp; Recreation Foundation on partnership funding opportunities</p>				
<b>Leadership &amp; Management Objective</b>					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.				
<b>Key Performance Measures</b>					<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>	
% 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**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	274,100	253,778	423,000	423,000	290,700	299,400
BENEFITS	153,900	113,379	246,800	246,800	168,100	180,900
<b>PERSONNEL TOTAL ----&gt;</b>	<b>428,000</b>	<b>367,157</b>	<b>669,800</b>	<b>669,800</b>	<b>458,800</b>	<b>480,300</b>
UTILITIES	800	-	800	800	800	800
OFFICE ADMINISTRATIVE	32,000	39,535	32,700	32,700	58,400	59,100
PROFESSIONAL SERVICES	50,876	46,847	14,900	14,900	7,000	7,100
UNIFORMS & SAFETY EQUIPMENT	100	-	100	100	100	100
PROFESSIONAL DEVELOPMENT	11,900	11,401	12,100	12,100	16,300	16,500
COMMUNITY RELATIONS	1,600	1,959	1,600	1,600	1,600	1,600
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	400	-	400	400	400	400
EQUIPMENT MAINTENANCE	300	-	300	300	300	300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>97,976</b>	<b>99,742</b>	<b>62,900</b>	<b>62,900</b>	<b>84,900</b>	<b>85,900</b>
CAPITAL OUTLAY	10,800	-	11,000	11,000	11,200	11,400
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>10,800</b>	<b>-</b>	<b>11,000</b>	<b>11,000</b>	<b>11,200</b>	<b>11,400</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>536,776</b>	<b>466,899</b>	<b>743,700</b>	<b>743,700</b>	<b>554,900</b>	<b>577,600</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,400	3,200	6,500	6,500	6,600	6,700
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	20,100	20,100	20,500	20,500	20,900	21,300
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>26,500</b>	<b>23,300</b>	<b>27,000</b>	<b>27,000</b>	<b>27,500</b>	<b>28,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>563,276</b>	<b>490,199</b>	<b>770,700</b>	<b>770,700</b>	<b>582,400</b>	<b>605,600</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	400	1,243	400	1,000	2,900	2,900
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	25,000	22,790	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	215,300	232,489	233,500	233,500	236,000	240,500
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>240,700</b>	<b>256,522</b>	<b>233,900</b>	<b>234,500</b>	<b>238,900</b>	<b>243,400</b>
GENERAL TRANSFERS IN	-	23,500	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>23,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>240,700</b>	<b>280,022</b>	<b>233,900</b>	<b>234,500</b>	<b>238,900</b>	<b>243,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>322,576</b>	<b>210,176</b>	<b>536,800</b>	<b>536,200</b>	<b>343,500</b>	<b>362,200</b>

## PARKS & RECREATION DEPARTMENT

<b>Program Name</b>	<b>Athletics</b>
<b>Program Goals</b>	The goal of Athletics is to offer sports programs and facilities for City residents that foster sportsmanship and encourage and promote health and wellness.
<b>Organization</b>	1.1 FTEs: Recreation Supervisor, Recreation Coordinator
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Develop and promote fitness classes for adults</li> <li>• Develop and promote sports camps and classes for children 2-17 years old</li> <li>• Coordinate adult sports leagues, including softball, basketball, soccer and bocce</li> <li>• Coordinate rentals for City-owned sports facilities</li> <li>• Coordinate field use for San Carlos youth sports organizations</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Successfully implemented in-house youth flag football program</li> <li>• Developed a community-wide Youth Sport Strategic Plan with School District and community sports groups</li> <li>• Expanded Tot and Youth Sports Classes and Camps</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Increase Adult Sports League offerings</li> <li>• Increase participation in sport classes</li> <li>• Expand Adult Drop-In sports programs, including morning and/or daytime basketball and indoor soccer</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of sport programs offered	35	35	35	35
# of adult sport teams served	142	152	155	160
# of registrations in sports classes	1,971	2,000	2,100	2,200
# of sports classes offered	515	476	500	515
# of organized play participants	6,629	6,750	6,800	6,850
% of department program budget recovered through Athletics services to the community	127%	77%	87%	86%

**ATHLETICS (01741000)  
BUDGET SUMMARY**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	126,100	92,993	129,900	129,900	153,300	156,800
BENEFITS	62,000	55,267	65,500	65,500	61,600	66,000
<b>PERSONNEL TOTAL ----&gt;</b>	<b>188,100</b>	<b>148,260</b>	<b>195,400</b>	<b>195,400</b>	<b>214,900</b>	<b>222,800</b>
UTILITIES	-	43,340	-	-	40,000	42,000
OFFICE ADMINISTRATIVE	31,100	30,399	41,600	41,600	32,100	32,700
PROFESSIONAL SERVICES	203,300	97,242	196,800	196,800	176,500	180,200
UNIFORMS & SAFETY EQUIPMENT	200	200	200	200	700	700
PROFESSIONAL DEVELOPMENT	1,700	1,571	1,700	1,700	3,450	3,450
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	200	-	200	200	200	200
EQUIPMENT MAINTENANCE	200	-	200	200	200	200
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>236,700</b>	<b>172,752</b>	<b>240,700</b>	<b>240,700</b>	<b>253,150</b>	<b>259,450</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>424,800</b>	<b>321,012</b>	<b>436,100</b>	<b>436,100</b>	<b>468,050</b>	<b>482,250</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	6,200	3,100	6,300	6,300	6,400	6,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,100	1,100	1,100	1,100	1,100	1,100
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>7,300</b>	<b>4,200</b>	<b>7,400</b>	<b>7,400</b>	<b>7,500</b>	<b>7,600</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>432,100</b>	<b>325,212</b>	<b>443,500</b>	<b>443,500</b>	<b>475,550</b>	<b>489,850</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	443,000	413,134	451,300	341,500	415,900	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	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>443,000</b>	<b>413,134</b>	<b>451,300</b>	<b>341,500</b>	<b>415,900</b>	<b>420,300</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>443,000</b>	<b>413,134</b>	<b>451,300</b>	<b>341,500</b>	<b>415,900</b>	<b>420,300</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>(10,900)</b>	<b>(87,922)</b>	<b>(7,800)</b>	<b>102,000</b>	<b>59,650</b>	<b>69,550</b>

## PARKS & RECREATION DEPARTMENT

Program Name	Adult Services
<b>Program Goals</b>	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.
<b>Organization</b>	2.3 FTEs: Recreation Supervisor, Recreation Coordinator, Facility Attendant
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Operate the senior meal program five days per week</li> <li>• Organize and promote senior trips and tours</li> <li>• Organize and promote free and/or reduced-rate recreation and fitness classes for seniors</li> <li>• Develop and implement Special Events for seniors</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Increased meal program revenue by \$17,000 and served over 6,000 meals</li> <li>• Increased fitness and special interest adult class registrations by 60%</li> <li>• Implemented the Total Brain Health Class</li> <li>• Successfully implemented a new event, Chinese New Year, with over 125 participants</li> <li>• Partnered with Sequoia Hospital to implement free Gentle Tai Chi class</li> <li>• Increased Adult Community Center (ACC) general membership by 36%</li> <li>• Increased ACC annual fitness room memberships by 56%</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Continue to increase revenue and attendance for weekly meal program</li> <li>• Increase health and wellness class registrations by 10%</li> <li>• Implement Sing-Fit and Fall Proof health and wellness classes</li> <li>• Implement a senior Fitness Flex Pass</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
Average # of Adult Community Center (ACC) visits per day (includes drop-in activities)	175	175	180	180
# of meals served	6,102	6,382	6,400	6,500
Total # of registrations in ACC programs				
<i># of ACC trips registrants</i>	674	767	767	800
<i># of fee-based class participants</i>	587	700	720	750
<i># of special event participants</i>	995	1,600	1,660	1,700
<i>% of program participants who rate opportunity for social interaction as good or excellent</i>	98%	98%	98%	98%

**ADULT SERVICES (01771000)  
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	236,300	214,057	282,627	282,627	335,300	345,800
BENEFITS	156,600	145,460	174,100	174,100	178,800	191,400
<b>PERSONNEL TOTAL ----&gt;</b>	<b>392,900</b>	<b>359,517</b>	<b>456,727</b>	<b>456,727</b>	<b>514,100</b>	<b>537,200</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	49,100	48,522	49,600	49,600	62,400	63,200
PROFESSIONAL SERVICES	166,200	126,841	128,773	128,773	130,300	132,700
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	1,300	1,465	1,300	1,300	1,800	1,800
COMMUNITY RELATIONS	500	500	500	500	500	500
INSURANCE	3,900	2,184	4,000	4,000	4,100	4,200
VEHICLE USAGE	200	-	200	200	450	450
EQUIPMENT MAINTENANCE	2,600	2,064	2,600	2,600	2,600	2,600
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>223,800</b>	<b>181,576</b>	<b>186,973</b>	<b>186,973</b>	<b>202,150</b>	<b>205,450</b>
CAPITAL OUTLAY	5,400	-	5,500	5,500	5,600	5,700
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>5,400</b>	<b>-</b>	<b>5,500</b>	<b>5,500</b>	<b>5,600</b>	<b>5,700</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>622,100</b>	<b>541,093</b>	<b>649,200</b>	<b>649,200</b>	<b>721,850</b>	<b>748,350</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,400	4,700	9,600	9,600	9,800	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,800	1,800	1,800	1,800	1,800	1,800
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>11,200</b>	<b>6,500</b>	<b>11,400</b>	<b>11,400</b>	<b>11,600</b>	<b>11,800</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>633,300</b>	<b>547,593</b>	<b>660,600</b>	<b>660,600</b>	<b>733,450</b>	<b>760,150</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	214,900	197,205	226,100	207,000	216,700	220,400
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	5,200	8,444	5,300	5,300	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	2,000	2,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>220,100</b>	<b>205,649</b>	<b>231,400</b>	<b>212,300</b>	<b>218,700</b>	<b>222,400</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>220,100</b>	<b>205,649</b>	<b>231,400</b>	<b>212,300</b>	<b>218,700</b>	<b>222,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>413,200</b>	<b>341,944</b>	<b>429,200</b>	<b>448,300</b>	<b>514,750</b>	<b>537,750</b>

## PARKS & RECREATION DEPARTMENT

<b>Program Name</b>	<b>Youth Development</b>
<b>Program Goals</b>	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.
<b>Organization</b>	1.1 FTEs: Recreation Supervisor, Recreation Coordinator
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Operate the After School Drop-In program for youth ages 10-17 years</li> <li>• Coordinate and promote summer camps for youth ages 4-12 years</li> <li>• Manage private Youth Center rentals and Birthday Party program</li> <li>• Advise and provide leadership to the Youth Advisory Council</li> <li>• Develop and train part-time staff in career development and skill building</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Expanded staff training for part-time employees</li> <li>• Increased Youth Center Teen Memberships with 94 active teen members (over 13 years old)</li> <li>• Continued collaboration with School District on youth program offerings to the community</li> <li>• Co-hosted a parent education night on the topic of youth and screen use with the San Carlos School District</li> <li>• Increased (Friday) Kids Night Out program offerings</li> <li>• Expanded open gym hours for teens, with the highest participation levels on Friday Nights</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Increase the number of Youth Center Drop-In daily participants</li> <li>• Increase the Youth Center special event program and participation</li> <li>• Recruit a Homework Lab Tutor and implement an after-school tutoring program</li> <li>• Continue to work with Youth Center Foundation on partnership opportunities</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of After School Drop-In program daily participants	66	60	75	90
# of Special Event participants	1,608	600	1,200	1,500
# of Summer camp program participants	1,340	1,385	1,400	1,450
# of Youth Center members	533	450	500	525
% of department program budget recovered through youth development services to the community	64%	49%	54%	53%
% of participants who rate youth programs as good or excellent*	N/A	97%	N/A	98%
% of residents who are satisfied with recreational opportunities for Youth*	N/A	100%	N/A	98%

\*Survey conducted every other year

YOUTH DEVELOPMENT (01731000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	354,700	257,826	363,800	363,800	330,100	337,900
BENEFITS	92,600	58,282	97,100	97,100	103,000	108,700
<b>PERSONNEL TOTAL ----&gt;</b>	<b>447,300</b>	<b>316,108</b>	<b>460,900</b>	<b>460,900</b>	<b>433,100</b>	<b>446,600</b>
UTILITIES	1,300	-	1,300	1,300	-	-
OFFICE ADMINISTRATIVE	101,300	79,490	103,000	103,000	98,300	100,000
PROFESSIONAL SERVICES	10,500	-	10,700	10,700	-	-
UNIFORMS & SAFETY EQUIPMENT	2,400	2,400	2,400	2,400	2,400	2,400
PROFESSIONAL DEVELOPMENT	3,500	2,470	3,500	3,500	3,500	3,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	200	405	200	200	700	700
VEHICLE USAGE	800	-	800	800	800	800
EQUIPMENT MAINTENANCE	6,500	1,423	6,700	6,700	6,900	7,100
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>126,500</b>	<b>86,188</b>	<b>128,600</b>	<b>128,600</b>	<b>112,600</b>	<b>114,500</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>573,800</b>	<b>402,296</b>	<b>589,500</b>	<b>589,500</b>	<b>545,700</b>	<b>561,100</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	15,700	7,850	16,000	16,000	16,300	16,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,100	3,100	3,200	3,200	3,300	3,400
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>18,800</b>	<b>10,950</b>	<b>19,200</b>	<b>19,200</b>	<b>19,600</b>	<b>20,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>592,600</b>	<b>413,246</b>	<b>608,700</b>	<b>608,700</b>	<b>565,300</b>	<b>581,100</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	294,300	264,984	300,000	300,000	303,000	309,100
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	24,500	-	25,000	900	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>318,800</b>	<b>264,984</b>	<b>325,000</b>	<b>300,900</b>	<b>303,000</b>	<b>309,100</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>318,800</b>	<b>264,984</b>	<b>325,000</b>	<b>300,900</b>	<b>303,000</b>	<b>309,100</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>273,800</b>	<b>148,261</b>	<b>283,700</b>	<b>307,800</b>	<b>262,300</b>	<b>272,000</b>

## PARKS & RECREATION DEPARTMENT

<b>Program Name</b>	<b>Personal and Family Development</b>
<b>Program Goals</b>	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.
<b>Organization</b>	2.5 FTEs: Recreation Supervisor, Recreation Coordinator, Senior Administrative Clerk
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Develop and promote recreation classes for youth and adults</li> <li>• Coordinate “Club Ed” summer enrichment program, partnering with the San Carlos School District for facility space</li> <li>• Produce seasonal Activity Guide three times per year and mail to all households</li> <li>• Coordinate Smart Tots Preschool</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Permitted 252 picnic rentals during the months of March through October</li> <li>• Registered 6,293 participants in preschool, youth and adult classes</li> <li>• Registered 940 participants in Club Ed Summer Camps</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Increase registrations for youth and adult contract classes by 5%</li> <li>• Expand tot and preschool weekday class offerings</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of program registration	6,293	6,350	6,375	6,400
<i>Youths</i>	2,614	2,650	2,660	2,670
<i>Adults</i>	3,679	3,700	3,715	3,730
# of new program offerings	50	55	60	65
# of programs offered	366	375	390	405
% of department program budget recovered through personal and family development classes to the community	77%	105%	78%	77%
% of participants who rate the social and/or recreational experience as good or excellent	100%	96.0%	97%	98%
<i>Youths</i>	100%	96%	97%	98%
<i>Adults</i>	100%	96%	97%	98%
# of picnic rentals	252	260	262	266
# of facility rentals	58	40	58	60



PERSONAL AND FAMILY DEVELOPMENT (01721000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	357,800	299,748	262,400	262,400	348,600	358,500
BENEFITS	182,500	171,361	125,500	125,500	202,700	217,900
<b>PERSONNEL TOTAL ----&gt;</b>	<b>540,300</b>	<b>471,109</b>	<b>387,900</b>	<b>387,900</b>	<b>551,300</b>	<b>576,400</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	17,700	14,329	18,000	18,000	14,200	14,300
PROFESSIONAL SERVICES	555,600	441,965	566,000	566,000	582,200	593,700
UNIFORMS & SAFETY EQUIPMENT	300	-	300	300	300	300
PROFESSIONAL DEVELOPMENT	1,700	1,145	1,700	1,700	1,600	1,600
COMMUNITY RELATIONS	500	500	500	500	500	500
INSURANCE	7,000	5,607	7,000	7,000	7,100	7,200
VEHICLE USAGE	600	13	600	600	600	600
EQUIPMENT MAINTENANCE	2,400	582	2,400	2,400	2,400	2,400
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>585,800</b>	<b>464,141</b>	<b>596,500</b>	<b>596,500</b>	<b>608,900</b>	<b>620,600</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,126,100</b>	<b>935,250</b>	<b>984,400</b>	<b>984,400</b>	<b>1,160,200</b>	<b>1,197,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	15,700	7,850	16,000	16,000	16,300	16,600
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	3,100	3,100	3,200	3,200	3,300	3,400
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>18,800</b>	<b>10,950</b>	<b>19,200</b>	<b>19,200</b>	<b>19,600</b>	<b>20,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,144,900</b>	<b>946,200</b>	<b>1,003,600</b>	<b>1,003,600</b>	<b>1,179,800</b>	<b>1,217,000</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	1,032,000	731,879	1,050,800	1,050,800	924,700	943,100
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	795	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>1,032,000</b>	<b>732,674</b>	<b>1,050,800</b>	<b>1,050,800</b>	<b>924,700</b>	<b>943,100</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,032,000</b>	<b>732,674</b>	<b>1,050,800</b>	<b>1,050,800</b>	<b>924,700</b>	<b>943,100</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>112,900</b>	<b>213,526</b>	<b>(47,200)</b>	<b>(47,200)</b>	<b>255,100</b>	<b>273,900</b>

## PARKS & RECREATION DEPARTMENT

Program Name	Special Community Events
<b>Program Goals</b>	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.
<b>Organization</b>	1 FTEs: Recreation Supervisor, Recreation Coordinator
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Organize and promote City special events</li> <li>• Partner with outside agencies for enhancements and/or sponsorships</li> <li>• Facilitate and approve all non-profit Special Event permits including Art &amp; Wine Faire, Hometown Days, Farmers Market, youth sporting events and neighborhood block parties</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Successfully coordinated the 9th annual Goblin Walk</li> <li>• Held 8th annual Night of Holiday Lights community event in December with increased amusement rides and food booths</li> <li>• Coordinated six Friday night Music in the Park concerts and two Saturday Kid's Concerts</li> <li>• Hosted Breakfast with Santa, Bunny Hop Breakfast and Nutcracker Tea Party at the Adult Community Center</li> <li>• Successfully implemented the Inaugural Family Campout at Burton Park</li> <li>• Partnered with the San Mateo County Sheriff's Activity League to host two Community Movie Nights and "Play Streets" event at Burton Park</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Increase Friday Night Music in the Park summer concerts</li> <li>• Continue to market Block Parties to increase the number organized</li> <li>• Continue partnership with the Sheriff's Activities League to provide Movies in the Park and Play Streets events</li> <li>• Continue to seek out community sponsorships for community events</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of Special Events sponsored or co-sponsored by Parks & Recreation	17	20	20	20
% of department program budget recovered through special community events	30%	37%	22%	22%
\$ of revenues generated from business sponsors	\$16,450	\$15,450	\$16,000	\$16,000
# of non-City sponsored special event permits issued	35	34	36	37
# of block party applications	33	27	33	35

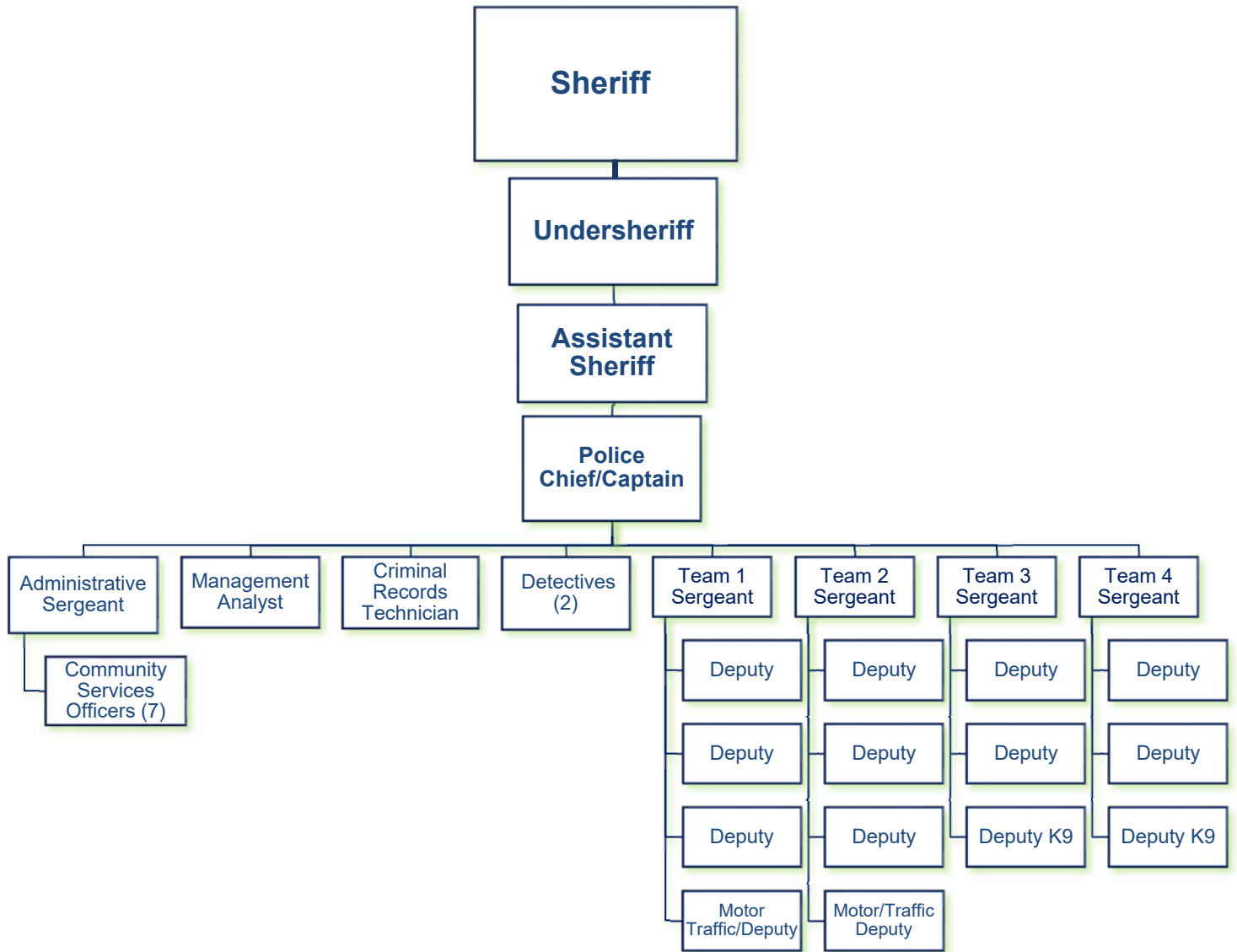
**SPECIAL COMMUNITY EVENTS (01791000)  
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	3,400	4,495	3,500	3,500	17,500	17,600
BENEFITS	500	390	500	500	1,200	1,300
<b>PERSONNEL TOTAL ----&gt;</b>	<b>3,900</b>	<b>4,885</b>	<b>4,000</b>	<b>4,000</b>	<b>18,700</b>	<b>18,900</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	51,800	52,499	72,800	72,800	80,000	81,200
PROFESSIONAL SERVICES	23,000	21,340	23,500	23,500	29,000	29,500
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	1,100	1,100	1,100	1,100	2,100	2,100
INSURANCE	11,700	7,792	11,800	11,800	11,900	12,000
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	300	-	300	300	300	300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>87,900</b>	<b>82,730</b>	<b>109,500</b>	<b>109,500</b>	<b>123,300</b>	<b>125,100</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>91,800</b>	<b>87,615</b>	<b>113,500</b>	<b>113,500</b>	<b>142,000</b>	<b>144,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,400	4,700	9,600	9,600	9,800	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	1,700	1,700	1,700	1,700
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>11,100</b>	<b>6,400</b>	<b>11,300</b>	<b>11,300</b>	<b>11,500</b>	<b>11,700</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>102,900</b>	<b>94,015</b>	<b>124,800</b>	<b>124,800</b>	<b>153,500</b>	<b>155,700</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	35,200	21,655	43,400	35,600	13,700	13,700
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	6,500	12,500	11,000	20,300	20,700
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>35,200</b>	<b>28,155</b>	<b>55,900</b>	<b>46,600</b>	<b>34,000</b>	<b>34,400</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>35,200</b>	<b>28,155</b>	<b>55,900</b>	<b>46,600</b>	<b>34,000</b>	<b>34,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>67,700</b>	<b>65,860</b>	<b>68,900</b>	<b>78,200</b>	<b>119,500</b>	<b>121,300</b>

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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

**Dept #**

4110-4130, 4610

**Description**

Under the direction of the Chief of Police (Sheriff's Captain), Police Services consists of 27.8 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

<b>Program Name</b> Police Services	
<b>Program Goals</b>	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.
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Dedicated Traffic Deputies</li> <li>• School Resource Officers</li> <li>• Sheriff's Activities League/Community Policing Unit</li> <li>• Sheriff's Volunteers in Policing (SVIPs)</li> <li>• Numerous other Sheriff's Resources</li> <li>• Dispatch</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Launched an outreach campaign on texting and driving</li> <li>• Provided Crime Prevention Education</li> <li>• Leveraged Neighborhood Watch</li> <li>• Assessed Patrol Staffing Levels</li> <li>• Maintained Low Crime Rates</li> <li>• Maintained Low Response Times</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Participate in Public Safety Fair</li> <li>• Implement New Computer-Aided Dispatch</li> <li>• Maintain Low Crime Rates</li> <li>• Maintain Low Response Times</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of calls for service	12,474	12,500	12,500	12,500
# of emergency calls	132	150	150	150
# of non-emergency calls	12,426	12,000	12,000	12,000
# of crime reports taken	1,851	2,200	2,200	2,200
# of moving citations issued	2,114	2,500	2,500	2,500
# of arrests made	797	700	700	700
# of directed patrol activities completed	606	600	600	600
% of emergency calls responded to under 5 minutes	100%	100%	100%	100%
% 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 Projected	FY 2019 Adopted	FY 2020 Adopted
% of violent crimes cleared	69%	75%	75%	75%
% of property crimes cleared	13%	13%	13%	13%

### Police Services Objective 3

San Mateo County alerts, Press Releases, School Resource Officers, special events, Town Hall meetings, open houses, Neighborhood Watch, 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 Projected	FY 2019 Adopted	FY 2020 Adopted
% of citizens who agree that they are satisfied with the level of service received from the Sheriff's Office	89%	95%	95%	95%
% of citizens who agree that the deputy displayed professionalism during their contact	92%	95%	95%	95%
% of citizens who agree that the deputy displayed job knowledge and technical competence	91%	95%	95%	95%
% of citizens who agree that the deputy showed care and concern during their interaction	88%	95%	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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of parking citations issued	8,014	7,000	7,000	7,000
# of warnings issued	207	50	50	50
% reduction in accidents reported year over year	12%	17%	14%	14%

## 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of abandoned vehicles marked	810	850	850	850
<i># of marked vehicles moved</i>	760	800	800	800
<i># of marked vehicles towed</i>	50	50	50	50
% of abandoned vehicles abated	100%	100%	100%	100%

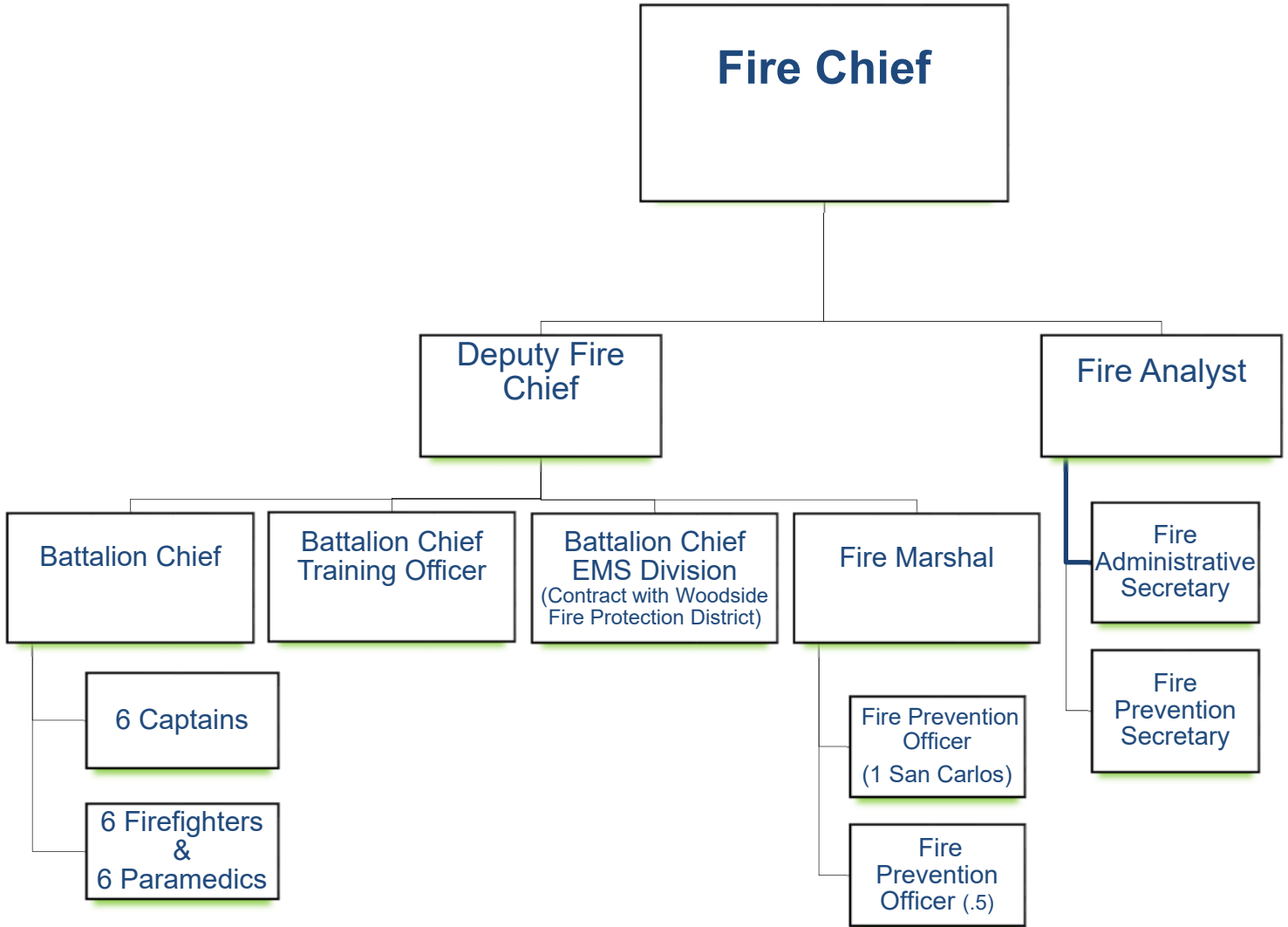
**POLICE SERVICES  
BUDGET SUMMARY (General Fund only)**

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	1,208,200	1,098,215	1,259,900	1,259,900	1,448,000	1,718,000
<b>PERSONNEL TOTAL ----&gt;</b>	<b>1,208,200</b>	<b>1,098,215</b>	<b>1,259,900</b>	<b>1,259,900</b>	<b>1,448,000</b>	<b>1,718,000</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	8,187,721	7,746,086	8,242,500	8,141,500	8,503,900	8,696,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	45	50,000	50,000	48,000	48,000
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>8,187,721</b>	<b>7,746,131</b>	<b>8,292,500</b>	<b>8,191,500</b>	<b>8,551,900</b>	<b>8,744,400</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>9,395,921</b>	<b>8,844,346</b>	<b>9,552,400</b>	<b>9,451,400</b>	<b>9,999,900</b>	<b>10,462,400</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>9,395,921</b>	<b>8,844,346</b>	<b>9,552,400</b>	<b>9,451,400</b>	<b>9,999,900</b>	<b>10,462,400</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	58,200	62,409	59,400	49,600	57,900	58,800
FINES & FORFEITURES	257,200	253,657	262,400	250,000	260,000	270,000
FROM OTHER AGENCIES	4,200	598	4,300	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	12,600	29,447	12,900	20,000	15,000	15,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>332,200</b>	<b>346,111</b>	<b>339,000</b>	<b>319,600</b>	<b>332,900</b>	<b>343,800</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>332,200</b>	<b>346,111</b>	<b>339,000</b>	<b>319,600</b>	<b>332,900</b>	<b>343,800</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>9,063,721</b>	<b>8,498,235</b>	<b>9,213,400</b>	<b>9,131,800</b>	<b>9,667,000</b>	<b>10,118,600</b>

**POLICE GRANTS (17000000)  
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	90,000	92,839	90,000	90,000	100,000	100,000
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>90,000</b>	<b>92,839</b>	<b>90,000</b>	<b>90,000</b>	<b>100,000</b>	<b>100,000</b>
CAPITAL OUTLAY	60,000	57,201	50,000	50,000	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>60,000</b>	<b>57,201</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>150,000</b>	<b>150,040</b>	<b>140,000</b>	<b>140,000</b>	<b>100,000</b>	<b>100,000</b>
TRANSFERS OUT	-	-	-	-	50,000	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>150,000</b>	<b>150,040</b>	<b>140,000</b>	<b>140,000</b>	<b>150,000</b>	<b>100,000</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	102,000	130,086	104,000	104,000	106,100	108,200
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>102,000</b>	<b>130,086</b>	<b>104,000</b>	<b>104,000</b>	<b>106,100</b>	<b>108,200</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>102,000</b>	<b>130,086</b>	<b>104,000</b>	<b>104,000</b>	<b>106,100</b>	<b>108,200</b>
<b>PD GRANT FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>48,000</b>	<b>19,953</b>	<b>36,000</b>	<b>36,000</b>	<b>43,900</b>	<b>(8,200)</b>

# 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
<b>Program Goals</b>	The goal of Fire Services is to protect life, property and the environment from fire, hazards and other types of emergencies.
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Fire suppression</li> <li>• Emergency medical services</li> <li>• Fire prevention               <ul style="list-style-type: none"> <li>– Fire and life safety inspections</li> <li>– Fire origin and cause investigations</li> <li>– Plan reviews</li> </ul> </li> <li>• Public assist calls for service               <ul style="list-style-type: none"> <li>– Lock-outs</li> <li>– Smoke investigation</li> <li>– Occupants stuck in elevators</li> <li>– Water leaks/flooding</li> <li>– Assist people with access and functional needs</li> <li>– Trees/wires down</li> <li>– Other non-emergency requests for service</li> </ul> </li> <li>• Rescue response</li> <li>• Community Emergency Response Team (CERT)</li> <li>• Public Education/Community Outreach               <ul style="list-style-type: none"> <li>– Station Tours</li> <li>– School Visits</li> <li>– Community Events (i.e., Public Safety Fair, Hometown Days, etc.)</li> <li>– Junior Fire Academy</li> </ul> </li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Renegotiated a new Fire Service Contract with the City of Redwood City</li> <li>• Purchased a fire engine and self-contained breathing apparatus (SCBA)</li> <li>• Trained 24 fire personnel in Tactical Spanish for First Responders</li> <li>• Conducted a pilot program, Fire Flex Yoga, to aid in reduction of workers' comp claims</li> <li>• Promoted a Battalion Chief and Fire Captain and hired a Fire Marshal and Fire Prevention Officer</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Introduce major policy on reducing exposure of fire personnel to cancerous and other hazardous environments</li> <li>• Continue data driven rolling five-year forecast on Fire Department Service delivery</li> <li>• Initiate design and planning for rebuilding Station 16</li> <li>• 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</li> </ul>



### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of fire & medical emergency incidents responded to (by type)	2,232	2,477	2,527	2,577
<i>Fire</i>	37	51	52	53
<i>Rupture/Explosion</i>	2	12	12	12
<i>EMS/Rescue</i>	1,280	1,470	1,499	1,529
<i>Hazardous Condition</i>	112	111	113	115
<i>Service Call</i>	348	359	409	416
<i>Good Intent</i>	243	217	221	226
<i>False Call</i>	207	217	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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of public education events conducted	60	60	65	65
# of events participants	3,276	5,013	5,263	5,526
# of classes conducted	4	4	6	6
# of class participants	200	200	300	300

### Fire Services Objective 3

Fire code inspections, permitting and enforcement.

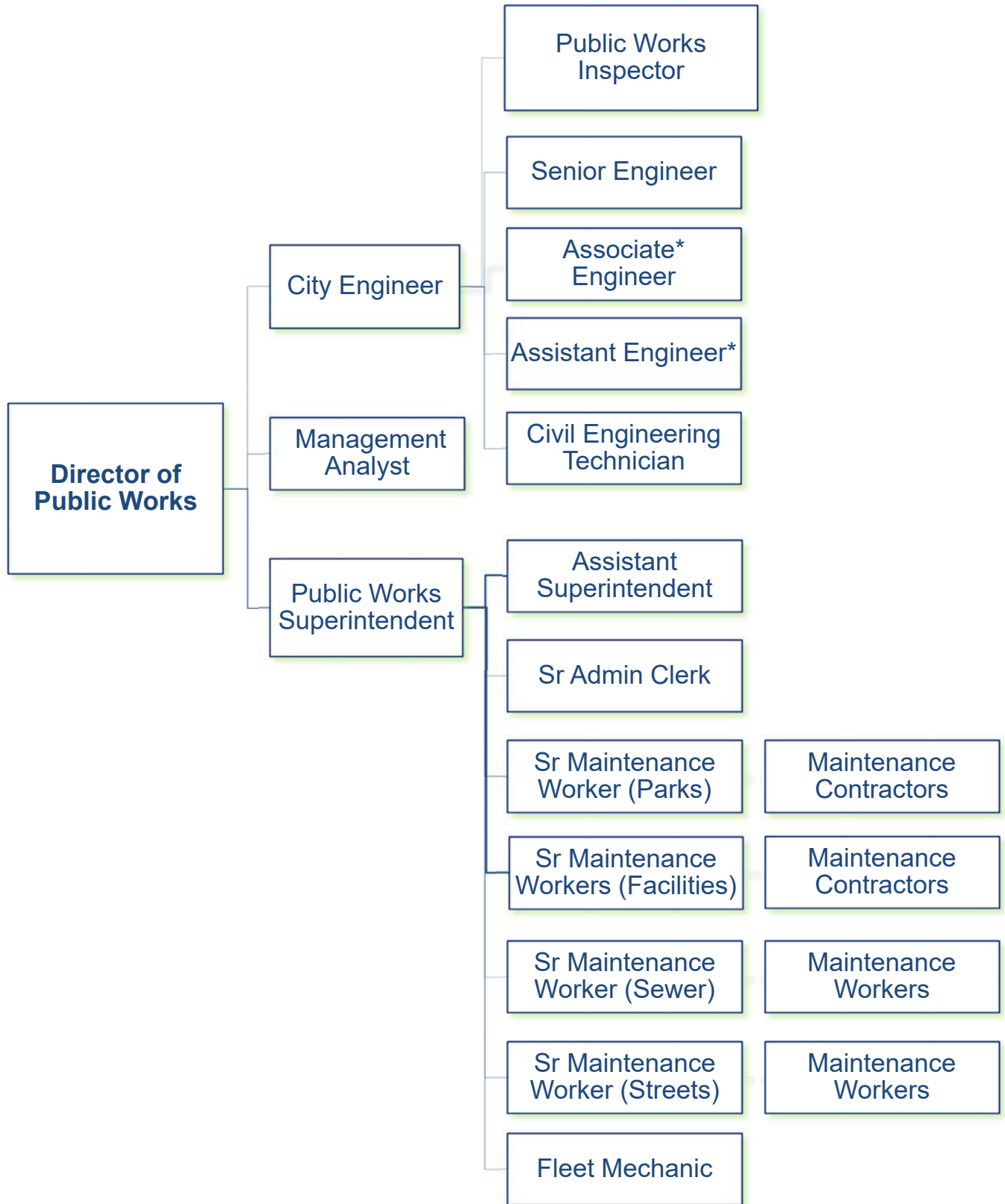
The goal of code inspections and enforcement is primarily fire prevention. During inspections, we confirm that businesses have proper fire protection in place, which all cooking areas are free from grease buildup and that escape routes are clear for quick escape during a fire. Our plan review process 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of inspections conducted	423	450	475	500
% of inspections that are completed	100%	100%	100%	100%
# of plans reviewed	289	332	366	366
% of plans reviewed on time	88%	90%	90%	90%
# of investigations conducted	18	29	29	29
% of fire investigations with determined cause	28%	18%	18%	18%

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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	118,200	130,198	121,700	121,700	127,500	131,300
BENEFITS	1,985,500	1,856,056	2,142,900	2,038,000	2,252,600	1,474,700
<b>PERSONNEL TOTAL ----&gt;</b>	<b>2,103,700</b>	<b>1,986,253</b>	<b>2,264,600</b>	<b>2,159,700</b>	<b>2,380,100</b>	<b>1,606,000</b>
UTILITIES	35,700	27,485	36,400	36,400	37,100	37,800
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	6,769,600	6,808,963	7,174,100	7,132,900	7,671,400	8,047,800
UNIFORMS & SAFETY EQUIPMENT	600	-	600	600	600	600
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	101,900	67,778	103,900	103,900	106,000	108,100
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>6,907,800</b>	<b>6,904,225</b>	<b>7,315,000</b>	<b>7,273,800</b>	<b>7,815,100</b>	<b>8,194,300</b>
CAPITAL OUTLAY	-	-	-	-	6,000	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>9,011,500</b>	<b>8,890,479</b>	<b>9,579,600</b>	<b>9,433,500</b>	<b>10,201,200</b>	<b>9,800,300</b>
TRANSFERS OUT	408,000	408,000	-	-	125,000	125,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>408,000</b>	<b>408,000</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>125,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>9,419,500</b>	<b>9,298,479</b>	<b>9,579,600</b>	<b>9,433,500</b>	<b>10,326,200</b>	<b>9,925,300</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	154,000	204,461	185,100	183,700	175,100	177,400
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	82,000	30,098	55,600	30,000	30,000	30,000
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>236,000</b>	<b>234,559</b>	<b>240,700</b>	<b>213,700</b>	<b>205,100</b>	<b>207,400</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>236,000</b>	<b>234,559</b>	<b>240,700</b>	<b>213,700</b>	<b>205,100</b>	<b>207,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>9,183,500</b>	<b>9,063,920</b>	<b>9,338,900</b>	<b>9,219,800</b>	<b>10,121,100</b>	<b>9,717,900</b>

# Public Works



\*Position is currently underfilled

## 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

### Dept #

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

### Description

Under the direction of the Public Works Director, the Public Works Department consists of 28 full-time regular employees and 13.9 contract employees.

Program	Management
Administration/Engineering (7 FTEs)	Public Works Director/City Engineer
Facilities Maintenance (8 FTEs/Contract)	Public Works Superintendent
Fleet Maintenance (1 FTE)	Public Works Superintendent
Park Maintenance (11.9 FTEs/Contract)	Public Works Superintendent
Wastewater (11 FTEs)	Public Works Superintendent
Storm Water (1.5 FTEs)	Public Works Superintendent
Street Maintenance (1.5 FTEs)	Public Works Superintendent

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

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	1,553,900	1,445,330	1,651,200	1,651,200	1,652,900	1,709,600
BENEFITS	905,800	785,075	981,100	981,100	1,088,900	1,170,200
<b>PERSONNEL TOTAL ----&gt;</b>	<b>2,459,700</b>	<b>2,230,405</b>	<b>2,632,300</b>	<b>2,632,300</b>	<b>2,741,800</b>	<b>2,879,800</b>
UTILITIES	784,500	667,302	800,000	800,000	665,000	678,300
OFFICE ADMINISTRATIVE	195,300	155,684	199,300	199,300	203,300	207,400
PROFESSIONAL SERVICES	1,647,400	1,595,677	1,945,300	1,945,300	2,555,600	2,567,300
UNIFORMS & SAFETY EQUIPMENT	9,600	6,333	9,600	9,600	9,600	9,600
PROFESSIONAL DEVELOPMENT	30,300	15,676	30,600	30,600	30,900	31,200
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	400	300	400	400	400	400
EQUIPMENT MAINTENANCE	124,400	99,924	135,600	135,600	129,900	132,300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>2,791,900</b>	<b>2,540,896</b>	<b>3,120,800</b>	<b>3,120,800</b>	<b>3,594,700</b>	<b>3,626,500</b>
CAPITAL OUTLAY	48,700	(12,517)	49,600	49,600	50,600	51,600
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>48,700</b>	<b>(12,517)</b>	<b>49,600</b>	<b>49,600</b>	<b>50,600</b>	<b>51,600</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>5,300,300</b>	<b>4,758,785</b>	<b>5,802,700</b>	<b>5,802,700</b>	<b>6,387,100</b>	<b>6,557,900</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	22,800	22,800	23,200	23,200	23,600	24,000
ALLOCATIONS OUT FOR WORKERS COMP	43,600	21,800	44,500	44,500	45,400	46,300
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	159,100	159,100	162,200	162,200	165,400	168,700
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>225,500</b>	<b>203,700</b>	<b>229,900</b>	<b>229,900</b>	<b>234,400</b>	<b>239,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>5,525,800</b>	<b>4,962,485</b>	<b>6,032,600</b>	<b>6,032,600</b>	<b>6,621,500</b>	<b>6,796,900</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	112,100	333,252	228,700	243,700	314,300	314,900
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	4,300	4,105	4,400	4,400	4,500	4,600
LICENSES & PERMITS	189,500	222,427	193,300	194,300	198,200	202,100
OTHER REVENUE	107,200	155,493	143,100	156,100	182,600	180,800
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>413,100</b>	<b>715,276</b>	<b>569,500</b>	<b>598,500</b>	<b>699,600</b>	<b>702,400</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	743,900	743,900	758,800	758,800	774,000	789,500
ALLOCATIONS IN FROM NPDES	127,300	127,300	129,800	129,800	132,400	135,000
ALLOCATIONS IN FROM GAS TAX	158,200	158,200	161,400	161,400	164,600	167,900
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>1,029,400</b>	<b>1,029,400</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>1,071,000</b>	<b>1,092,400</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,442,500</b>	<b>1,744,676</b>	<b>1,619,500</b>	<b>1,648,500</b>	<b>1,770,600</b>	<b>1,794,800</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>4,083,300</b>	<b>3,217,808</b>	<b>4,413,100</b>	<b>4,384,100</b>	<b>4,850,900</b>	<b>5,002,100</b>

## PUBLIC WORKS DEPARTMENT

Program Name	Administration/Engineering
<b>Program Goals</b>	<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 Repair 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>
<b>Organization</b>	7 FTEs: Public Works Director, City Engineer, Senior Engineer, 2 Associate Engineers, Public Works Inspector, Management Analyst
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Capital Improvement Program/Engineering</li> <li>• Development and Permitting</li> <li>• Traffic Engineering</li> <li>• Traffic operations analysis and investigation services</li> <li>• Safety and effective movement of people and vehicles</li> <li>• Transportation and Circulation Commission</li> <li>• Parking Programs</li> <li>• Sidewalk Repair Program</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Completed design for the Holly St/US 101 Interchange and Pedestrian Overcrossing project, addressing Council's objective concerning infrastructure and transportation projects</li> <li>• Continued to reduce Sanitary Sewer Overflows to a historically low level</li> <li>• Received a Bronze designation as a Bicycle Friendly Community from the League of American Cyclists</li> <li>• Initiated the Neighborhood Traffic Management Program</li> <li>• Adopted the San Carlos Avenue Pedestrian Safety Plan</li> <li>• Completed 2017 Phase of the 5-Year Pavement Plan</li> <li>• Installed Trash Capture Devices in over 150 drainage inlets to reduce stormwater pollution and meet San Francisco Bay Regional Water Quality Control Board requirements</li> </ul>

**FY 2018-20 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 a more efficient way to communicate with the community about our activities.

**Key Performance Measures**

	<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
# of staff reports taken to Council	60	60	60	60
# of non-CIP related public information notices created	7	7	10	10
# of Inform San Carlos requests received (Engineering)	137	150	150	150
# of programs managed	14	15	15	15

**Sidewalk Program  
Objective 2**

The goal of the sidewalk repair 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**

	<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
Sq. ft. of sidewalk repaired by City (in CIP)	5,867	4,265	4,097	3,225
Sq. ft. of driveway approaches repaired by City (in CIP)	2,905	1,048	1,552	1,626
Linear feet of curb/gutter repaired by City (in CIP)	237	219	115	225
# of sidewalk inspections conducted	112	140	140	140
# of sidewalk locations repaired by City program	80	39	52	41
# of private sidewalk permits issued	55	70	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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of traffic and circulation studies conducted	1	4	3	3
# of studies resulting in implementation of a traffic calming measure	1	1	1	1
# of speed zone surveys done	3	2	0	4
# of speed zone surveys done in timely manner according to regulations	3	2	0	4
# of traffic investigations submitted	44	50	50	50
# of traffic investigations completed	32	35	35	35

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of Downtown Employee Parking permits issued	165	300	300	300
# of Residential GESC permits issued	1,170	1,600	1,650	1,700
% of total Residential GESC permits issued	98%	98%	98%	98%
# of Business GESC permits issued	242	245	250	250
# of resident parking complaints received	25	25	25	25
% of parking complaints accepted and planned for action within one business day	100%	100%	100%	100%
% of parking complaints completed within 24 hours	100%	100%	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 Projected	FY 2019 Adopted	FY 2020 Adopted
# Encroachment permits issued	275	290	290	290
# Sewer Lateral permits issued	133	150	150	150
# Utility permits issued	180	190	200	200
# of grading permits reviewed	31	40	35	35
# of inspections conducted	1,551	1,625	1,600	1,600
# of projects reviewed during entitlement	69	75	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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of projects	59	72	29	16
\$ Capital invested	\$12,898,900	\$54,537,000	\$12,595,000	\$15,380,000
# of projects scheduled for completion in fiscal year	10	19	10	20
% 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	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	1,014,600	884,648	1,050,000	1,050,000	881,800	914,200
BENEFITS	565,200	441,415	598,900	598,900	618,400	665,300
<b>PERSONNEL TOTAL ----&gt;</b>	<b>1,579,800</b>	<b>1,326,063</b>	<b>1,648,900</b>	<b>1,648,900</b>	<b>1,500,200</b>	<b>1,579,500</b>
UTILITIES	100	-	100	100	100	100
OFFICE ADMINISTRATIVE	9,100	9,433	9,300	9,300	9,500	9,700
PROFESSIONAL SERVICES	298,300	322,662	457,500	457,500	819,600	824,500
UNIFORMS & SAFETY EQUIPMENT	800	-	800	800	800	800
PROFESSIONAL DEVELOPMENT	18,900	12,765	19,100	19,100	19,300	19,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	300	300	300	300	300	300
EQUIPMENT MAINTENANCE	1,600	-	1,600	1,600	1,600	1,600
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>329,100</b>	<b>345,161</b>	<b>488,700</b>	<b>488,700</b>	<b>851,200</b>	<b>856,500</b>
CAPITAL OUTLAY	1,600	1,600	1,600	1,600	1,600	1,600
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,910,500</b>	<b>1,672,823</b>	<b>2,139,200</b>	<b>2,139,200</b>	<b>2,353,000</b>	<b>2,437,600</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR SEWER	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	21,600	10,800	22,000	22,000	22,400	22,800
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	79,600	79,600	81,200	81,200	82,800	84,500
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>101,200</b>	<b>90,400</b>	<b>103,200</b>	<b>103,200</b>	<b>105,200</b>	<b>107,300</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>2,011,700</b>	<b>1,763,223</b>	<b>2,242,400</b>	<b>2,242,400</b>	<b>2,458,200</b>	<b>2,544,900</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	112,100	332,582	228,700	243,700	314,300	314,900
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	189,500	222,427	193,300	194,300	198,200	202,100
OTHER REVENUE	8,000	16,767	43,000	43,000	8,000	8,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>309,600</b>	<b>571,776</b>	<b>465,000</b>	<b>481,000</b>	<b>520,500</b>	<b>525,000</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	586,400	586,400	598,200	598,200	610,200	622,400
ALLOCATIONS IN FROM NPDES	127,300	127,300	129,800	129,800	132,400	135,000
ALLOCATIONS IN FROM GAS TAX	158,200	158,200	161,400	161,400	164,600	167,900
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>871,900</b>	<b>871,900</b>	<b>889,400</b>	<b>889,400</b>	<b>907,200</b>	<b>925,300</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,181,500</b>	<b>1,443,676</b>	<b>1,354,400</b>	<b>1,370,400</b>	<b>1,427,700</b>	<b>1,450,300</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>830,200</b>	<b>319,547</b>	<b>888,000</b>	<b>872,000</b>	<b>1,030,500</b>	<b>1,094,600</b>

## PUBLIC WORKS DEPARTMENT

<b>Program Name</b>	<b>Facilities Maintenance</b>
<b>Program Goals</b>	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.
<b>Organization</b>	2 FTE: Senior Maintenance Worker 6 FTEs: Contractors
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Manage maintenance for all City buildings</li> <li>• Respond to service requests from City staff</li> <li>• Respond to service requests from the public</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Provided excellent response to facility needs during rainy season</li> <li>• Completed master re-key project Citywide</li> <li>• Ensured residents knew how to report maintenance issues</li> <li>• Assisted with facility CIP projects</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Continue to provide excellent customer service</li> <li>• Complete issue of all electronic ID badges to all contractors</li> <li>• Assist with facility CIP projects</li> <li>• Complete Fire Station Repair Project</li> <li>• EOC upgrade</li> </ul>

<b>Facilities Maintenance Objective</b>	<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>			
<b>Key Performance Measures</b>	<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
# of facilities maintained	9	9	9	9
Square footage of facilities maintained	109,000	109,000	109,000	109,000
% requests completed within one week	85%	85%	85%	85%
% requests addressed within 48 hours	100%	100%	100%	100%

FACILITIES MAINTENANCE (01712000-01719000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	87,600	91,110	90,300	90,300	202,400	208,600
BENEFITS	48,200	56,001	51,700	51,700	126,400	135,600
<b>PERSONNEL TOTAL ----&gt;</b>	<b>135,800</b>	<b>147,111</b>	<b>142,000</b>	<b>142,000</b>	<b>328,800</b>	<b>344,200</b>
UTILITIES	410,900	326,777	419,000	419,000	276,300	281,800
OFFICE ADMINISTRATIVE	500	686	500	500	500	500
PROFESSIONAL SERVICES	364,900	401,685	393,100	393,100	414,300	395,600
UNIFORMS & SAFETY EQUIPMENT	2,000	2,194	2,000	2,000	2,000	2,000
PROFESSIONAL DEVELOPMENT	500	-	500	500	500	500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	98,200	80,979	109,000	109,000	102,900	104,900
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>877,000</b>	<b>812,321</b>	<b>924,100</b>	<b>924,100</b>	<b>796,500</b>	<b>785,300</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,012,800</b>	<b>959,432</b>	<b>1,066,100</b>	<b>1,066,100</b>	<b>1,125,300</b>	<b>1,129,500</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,400	4,700	9,600	9,600	9,800	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	1,700	1,700	1,700	1,700	1,700	1,700
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>11,100</b>	<b>6,400</b>	<b>11,300</b>	<b>11,300</b>	<b>11,500</b>	<b>11,700</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,023,900</b>	<b>965,832</b>	<b>1,077,400</b>	<b>1,077,400</b>	<b>1,136,800</b>	<b>1,141,200</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	35,600	45,174	36,300	36,300	5,000	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>35,600</b>	<b>45,174</b>	<b>36,300</b>	<b>36,300</b>	<b>5,000</b>	<b>-</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	55,500	55,500	56,600	56,600	57,700	58,900
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>55,500</b>	<b>55,500</b>	<b>56,600</b>	<b>56,600</b>	<b>57,700</b>	<b>58,900</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>91,100</b>	<b>100,674</b>	<b>92,900</b>	<b>92,900</b>	<b>62,700</b>	<b>58,900</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>932,800</b>	<b>865,158</b>	<b>984,500</b>	<b>984,500</b>	<b>1,074,100</b>	<b>1,082,300</b>

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SC LIBRARY TENANT FUND (95951000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	-	-	-	-	-	-
UTILITIES	6,600	-	6,700	6,700	156,400	159,500
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-	108,200	113,400
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	8,100	8,200
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>6,600</b>	-	<b>6,700</b>	<b>6,700</b>	<b>272,700</b>	<b>281,100</b>
CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL PROJECTS	375,000	13,026	555,459	555,459	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>375,000</b>	<b>13,026</b>	<b>555,459</b>	<b>555,459</b>	-	-
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>381,600</b>	<b>13,026</b>	<b>562,159</b>	<b>562,159</b>	<b>272,700</b>	<b>281,100</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>381,600</b>	<b>13,026</b>	<b>562,159</b>	<b>562,159</b>	<b>272,700</b>	<b>281,100</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	37,000	37,700
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	232,100	242,130	236,800	238,300	241,500	246,300
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>232,100</b>	<b>242,130</b>	<b>236,800</b>	<b>238,300</b>	<b>278,500</b>	<b>284,000</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	-	-	-	-	-	-
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>232,100</b>	<b>242,130</b>	<b>236,800</b>	<b>238,300</b>	<b>278,500</b>	<b>284,000</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>149,500</b>	<b>(229,105)</b>	<b>325,359</b>	<b>323,859</b>	<b>(5,800)</b>	<b>(2,900)</b>

## PUBLIC WORKS DEPARTMENT

<b>Program Name</b>	<b>Fleet Maintenance</b>
<b>Program Goals</b>	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.
<b>Organization</b>	1 FTE: Mechanic
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Manage vehicle equipment maintenance and purchasing</li> <li>• Operate the Corp Yard fuel station</li> <li>• Dispose of surplus City vehicles and equipment</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Achieved zero fuel station violations</li> <li>• Completed design and purchase of the Public Works Mutual Aid Trailer</li> <li>• Added Recycled Water Truck to fleet</li> <li>• Completed purchase of utility brush chipper</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Continue to perform routine and scheduled maintenance for all vehicles</li> <li>• Complete fuel station upgrade</li> </ul>

<b>Fleet Maintenance Objective</b>	Manage vehicle and equipment maintenance and purchasing, operate the fuel station and dispose of surplus equipment.			
	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.			
<b>Key Performance Measures</b>	<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
# 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	\$15,000	\$6,000	\$6,000
# of fuel station violations	0	0	0	0



FLEET MAINTENANCE (01531000)  
BUDGET SUMMARY

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	84,500	85,487	87,000	87,000	100,600	103,600
BENEFITS	56,400	59,221	60,300	60,300	62,700	67,300
<b>PERSONNEL TOTAL ----&gt;</b>	<b>140,900</b>	<b>144,709</b>	<b>147,300</b>	<b>147,300</b>	<b>163,300</b>	<b>170,900</b>
UTILITIES	200	-	200	200	200	200
OFFICE ADMINISTRATIVE	4,000	4,170	4,100	4,100	4,200	4,300
PROFESSIONAL SERVICES	8,300	7,888	8,500	8,500	8,700	8,900
UNIFORMS & SAFETY EQUIPMENT	1,400	1,122	1,400	1,400	1,400	1,400
PROFESSIONAL DEVELOPMENT	1,100	115	1,100	1,100	1,100	1,100
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	2,900	1,821	2,900	2,900	2,900	2,900
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>17,900</b>	<b>15,116</b>	<b>18,200</b>	<b>18,200</b>	<b>18,500</b>	<b>18,800</b>
CAPITAL OUTLAY	41,400	(14,117)	42,200	42,200	43,100	44,000
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>41,400</b>	<b>(14,117)</b>	<b>42,200</b>	<b>42,200</b>	<b>43,100</b>	<b>44,000</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>200,200</b>	<b>145,708</b>	<b>207,700</b>	<b>207,700</b>	<b>224,900</b>	<b>233,700</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	3,200	1,600	3,300	3,300	3,400	3,500
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	600	600	600	600	600	600
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>3,800</b>	<b>2,200</b>	<b>3,900</b>	<b>3,900</b>	<b>4,000</b>	<b>4,100</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>204,000</b>	<b>147,908</b>	<b>211,600</b>	<b>211,600</b>	<b>228,900</b>	<b>237,800</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	10,600	7,262	10,800	10,800	8,000	8,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>10,600</b>	<b>7,262</b>	<b>10,800</b>	<b>10,800</b>	<b>8,000</b>	<b>8,000</b>
GENERAL TRANSFERS IN	-	-	-	-	-	-
ALLOCATIONS IN FROM SEWER	102,000	102,000	104,000	104,000	106,100	108,200
ALLOCATIONS IN FROM NPDES	-	-	-	-	-	-
ALLOCATIONS IN FROM GAS TAX	-	-	-	-	-	-
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>102,000</b>	<b>102,000</b>	<b>104,000</b>	<b>104,000</b>	<b>106,100</b>	<b>108,200</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>112,600</b>	<b>109,262</b>	<b>114,800</b>	<b>114,800</b>	<b>114,100</b>	<b>116,200</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>91,400</b>	<b>38,646</b>	<b>96,800</b>	<b>96,800</b>	<b>114,800</b>	<b>121,600</b>

## PUBLIC WORKS DEPARTMENT

Program Name	Parks Maintenance
<b>Program Goals</b>	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.
<b>Organization</b>	4 FTEs: Public Works Superintendent, 3 Senior Maintenance Workers 7.9 FTEs: Contractors
<b>Major Services</b>	<ul style="list-style-type: none"> <li>Manage maintenance, upkeep and safety of all City parks, playgrounds, medians, hiking trails and athletic fields and courts</li> <li>Manage third party contractors who provide maintenance services</li> <li>Conserve water</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>Renovated Rosek Park</li> <li>Implemented Dog Park Dust Control Project</li> <li>Provided excellent customer service</li> <li>Repaired Downtown Hanging Basket Irrigation System</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>Continue water conservation for parks and islands</li> <li>Complete park drinking fountain installation</li> <li>Complete park bench installation</li> <li>Respond with excellent customer service</li> </ul>

### 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of acres of developed parks maintained	62.5	62.5	62.5	62.5
# of work orders completed in-house	800	1,000	1,200	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%	90%	90%	90%
% of requests addressed within 48 hours	80%	80%	80%	80%

**PARK MAINTENANCE (01711000)  
BUDGET SUMMARY**

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	367,200	384,084	423,900	423,900	468,100	483,200
BENEFITS	236,000	228,439	270,200	270,200	281,400	302,000
<b>PERSONNEL TOTAL ----&gt;</b>	<b>603,200</b>	<b>612,523</b>	<b>694,100</b>	<b>694,100</b>	<b>749,500</b>	<b>785,200</b>
UTILITIES	198,700	171,259	202,600	202,600	206,700	210,900
OFFICE ADMINISTRATIVE	147,200	114,358	150,200	150,200	153,200	156,300
PROFESSIONAL SERVICES	738,600	672,564	844,200	844,200	861,100	878,300
UNIFORMS & SAFETY EQUIPMENT	3,700	2,145	3,700	3,700	3,700	3,700
PROFESSIONAL DEVELOPMENT	6,300	2,396	6,400	6,400	6,500	6,600
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	12,700	13,588	12,900	12,900	13,100	13,300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>1,107,300</b>	<b>976,310</b>	<b>1,220,100</b>	<b>1,220,100</b>	<b>1,244,400</b>	<b>1,269,200</b>
CAPITAL OUTLAY	5,400	-	5,500	5,500	5,600	5,700
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>5,400</b>	<b>-</b>	<b>5,500</b>	<b>5,500</b>	<b>5,600</b>	<b>5,700</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>1,715,900</b>	<b>1,588,833</b>	<b>1,919,700</b>	<b>1,919,700</b>	<b>1,999,500</b>	<b>2,060,100</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT FOR WORKERS COMP	9,400	4,700	9,600	9,600	9,800	10,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	77,200	77,200	78,700	78,700	80,300	81,900
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>86,600</b>	<b>81,900</b>	<b>88,300</b>	<b>88,300</b>	<b>90,100</b>	<b>91,900</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,802,500</b>	<b>1,670,733</b>	<b>2,008,000</b>	<b>2,008,000</b>	<b>2,089,600</b>	<b>2,152,000</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	60	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	53,000	65,020	53,000	50,500	47,000	47,000
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>53,000</b>	<b>65,081</b>	<b>53,000</b>	<b>50,500</b>	<b>47,000</b>	<b>47,000</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>53,000</b>	<b>65,081</b>	<b>53,000</b>	<b>50,500</b>	<b>47,000</b>	<b>47,000</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>1,749,500</b>	<b>1,605,653</b>	<b>1,955,000</b>	<b>1,957,500</b>	<b>2,042,600</b>	<b>2,105,000</b>

## PUBLIC WORKS DEPARTMENT

<b>Program Name</b>	<b>Wastewater</b>
<b>Program Goals</b>	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.
<b>Organization</b>	11 FTEs: Public Works Assistant Superintendent, Civil Engineer Technician, Senior Maintenance Workers, Maintenance Workers, Senior Administrative Clerk
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Manage maintenance of sanitary sewer mains, laterals and lift station pumps</li> <li>• Manage capital projects for sewer collection system replacement</li> <li>• Respond to resident requests and emergencies</li> <li>• Respond to Silicon Valley Clean Water funding needs</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Reduced Sanitary Sewer Overflows (SSOs)</li> <li>• Provided excellent customer service for sewer emergency response</li> <li>• Continued with cause-determination program of sewer blockages and report findings to engineering for repair</li> <li>• Consent Decree terminated due to reducing SSOs to historic low level</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Continue to provide excellent customer service for sewer emergency response</li> <li>• Further reduce SSOs and backups</li> <li>• Increase the amount of mainline CCTV inspections and evaluations</li> </ul>

<b>Wastewater Objective</b>	<p>Manage maintenance of sanitary sewer mains, laterals and lift station pumps and manage capital projects for infrastructure replacement.</p> <p>We track these metrics to comply with various regulatory requirements and to understand the resources required to maintain the sewer system.</p>
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Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
# sewer line point repairs	41	28	30	30
# linear feet of sewer lines cleaned	384,062	400,000	420,000	424,000
% of sewer system cleaned	64%	67%	70%	71%
# 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	1	1
Number of capacity assurance projects completed (11 mandated per capacity assurance program)	2	0	0	0
# of feet of sewer line rehabilitated	6,313	5,233	4,000	4,000
% of sewer lines replaced per the sewer master plan	1.15%	0.96%	0.73%	0.73%
# of sanitary sewer overflows	9	6	3	0
# of laterals replaced (by City and permitted private work)	304	330	330	330
# of laterals cleaned	1,168	1,200	1,210	1,220

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

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	1,203,600	986,133	1,314,500	1,314,500	1,339,100	1,378,900
BENEFITS	747,000	570,452	854,400	854,400	875,700	941,800
<b>PERSONNEL TOTAL ----&gt;</b>	<b>1,950,600</b>	<b>1,556,585</b>	<b>2,168,900</b>	<b>2,168,900</b>	<b>2,214,800</b>	<b>2,320,700</b>
UTILITIES	15,000	14,943	15,300	15,300	15,600	15,900
OFFICE ADMINISTRATIVE	55,300	38,378	56,400	56,400	57,500	58,600
PROFESSIONAL SERVICES	4,312,800	3,991,995	4,460,400	3,905,400	4,031,200	4,160,300
UNIFORMS & SAFETY EQUIPMENT	13,000	10,902	20,300	20,300	31,800	13,900
PROFESSIONAL DEVELOPMENT	16,700	5,532	17,500	17,500	17,300	17,600
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	100	-	100	100	100	100
EQUIPMENT MAINTENANCE	67,000	43,734	68,300	68,300	69,600	70,900
SERIAL BONDS	3,056,000	1,983,153	3,265,000	2,099,000	3,509,000	4,021,000
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>7,535,900</b>	<b>6,088,638</b>	<b>7,903,300</b>	<b>6,182,300</b>	<b>7,732,100</b>	<b>8,358,300</b>
CAPITAL OUTLAY	39,300	697,405	111,800	111,800	40,900	41,700
CAPITAL PROJECTS	9,913,599	824,679	8,032,289	8,032,289	4,855,000	5,600,000
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>9,952,899</b>	<b>1,522,084</b>	<b>8,144,089</b>	<b>8,144,089</b>	<b>4,895,900</b>	<b>5,641,700</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>19,439,399</b>	<b>9,167,307</b>	<b>18,216,289</b>	<b>16,495,289</b>	<b>14,842,800</b>	<b>16,320,700</b>
TRANSFERS OUT	573,900	573,900	585,400	585,400	597,100	609,000
ALLOCATIONS OUT TO GENERAL FUND	1,981,500	1,976,800	2,021,100	2,021,100	2,061,500	2,102,700
ALLOCATIONS OUT FOR WORKERS COMP	71,000	35,500	72,400	72,400	73,800	75,300
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	736,200	736,200	750,900	750,900	765,900	781,200
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>3,362,600</b>	<b>3,322,400</b>	<b>3,429,800</b>	<b>3,429,800</b>	<b>3,498,300</b>	<b>3,568,200</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>22,801,999</b>	<b>12,489,707</b>	<b>21,646,089</b>	<b>19,925,089</b>	<b>18,341,100</b>	<b>19,888,900</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	16,992,000	18,673,912	17,843,400	17,226,400	19,317,000	18,974,900
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	59,200	91,733	60,400	60,400	100,000	100,000
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>17,051,200</b>	<b>18,765,645</b>	<b>17,903,800</b>	<b>17,286,800</b>	<b>19,417,000</b>	<b>19,074,900</b>
GENERAL TRANSFERS IN	-	-	128,000	128,000	-	-
ALLOCATIONS IN FROM GENERAL FUND	22,800	22,800	23,200	23,200	23,600	24,000
ALLOCATIONS IN FROM NPDES	246,100	246,100	251,000	251,000	396,300	408,000
ALLOCATIONS IN FROM GAS TAX	103,400	103,400	105,500	105,500	107,600	109,800
ALLOCATIONS IN FROM WORK COMP	-	-	-	-	-	-
ALLOCATIONS IN FROM RISK MGT	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>372,300</b>	<b>372,300</b>	<b>507,700</b>	<b>507,700</b>	<b>527,500</b>	<b>541,800</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>17,423,500</b>	<b>19,137,945</b>	<b>18,411,500</b>	<b>17,794,500</b>	<b>19,944,500</b>	<b>19,616,700</b>
<b>WASTEWATER FUND NET EXP (REV) ----&gt;</b>	<b>5,378,499</b>	<b>(6,648,238)</b>	<b>3,234,589</b>	<b>2,130,589</b>	<b>(1,603,400)</b>	<b>272,200</b>

## PUBLIC WORKS DEPARTMENT

<b>Program Name</b>	<b>Stormwater</b>
<b>Program Goals</b>	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.
<b>Organization</b>	1.5 FTE: City Engineer, Public Works Inspector, Associate Engineer, Management Analyst, Assistant Civil Engineer
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Monitoring and maintenance of storm drain systems</li> <li>• Levee maintenance and repair</li> <li>• Storm Drain Pipe/Culvert cleaning</li> <li>• Implementation of National Pollution Discharge Elimination System permit requirements</li> <li>• Creek Monitoring</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Installed over 180 new trash capture devices</li> <li>• Updated the Business Inspection Plan and Enforcement Response Plan</li> <li>• Improved and led the Business Stormwater Inspection Program</li> <li>• Completed storm season preparation</li> <li>• Increased trash capture devices to 250 from 70</li> <li>• Implemented cleaning program for trash capture devices</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Complete annual storm drain project</li> <li>• Work with San Mateo County and Belmont to start Belmont Creek Project</li> <li>• Explore cost recovery for Business Stormwater inspections</li> <li>• Begin working on Storm Drain Master Plan projects</li> <li>• Create and implement a compliant cleaning program for all installed full trash capture devices</li> <li>• Develop a plan for sediment removal at 3017 Brittan Avenue culvert</li> <li>• Replace 40' of storm pipe at upper Arguello Service Road</li> </ul>

<b>Stormwater Objective</b>	<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>			
<b>Key Performance Measures</b>	<b>FY 2017 Actuals</b>	<b>FY 2018 Projected</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>
# of inspections conducted (storm drain, creek, levee)	3,038	3,038	3,038	3,038
# of linear feet of culvert cleaned	7,500	8,000	8,000	8,000
# of catch basins cleaned	1,500	1,500	1,500	1,500
Linear feet of ditches cleaned (sediment removed)	2,000	2,300	2,000	2,300
Tons of debris removed from inlets and creek guards	250	250	250	250
Linear feet of storm drain lines installed	130	1,000	2,000	1,000
# of inlets replaced	3	10	10	10
% or # of MRP 2.0 internal deadlines met	100	100	100	100

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

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	-	-	-	-	-	-
UTILITIES	3,200	4,053	3,300	3,300	3,400	3,500
OFFICE ADMINISTRATIVE	5,900	5,612	6,000	6,000	6,100	6,200
PROFESSIONAL SERVICES	112,300	79,797	242,500	114,500	161,100	84,200
UNIFORMS & SAFETY EQUIPMENT	2,300	1,376	2,300	2,300	2,300	2,300
PROFESSIONAL DEVELOPMENT	14,100	17,088	14,400	14,400	14,700	15,000
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	3,300	1,536	3,300	3,300	3,300	3,300
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>141,100</b>	<b>109,463</b>	<b>271,800</b>	<b>143,800</b>	<b>190,900</b>	<b>114,500</b>
CAPITAL OUTLAY	3,100	94	3,200	3,200	3,300	3,400
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>3,100</b>	<b>94</b>	<b>3,200</b>	<b>3,200</b>	<b>3,300</b>	<b>3,400</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>144,200</b>	<b>109,557</b>	<b>275,000</b>	<b>147,000</b>	<b>194,200</b>	<b>117,900</b>
TRANSFERS OUT	-	-	128,000	128,000	-	-
ALLOCATIONS OUT TO GENERAL FUND	145,500	145,400	148,200	148,200	151,000	153,800
ALLOCATIONS OUT TO SEWER	246,100	246,100	251,000	251,000	396,300	408,000
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>391,600</b>	<b>391,500</b>	<b>527,200</b>	<b>527,200</b>	<b>547,300</b>	<b>561,800</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>535,800</b>	<b>501,057</b>	<b>802,200</b>	<b>674,200</b>	<b>741,500</b>	<b>679,700</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	474,300	459,795	611,800	588,000	600,300	606,900
OTHER TAX	68,400	70,058	69,800	69,800	71,200	72,600
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	2,357	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>542,700</b>	<b>532,210</b>	<b>681,600</b>	<b>657,800</b>	<b>671,500</b>	<b>679,500</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>542,700</b>	<b>532,210</b>	<b>681,600</b>	<b>657,800</b>	<b>671,500</b>	<b>679,500</b>
<b>STORMWATER FUND NET EXP (REV) ----&gt;</b>	<b>(6,900)</b>	<b>(31,153)</b>	<b>120,600</b>	<b>16,400</b>	<b>70,000</b>	<b>200</b>

## PUBLIC WORKS DEPARTMENT

Program Name	Street Maintenance
<b>Program Goals</b>	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.
<b>Organization</b>	1.5 FTEs: City Engineer, Associate Engineer, Civil Engineering Technician, Public Works Inspector, Management Analyst
<b>Major Services</b>	<ul style="list-style-type: none"> <li>• Manage bridge and retaining wall inspections</li> <li>• Pavement maintenance and repair</li> <li>• Maintain street lighting system and traffic signals and respond to requests</li> <li>• Maintain traffic signs and markings and respond to requests</li> </ul>
<b>FY 2017-18 Accomplishments</b>	<ul style="list-style-type: none"> <li>• Completed the 2017 Pavement Rehabilitation Project</li> <li>• Secured \$500,000 in Federal funding for street resurfacing</li> <li>• Completed the 2017 Striping Project</li> <li>• Secured \$550,000 in Federal grant for street safety improvements</li> <li>• Secured \$1,000,000 in State funding for Holly/101 Pedestrian Overcrossing</li> <li>• Secured \$1,000,000 in grant funding for San Carlos Pedestrian Safety Improvement</li> <li>• Supported Engineering Division between pavement rehabilitation projects</li> </ul>
<b>FY 2018-20 Goals</b>	<ul style="list-style-type: none"> <li>• Determine the “right” funding level for street paving</li> <li>• Complete annual street paving, traffic striping and sidewalk repair projects</li> <li>• Replace all street name and parking enforcement signs to meet new reflectivity standards</li> <li>• Identify opportunities for green infrastructure improvements</li> <li>• Continue to replace all street name and parking enforcement signs to meet new reflectivity standards</li> </ul>

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.			
Key Performance Measures	FY 2017 Actuals	FY 2018 Projected	FY 2019 Adopted	FY 2020 Adopted
# of street lights repaired	22	20	20	20
# of traffic signals repaired	49	40	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 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 Projected	FY 2019 Adopted	FY 2020 Adopted
# of miles paved	1.46	1.45	2.2	1.45
% of total system paved since 2010	1.70%	1.69%	2.56%	1.69%
# miles of streets sealed	1.18	2.02	2.02	2.02
% of total system sealed since 2010	1.37%	2.35%	2.35%	2.35%
Linear feet of striping replaced	21,169	22,000	24,000	22,000
Square feet of markings replaced	9,700	10,000	12,000	10,000
Pavement Condition Index	60	65	65	65
Street Resurfacing Budget	\$1,400,000	\$1,030,000	\$1,800,000	\$1,800,000

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

EXPENDITURES SUMMARY	Revised 2016-17	Audited 2016-17	Revised 2017-18	Projected 2017-18	Adopted 2018-19	Adopted 2019-20
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	-	-	-	-	-	-
UTILITIES	174,600	169,265	178,100	178,100	181,700	185,300
OFFICE ADMINISTRATIVE	34,500	27,037	35,200	35,200	35,900	36,600
PROFESSIONAL SERVICES	237,300	190,878	242,000	242,000	451,900	460,000
UNIFORMS & SAFETY EQUIPMENT	1,700	871	1,700	1,700	1,700	1,700
PROFESSIONAL DEVELOPMENT	3,500	400	3,500	3,500	3,500	3,500
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	9,000	3,536	9,200	9,200	9,400	9,600
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>460,600</b>	<b>391,988</b>	<b>469,700</b>	<b>469,700</b>	<b>684,100</b>	<b>696,700</b>
CAPITAL OUTLAY	300	-	300	300	300	300
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	<b>300</b>	<b>-</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>460,900</b>	<b>391,988</b>	<b>470,000</b>	<b>470,000</b>	<b>684,400</b>	<b>697,000</b>
TRANSFERS OUT	-	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	22,800	22,800	23,200	23,200	23,600	24,000
ALLOCATIONS OUT FOR WORKERS COMP	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>22,800</b>	<b>22,800</b>	<b>23,200</b>	<b>23,200</b>	<b>23,600</b>	<b>24,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>483,700</b>	<b>414,788</b>	<b>493,200</b>	<b>493,200</b>	<b>708,000</b>	<b>721,000</b>
<b>REVENUE SUMMARY</b>						
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	609	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	4,300	4,105	4,400	4,400	4,500	4,600
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	21,269	-	15,500	114,600	117,800
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	-	-	-	-	-	-
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	-	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>4,300</b>	<b>25,984</b>	<b>4,400</b>	<b>19,900</b>	<b>119,100</b>	<b>122,400</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>4,300</b>	<b>25,984</b>	<b>4,400</b>	<b>19,900</b>	<b>119,100</b>	<b>122,400</b>
<b>GENERAL FUND NET EXPENSE (REVENUE) ----&gt;</b>	<b>479,400</b>	<b>388,804</b>	<b>488,800</b>	<b>473,300</b>	<b>588,900</b>	<b>598,600</b>

**MEASURE A TRAFFIC CONGESTION FUND (14571000)  
BUDGET SUMMARY**

<b>EXPENDITURES SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
SALARIES	-	-	-	-	-	-
BENEFITS	-	-	-	-	-	-
<b>PERSONNEL TOTAL ----&gt;</b>	-	-	-	-	-	-
UTILITIES	-	-	-	-	-	-
OFFICE ADMINISTRATIVE	-	-	-	-	-	-
PROFESSIONAL SERVICES	116,000	90,973	118,300	118,300	120,700	123,100
UNIFORMS & SAFETY EQUIPMENT	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	-	-	-	-	-	-
COMMUNITY RELATIONS	-	-	-	-	-	-
INSURANCE	-	-	-	-	-	-
VEHICLE USAGE	-	-	-	-	-	-
EQUIPMENT MAINTENANCE	-	-	-	-	-	-
SERIAL BONDS	-	-	-	-	-	-
PROGRAM COSTS	-	-	-	-	-	-
OPERATING EXPENSE	-	-	-	-	-	-
<b>OPERATING EXPENSE TOTAL ----&gt;</b>	<b>116,000</b>	<b>90,973</b>	<b>118,300</b>	<b>118,300</b>	<b>120,700</b>	<b>123,100</b>
CAPITAL OUTLAY	-	-	-	-	-	-
<b>CAPITAL OUTLAY TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>EXPENDITURES TOTAL ----&gt;</b>	<b>116,000</b>	<b>90,973</b>	<b>118,300</b>	<b>118,300</b>	<b>120,700</b>	<b>123,100</b>
TRANSFERS OUT	950,000	950,000	600,000	600,000	800,000	850,000
ALLOCATIONS OUT TO GENERAL FUND	-	-	-	-	-	-
ALLOCATIONS OUT TO SEWER	-	-	-	-	-	-
ALLOCATIONS OUT FOR GEN LIAB INSURANCE	-	-	-	-	-	-
<b>TRANSFER OUT TOTAL ----&gt;</b>	<b>950,000</b>	<b>950,000</b>	<b>600,000</b>	<b>600,000</b>	<b>800,000</b>	<b>850,000</b>
<b>EXPENDITURES &amp; TRANSFERS TOTAL ----&gt;</b>	<b>1,066,000</b>	<b>1,040,973</b>	<b>718,300</b>	<b>718,300</b>	<b>920,700</b>	<b>973,100</b>
<b>REVENUE SUMMARY</b>	<b>Revised 2016-17</b>	<b>Audited 2016-17</b>	<b>Revised 2017-18</b>	<b>Projected 2017-18</b>	<b>Adopted 2018-19</b>	<b>Adopted 2019-20</b>
BUSINESS REGISTRATION	-	-	-	-	-	-
CHARGES FOR CURRENT SERVICES	-	-	-	-	-	-
FINES & FORFEITURES	-	-	-	-	-	-
FROM OTHER AGENCIES	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-
OTHER TAX	-	-	-	-	-	-
PROPERTY TAX	-	-	-	-	-	-
SALES TAX	728,300	804,007	742,900	800,000	800,000	815,000
TRANSIENT OCCUPANCY TAX	-	-	-	-	-	-
USE OF MONEY & PROPERTY	-	2,874	-	-	-	-
VEHICLE IN LIEU	-	-	-	-	-	-
<b>REVENUE TOTAL ----&gt;</b>	<b>728,300</b>	<b>806,881</b>	<b>742,900</b>	<b>800,000</b>	<b>800,000</b>	<b>815,000</b>
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	-	-	-	-	-	-
<b>TRANSFER AND ALLOCATIONS IN TOTAL ----&gt;</b>	-	-	-	-	-	-
<b>REVENUE &amp; TRANSFERS TOTAL ----&gt;</b>	<b>728,300</b>	<b>806,881</b>	<b>742,900</b>	<b>800,000</b>	<b>800,000</b>	<b>815,000</b>
<b>MEASURE A FUND NET EXP (REV) ----&gt;</b>	<b>337,700</b>	<b>234,092</b>	<b>(24,600)</b>	<b>(81,700)</b>	<b>120,700</b>	<b>158,100</b>

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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	07/01/16-06/30/18
Teamsters	09/01/17-08/31/19
Part-Time Employees	09/01/15

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.

**MEDICAL/DEPENDENT CARE REIMBURSEMENT**

Employees may participate in the Health Care and Dependent Care Reimbursement plans on a pre-tax contribution basis.

**COMMUTER BENEFIT REIMBURSEMENT**

Employees who work a minimum of 20 hour per week may participate in the Commuter Benefit Reimbursement plan on a pre-tax contribution basis.

## PERSONNEL SUMMARY

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Adopted Budget 2018-19	Adopted Budget 2019-20
<b>FULL TIME EQUIVALENT EMPLOYEES</b>					
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 <sup>1</sup>	0.00	0.00	0.00	0.00	0.00
Assistant to City Manager	0.00	0.00	0.00	0.00	0.00
Associate Engineer <sup>2</sup>	2.00	2.00	2.00	2.00	2.00
Associate Planner	1.00	1.00	1.00	2.00	2.00
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	1.00	0.00	0.00	0.00	0.00
Civil Engineering Technician	1.00	1.00	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00	1.00	1.00
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 <sup>3</sup>	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	9.00	9.00	9.00	9.00	9.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
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
Parks Superintendent	0.00	0.00	0.00	0.00	0.00
Planning Manager <sup>4</sup>	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 <sup>5</sup>	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 <sup>6</sup>	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 <sup>7</sup>	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 <sup>8</sup>	3.00	4.00	4.00	4.00	4.00
Senior Engineer <sup>9</sup>	0.00	1.00	1.00	1.00	1.00
Senior Maintenance Worker <sup>10</sup>	6.00	6.00	6.00	7.00	7.00
Senior Management Analyst	2.00	2.00	2.00	2.00	2.00
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

## PERSONNEL SUMMARY

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Adopted Budget 2018-19	Adopted Budget 2019-20
Sustainability Coordinator	0.25	0.38	0.38	0.38	0.38
Systems Analyst	2.00	2.00	2.00	2.00	2.00
Volunteer Coordinator	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REGULAR FULL-TIME EMPLOYEES</b>	<b>72.25</b>	<b>74.38</b>	<b>74.38</b>	<b>76.38</b>	<b>76.38</b>
<b>ELECTED &amp; APPOINTED OFFICIALS</b>					
City Council	5.00	5.00	5.00	5.00	5.00
City Treasurer	1.00	1.00	1.00	1.00	1.00
<b>TOTAL ELECTED AND APPOINTED OFFICIALS</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>PART-TIME FUNDING BY DEPARTMENT</b>					
Recreation Division	390,500	460,700	472,200	441,600	451,600
Sewer Fund	6,500	6,700	6,900	7,000	7,000
<b>TOTAL PART-TIME FUNDING BY DEPARTMENT</b>	<b>\$ 397,000</b>	<b>\$ 467,400</b>	<b>\$ 479,100</b>	<b>\$ 448,600</b>	<b>\$ 458,600</b>

<sup>1</sup> Assistant Planner position added in FY2018-19

<sup>2</sup> Associate Civil Engineer position upgraded from the Civil Engineering Assistant position in FY2016-17

<sup>3</sup> Facility Attendant position added in FY2016-17

<sup>4</sup> Planning Manager position upgraded from the Principal Planner position in FY2016-17

<sup>5</sup> Public Works Assistant Superintendent position upgraded from the Public Works Supervisor

<sup>6</sup> Public Works Superintendent position upgraded from the Public Works Supervisor

<sup>7</sup> Recreation Manager position upgraded from the Recreation Supervisor position in FY2017-18

<sup>8</sup> Senior Administrative Clerk position in Planning Division added in FY2016-17

<sup>9</sup> Senior Engineer position upgraded from the Associate Engineer position in FY2016-17

<sup>10</sup> Senior Maintenance Worker position added in FY2018-19



**PERSONNEL SUMMARY BY DEPARTMENT**

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Adopted Budget 2018-19	Adopted Budget 2019-20
<b>FULL TIME EQUIVALENT EMPLOYEES BY DEPARTMENT</b>					
<b>CITY MANAGER'S OFFICE</b>					
<b>CITY MANAGER - 01111000</b>					
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
Assistant to City Manager	0.00	0.00	0.00	0.00	0.00
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	1.00
Sustainability Coordinator	0.25	0.38	0.38	0.38	0.38
<b>TOTAL CITY MANAGER'S OFFICE</b>	<b>5.25</b>	<b>5.38</b>	<b>5.38</b>	<b>5.38</b>	<b>5.38</b>
<b>CITY CLERK - 01121000</b>					
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
Volunteer Coordinator	0.00	0.00	0.00	0.00	0.00
<b>TOTAL CITY CLERK</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>COMMUNITY DEVELOPMENT</b>					
<b>COMMUNITY DEVELOPMENT - ADMINISTRATION</b>					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL ADMINISTRATION DIVISION</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>BUILDING DIVISION - 01181000</b>					
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
<b>TOTAL BUILDING DIVISION</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>ECONOMIC DEVELOPMENT DIVISION - 01640033</b>					
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
<b>TOTAL ECONOMIC DEVELOPMENT DIVISION</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>PLANNING DIVISION - 01191000</b>					
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
<b>TOTAL PLANNING DIVISION</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
*Position underfilled					
<b>ADMINISTRATIVE SERVICES</b>					
<b>ADMINISTRATIVE SERVICES - 01210000</b>					
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
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

PERSONNEL SUMMARY BY DEPARTMENT

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Adopted Budget 2018-19	Adopted Budget 2019-20
<b>FINANCE DIVISION - 01211000</b>					
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
<b>TOTAL FINANCE DIVISION</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>HUMAN RESOURCES DIVISION - 01212000</b>					
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
<b>TOTAL HUMAN RESOURCES DIVISION</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>INFORMATION TECHNOLOGY DIVISION - 01213000</b>					
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
<b>TOTAL INFORMATION TECHNOLOGY DIVISION</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>FIRE DEPARTMENT - 01491031</b>					
Fire Prevention Officer	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FIRE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>PUBLIC WORKS DEPARTMENT</b>					
<b>PUBLIC WORKS ENGINEERING DIVISION - 01511000</b>					
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
Public Works Superintendent	0.00	0.00	0.00	0.00	0.00
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	0.00
Senior Maintenance Worker - Regional Stormwater	1.00	0.00	0.00	0.00	0.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	0.00	0.00
<b>TOTAL PUBLIC WORKS ENGINEERING</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
*Position underfilled					
<b>FLEET MAINTENANCE DIVISION - 01531000</b>					
Mechanic	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FLEET MAINTENANCE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>PARKS DEPARTMENT</b>					
<b>PARKS ADMINISTRATION - 01701000</b>					
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00
Recreation Manager*	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL PARKS ADMINISTRATION</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
* Position underfilled					
<b>RECREATION DIVISIONS - 01721000 - 01771000</b>					
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
<b>TOTAL RECREATION DIVISIONS</b>	<b>7.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>PARK MAINTENANCE DIVISION - 01711000</b>					
Parks Superintendent	0.00	0.00	0.00	0.00	0.00
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	3.00
<b>TOTAL PARK MAINTENANCE</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

PERSONNEL SUMMARY BY DEPARTMENT

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Adopted Budget 2018-19	Adopted Budget 2019-20
<b>BUILDING MAINTENANCE DIVISION 01712000 - 01718000</b>					
Senior Maintenance Worker	1.00	1.00	1.00	2.00	2.00
<b>TOTAL BUILDING MAINTENANCE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>
<b>SEWER FUND - 06631000</b>					
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	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	9.00	9.00	9.00	9.00	9.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00
<b>TOTAL SEWER FUND</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>TOTAL REGULAR FULL-TIME EMPLOYEES</b>	<b>72.25</b>	<b>74.38</b>	<b>74.38</b>	<b>76.38</b>	<b>76.38</b>
<b>CONTRACT POSITIONS:</b>					
<b>LAW ENFORCEMENT SERVICES</b>					
<b>San Mateo County Sheriff's Office</b>					
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
<b>TOTAL POLICE SERVICES CONTRACT</b>	<b>28.80</b>	<b>28.80</b>	<b>27.80</b>	<b>28.80</b>	<b>28.80</b>
<b>FIRE AND EMERGENCY OPERATIONS SERVICES</b>					
<b>City of Redwood City Fire Department</b>					
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
<b>TOTAL FIRE SERVICES CONTRACT</b>	<b>25.33</b>	<b>25.33</b>	<b>25.33</b>	<b>22.06</b>	<b>22.06</b>

PERSONNEL SUMMARY BY DEPARTMENT

Classification	Amended Budget 2015-16	Adopted Budget 2016-17	Adopted Update Budget 2017-18	Adopted Budget 2018-19	Adopted Budget 2019-20
<b>DISPATCH SERVICES**</b>					
<b>City of Menlo Park / SM County Communications Office</b>					
Communications Officer	4.00	4.00	4.00	4.00	4.00
<b>TOTAL DISPATCH SERVICES CONTRACT</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
** Effective November, 2011 Dispatch Communication Services are provided by the San Mateo County Communications Office					
<b>PARKS MAINTENANCE</b>					
<b>Landscape Providers</b>					
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
<b>TOTAL PARK MAINTENANCE CONTRACT</b>	<b>4.90</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>MEDIAN &amp; OPEN SPACE MAINTENANCE</b>					
<b>Median Landscaper</b>					
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
<b>Open Space Landscaper</b>					
Maintenance Worker	0.00	0.00	0.00	1.50	1.50
<b>TOTAL MEDIAN &amp; OPEN SPACE CONTRACT</b>	<b>2.00</b>	<b>2.40</b>	<b>2.40</b>	<b>3.90</b>	<b>3.90</b>
<b>BUILDING MAINTENANCE</b>					
<b>Janitorial Services</b>					
Janitor	4.00	4.00	4.00	6.00	6.00
<b>TOTAL BUILDING MAINTENANCE CONTRACT</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>
<b>CITY PLANNING SERVICES</b>					
<b>Planning Contractor Services</b>					
Sr. Planner	0.50	1.00	1.00	1.00	1.00
Principal Planner	0.50	0.50	0.50	0.50	0.50
Planning Technician	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.65	0.00	0.00	0.00	0.00
<b>TOTAL PLANNING CONTRACT</b>	<b>1.65</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>BUILDING SERVICES</b>					
<b>San Mateo County Code Enforcement</b>					
Code Enforcement Officer	0.50	0.50	0.50	0.50	0.50
<b>TOTAL BUILDING SERVICES CONTRACT</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

## CAPITAL IMPROVEMENT PROGRAM BUDGET

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

The City Council held a budget study session on May 4, 2018 to review the City's five-year capital project budget recommendations. See a full list in the Capital Improvement Program Budget Detail schedule that follows this summary.

Sections 65400, 65401 and 65403 of the State Planning and Zoning Code require Planning Commission review of public works projects for the next fiscal year to determine conformity with the adopted General Plan. The Planning Commission reviewed the Capital Improvement Program Budget at its May 21, 2018 meeting and concluded that the proposed capital projects are in conformance with the goals, policies and actions contained within the General Plan.

The Fiscal Year 2018-20 Capital Improvement Program budget summary by funding source is provided below. The projects are listed in project number order within each of the funds.

### ***Wastewater Fund 06:***

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

### **Completed project in Fiscal Year 2017-18:**

- Sewer Capacity Assurance Improvements (C9612)

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

- **Wastewater Financial Plan and Rate Study Project (C9609).** \$112,650 was previously appropriated. \$80,000 was approved for Fiscal Year 2018-19 and \$40,000 was requested for Fiscal Year 2020-21 for future rate studies.
- **Shelford Drive Slide Investigation Project (C9610).** \$273,000 was previously appropriated to provide investigation, design and construction of a slope stabilization easement to protect City sewer main and storm drain lines. No additional funding is needed.
- **Annual Sewer System Rehabilitation Program (C9617).** \$8.17 million was previously appropriated. The approved funding for Fiscal Year 2018-19 is \$3.5 million and \$4 million for Fiscal Year 2019-20. Staff requested \$12 million, or \$4 million each year, for Fiscal Years 2020-21 through 2022-23 to continue the rehabilitation program.
- **Recycled Water Station (C1701).** \$340,000 was previously appropriated. No additional funding is needed.
- **Annual On-call Sewer Contracts (C1702).** \$800,000 was previously approved for Fiscal Year 2017-18 and \$2.5 million was requested for Fiscal Years 2018-19 through 2022-23. Staff requested an additional \$2 million, an increase of \$400,000 per year, for Fiscal Years 2018-19 through 2022-23 to retain sewer contractors and to replace the failed sewer infrastructure on an as-needed basis.

- **Sewer System CCTV Inspection (C1736).** \$370,000 was approved in Fiscal Year 2016-17 and \$400,000 per year was requested in Fiscal Years 2018-19 and 2020-21. Staff recommended to defer the Fiscal Years 2018-19 and 2020-21 requested funding to Fiscal Years 2019-20 and 2021-22, respectively.
- **Annual Sewer Lateral Replacement (C1737).** \$500,000 was appropriated in Fiscal Year 2017-18 and \$300,000 per year was requested in Fiscal Years 2018-19 through 2022-23 to continue to conduct annual sewer lateral replacements.
- **Sewer System Root Foaming (C1751).** \$150,000 was requested for Fiscal Year 2020-21 to hire a contractor to clean the sewer lines to remove any decayed roots.

**Funding for the following new sewer project was approved:**

- **Mobile Hydro-Flushing Unit (C1801).** This project in the amount of \$75,000 was approved for Fiscal Year 2018-19. The purchase of a mobile hydro-flushing unit will give maintenance staff the ability to go into main sewer easements and maintain the sewer lines without having to flush the lines from several hundred feet away. This will allow staff to clean sewer lines more safely and efficiently.

**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 2170.5. Revenues received must be expended for maintenance and construction related to streets. In April 2017, the Governor signed into law the Road Repair and Accountability Act of 2017 (SB 1). SB 1 will provide \$5.2 billion annually statewide and is a significant investment in California's transportation infrastructure. The new law will provide approximately \$500,000 for the City's local streets and roads. This new revenue has been incorporated into the five-year capital project requests.

**Staff requested continued and additional funding for the following annual and previously approved projects:**

- **Annual Street Resurfacing Project (C9416).** \$1.25 million per year was previously requested for this project for Fiscal Years 2018-19 and 2019-20 and \$1.2 million for Fiscal Years 2020-21 through 2022-23. Staff recommended to revise the annual project funding to \$1.8 million each year from Fiscal Years 2018-19 through 2022-23 to maintain the City's current pavement condition index at 65, which is considered "good" by Pavement Management Standards. Timely and regular maintenance and rehabilitation will prevent costly reconstruction.
- **Annual Traffic Markings and Striping Project (C9417).** \$75,000 of annual funding was previously requested for Fiscal Year 2018-19 through Fiscal Year 2020-21. No new funding was requested as the project is on-going and recommended to be extend out to the future years.
- **Annual Sidewalk Repair/Reconstruction Project (C9465).** \$180,000 of annual funding was requested through Fiscal Year 2022-23. The City expects to receive \$60,000 in reimbursements annually from the property owners to offset the costs. No additional funding was requested.

### **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 primary sources of revenue for this fund are the franchise fee revenue received from the Shoreway Transfer Station, estimated at approximately \$1.9 million per year and 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.

Staff recommended a transfer of approximately \$1.5 million and \$0.5 million from the General Fund "Assigned" Reserve balance in Fiscal Years 2018-19 and 2019-20, respectively, to fund infrastructure projects, including the Annual Storm Drainage Improvement and the San Carlos Avenue Pedestrian Safety Improvements. This transfer is needed to fund essential maintenance and asset replacement projects.

Staff also requested a transfer of \$125,000 in Fiscal Year 2019-20 from the General Capital Fund to the Gas Tax Fund to help offset the increasing street and sidewalk maintenance costs.

#### **Completed projects in Fiscal Year 2017-18:**

- Highlands Park Play Area Safety/Inclusive Access Upgrade (C9363)
- Corporation Yard-Install Generator (C9616)
- City Hall-Replace Main Switchboard and Install Backup Generator (C9756)
- Facilities Energy Conservation Improvements (C9794)
- Existing Trail Way-Finding Improvements (C9820)
- Repair Window Frames at Corporation Yard (C9825)
- Replace Elevator at City Hall (C9826)
- Enhance IT Infrastructure for EOC Backup at Corporation Yard (C9835)
- Fire Tower (C9837)
- East San Carlos Ave. Traffic Signal (C9840)
- Undergrounding Utilities Along E. San Carlos (C9841)
- Beverly Dr. Traffic Calming Improvements (C1704)
- Building Data Cable (C1705)
- South Laurel Employee Parking Lot on El Camino Real (C1706)
- Cedar Park Asphalt Resurfacing (C1707)
- IT Division Remodel (C1714)
- Parks Drinking Fountain Replacement (C1717)
- St. Francis Way Traffic Calming Improvements (C1723)
- Traffic Safety Assessment and Improvement (C1724)
- Trash Control Program (C1726)
- Arguello Park Play Area Surfacing (C1738)
- Cashier System Replacement (C1739)
- City Hall Dog Park Dust Control (C1740)
- Downtown Hanging Baskets Irrigation Repair (C1741)
- Utility Brush Chipper (C1748)

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

- Belmont Creek Watershed Improvement (C9806)
- Evaluation of City's Field and Agronomic Conditions (C9836)
- Install Stream & Rain Gauges (C1713)

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

- **Chilton Park Master Plan (C9319).** \$70,000 was previously appropriated. No additional funding is recommended at this time.
- **Holly Street/US 101 Interchange and Pedestrian Overcrossing Project (C9459).** \$34.5 million was appropriated as the total project funding. Additional funding of \$200,000 per year for Fiscal Year 2018-19 and 2019-20 was approved to cover the staff time associated with the management and supervision of the project.
- **Brittan Avenue Widening at Industrial Road (C9461).** \$846,000 was previously appropriated for this project. No additional funding was requested.
- **Annual Storm Drainage Improvements (C9531).** \$1.5 million was previously appropriated and \$150,000 was transferred in from the Creek Wall Stabilization Improvement (C1709) to this project. \$1.5 million per year for Fiscal Years 2018-19 and 2019-20 were requested. Staff recommended to decrease the funding by \$500,000 for Fiscal Year 2019-20 for a total appropriation of \$1.0 million for Fiscal Year 2019-20 and additional funding of \$500,000 per year for Fiscal Years 2020-21 through 2022-23. The additional funding is needed to implement the prioritized improvement projects identified in the Citywide Storm Drain Master Plan.
- **Wheeler Plaza Project (C9751).** This project has a balance of \$290,158 in appropriation. No additional funding is needed as this project is anticipated to be completed in Fiscal Year 2018-19.
- **Belmont Creek Watershed Improvement (C9806).** \$100,000 was previously appropriated and \$198,000 was requested in Fiscal Year 2018-19. Staff recommended to move \$198,000 to the unfunded list to free up the resources for higher priority projects.
- **Study of City Hall Foundation (C9812).** \$59,000 was requested for Fiscal Year 2019-20. Staff recommended an additional \$16,000 and to move the project back to originally planned Fiscal Year 2018-19. The study is to determine the status of City Hall's foundation.
- **Eaton and Alameda Traffic Signal (C9818).** \$505,000 was previously appropriated to construct the traffic signal. On March 26, 2018, Council voted to discontinue this project. The balance remaining on the project of approximately \$400,000 was returned to the fund balance.
- **Fire Station 16 Replacement (C9823).** \$5 million was requested for Fiscal Years 2018-19 through 2020-21. Staff recommended to defer \$2.7 million from Fiscal Year 2019-20 and \$1 million from Fiscal Year 2020-21 to Fiscal Year 2021-22. Staff also recommended additional funding of \$1.3 million for Fiscal Year 2021-22 and \$5 million for Fiscal Year 2022-23. The recommended funding amount totals \$11.3 million for Fiscal Year 2018-19 through Fiscal Year 2022-23. This represents the estimated cost for rebuilding the fire station, which is in need of replacement.
- **Annual Storm Drain Maintenance (C9828).** \$720,000 was previously approved for funding. \$150,000 per year for Fiscal Years 2018-19 and 2019-20 and \$570,000 for Fiscal Year 2020-21 were requested. Staff recommended to defer funding of \$150,000 per year from Fiscal Years 2018-19 and 2019-20 to Fiscal Years 2021-22 and 2022-23 as recommended in the Industrial Road Drainage Master Plan.



- **Youth Center Renovations (C9831).** \$1.3 million was previously appropriated. On May 14, 2018, the City Council approved an additional \$50,000 for the installation of surveillance cameras and a panic button for a new project total of \$1,375,500.
- **Four Corners Traffic Improvements (C9838).** \$250,000 of previously appropriated funds is for the design. Staff recommended adding \$2 million in Fiscal Year 2020-21 for the construction costs to improve traffic in the intersections of Alameda de las Pulgas, San Carlos Avenue, Chula Vista and Dartmouth Avenue. This is a jointly funded project between the City of San Carlos and the City of Belmont and the appropriated amount reflects our portion of the costs. Both cities will work collaboratively with the two partnering school districts and engage the community at-large to finalize a refined design based on the Corridor Plan.
- **City Website Design, Content Management System and Hosting (C1708).** \$300,000 was previously appropriated. No additional funding is needed.
- **Creek Wall Stabilization Improvement (C1709).** As noted above, \$150,000 of previously appropriated funding was transferred to the Annual Storm Drainage Improvements Project (C9531).
- **Environmental Impact Report for Additional Lighting at Burton/Highlands Parks (C1710).** \$200,000 was previously appropriated. No additional funding is needed.
- **Fire Stations Repair (C1711).** \$158,000 was previously appropriated to upgrade Fire Station 13 and 16 electrical panels and utility rooms. No additional funding is requested at this time.
- **Illuminated Street Name Sign Replacement (C1712).** \$65,000 was previously appropriated. Staff recommended to increase the budget by \$40,000 due to the higher cost of materials to complete the project.
- **Network Security and Monitoring (C1715).** \$100,000 was previously appropriated. No additional funds are needed as this project is expected to be completed in July 2018.
- **North Crestview Park Improvement (C1716).** \$100,000 was previously appropriated for the design. Adding \$350,000 for Fiscal Year 2022-23 was recommended for park improvements.
- **Park Restroom Replacement (C1718).** \$708,000 was previously appropriated and \$300,000 per year was also requested for Fiscal Year 2019-20 and Fiscal Year 2020-21. Staff recommended to modify the allocation of funding and including additional funding of \$750,000. \$150,000 will be for Fiscal Year 2018-19 and \$900,000 will be for Fiscal Year 2019-20, which will be used to complete the restroom replacements in various parks.
- **Preliminary Study for Citywide Way-Finding Program (C1719).** \$100,000 was previously approved for appropriation. No additional funding is needed as this project is anticipated to be completed in November 2018.
- **Purchase and Implement a New Agenda and Record Management System (C1720).** \$240,000 was previously appropriated. No additional funding is needed.
- **Roof Repairs at Various Buildings (C1721).** \$250,000 was previously appropriated. No additional funding is needed.

- **San Carlos Avenue Pathway and Eucalyptus Tree Removal (C1722).** \$500,000 was previously appropriated. The funding will be used for removal of 12 large eucalyptus trees and restoration of the existing asphalt pathway. No additional funding was requested.
- **Upgrade Pedestrian Signal Heads to Countdown Pedestrian Signals (C1725).** Staff recommended to defer previously requested funding of \$120,000 from Fiscal Year 2018-19 to Fiscal Year 2021-22 to free up the resources for higher priority projects and increasing the funding by \$80,000 to \$200,000 for cost increases. Grant funding is no longer available for this project.
- **GIS Upgrade (C1727).** \$100,000 was previously approved. No additional funding is needed as this project is expected to be completed in August 2018.
- **5KV Streetlight Conversion (C1728).** \$335,000 was previously requested for Fiscal Year 2020-21. Staff recommended to defer this project to Fiscal Year 2022-23 to free up resources for higher priority projects.
- **Arguello Park Parking Lot Asphalt Repair (C1729).** \$200,000 was requested for Fiscal Year 2020-21. Staff requested to accelerate the project to Fiscal Year 2018-19 as the existing asphalt surfacing at the entrance and exit of the park has deteriorated more rapidly than expected.
- **Fuel Station Upgrade (C1742).** \$60,000 was previously appropriated. No additional funding is needed as this project is expected to be completed in December 2018.
- **Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange Pathway (C1743).** \$110,000 was previously appropriated and \$620,000 was requested for Fiscal Year 2018-19. A grant in the amount of \$500,000 is also expected to be received in Fiscal Year 2018-19. No additional funding is needed.
- **Guardrail Installation at 7 Winding Way (C1744).** \$80,000 was previously appropriated to install a guardrail at 7 Winding Way to improve the safety along Torino Drive in advance of the Winding Way intersection. No additional funding is requested at this time.
- **Permit Management and Inspection Coordination Application (Trakit) Upgrade (C1745).** \$60,000 was appropriated and this project will be fully funded by the technology fee charged to permit applicants.
- **El Camino Real/Rail Corridor Tree Planting and Irrigation Installation (C1746).** \$150,000 was previously appropriated and \$150,000 was received from the Transit Village developer to offset the costs. Staff requested an additional \$350,000 for Fiscal Year 2022-23 for the project construction.
- **Traffic Study-General Plan Environmental Impact Traffic Update (C1747).** \$110,100 was previously appropriated to develop a new traffic study and accompanying General Plan Environmental Impact Report (EIR) amendment to account for new baseline traffic counts and incorporate future anticipated growth based on the 2030 General Plan build-out. No additional funding is needed.
- **City Hall EOC Furniture and Equipment Updates (C1749).** \$40,000 was previously approved in Fiscal Year 2018-19. Staff requested an additional \$50,000 for Fiscal Year 2018-19. The funding of \$50,000 and \$40,000 are subsidized by the Supplemental Law Enforcement Services Funds and Sheriff Trust Fund, respectively.

- Alameda de las Pulgas Landslide Repair (C1751).** \$300,000 was appropriated in Fiscal Year 2017-18. The funding is used for the removal of the landslide debris and replacement with engineered filled with drain keyways and benched fills to provide proper stability. This project is eligible to receive a federal grant for up to 75% of the costs.
- Streetline Parking Management System Expansion and Extension (C1753).** \$40,478 was previously appropriated. The funding will be used to renew the parking sensors in the downtown area and expand the number of parking spaces monitored.
- Automatic License Plate Reader (C1754).** \$125,000 was approved and the funding of this project is fully subsidized by the Sheriff Trust Fund.

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

Project Name	Approved/Requested Funding Fiscal Year	Approved/Requested Total Funding Amount
Bicycle and Pedestrian Master Plan (C1802)	2018-19	\$ 200,000
Brittan Avenue and Alameda de las Pulgas Widening (C1803)	2019-20 & 2020-21	1,100,000
Existing Highlands Park Synthetic Turf Infill (C1804)	2018-19	100,000
Fire Station #13 HVAC Replacement (C1805)	2018-19	175,000
San Carlos Avenue Pedestrian Safety Improvements (C1806)	2018-19 & 2019-20	3,200,000
Traffic Calming Improvements (C1807)	2018-19	100,000
GIS Sign Inventory (C1808)	2019-20	125,000
Upgrade of Existing Sports Field Lighting (Burton/Highlands Parks) (C1809)	2018-19 & 2019-20	2,550,000
Park Water Feature Modifications (C1810)	2018-19	225,000
Repave Asphalt Walking Path at Highlands Park (C1811)	2018-19	150,000
Traffic Impact Fee Update (C1812)	2018-19	50,000
Transfer Switches for Portable Generators (C1813)	2018-19	250,000
Climate Action Plan (C1814)	2019-20	250,000
City Tree Consultant (C1815)	2018-19	100,000
Existing Highlands Park Synthetic Turf Replacement (C1817)	2020-21 & 2021-22	1,700,000
Installation of New Sports Field Lighting at Flanagan and Stadium Fields (C1818)	2021-22 & 2022-23	1,600,000

### ***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. No new projects are recommended.

#### **Completed project in Fiscal Year 2017-18:**

- Highlands Park Rehabilitation – Playground Equipment (C9363)

#### **The following projects were previously approved in this fund:**

- **Shade Structure Installation Project (C1730).** \$150,000 was previously appropriated and the Parks & Recreation Fountain pledged \$50,000 to offset the costs related to the bocce area shade structure. No additional funding is needed.
- **Laureola Park Improvements Project (C1732).** \$600,000 was previously appropriated and was paid for by park-in-lieu fees from the Transit Village development. No additional funding is needed.

### ***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.

#### **The following project was previously approved in this fund:**

- **Reconfiguration Public Parking Plazas (C1750).** \$60,000 was previously approved. No additional funding is needed.

**Staff recommended the following new project in Fiscal Year 2018-19. A detailed description can be found in the attachments that follow.**

- **Parking Occupancy Study (C1816).** This project in the amount of \$10,000 was approved for Fiscal Year 2018-19. The purpose of this project is to complete a parking occupancy study to determine if the new parking lot along El Camino Real in the south area has reduced parking demand in the adjacent residential neighborhood.

### ***Housing Funds 29 and 31***

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

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

- **Cherry Street Below Market Rate (BMR) Housing Acquisition, Demolition and Site Work (C9754).** \$2.5 million was previously appropriated. Staff requested an additional \$375,000 for Fiscal Year 2018-19 to account for increases in estimated costs.
- **817 Walnut Street Redevelopment (C1733).** \$1.0 million was previously appropriated for design and predevelopment work. Staff requested an additional \$3.0 million for Fiscal Year 2020-21 to allow the City to proceed with construction on the site.

### ***Library Improvement Fund 95***

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

#### **Completed project in Fiscal Year 2017-18:**

- Library Parking Garage Ramp Modification (C1735)

#### **The following project was previously approved in this fund:**

- **Library Furnishings, Restroom and Exterior Improvement (C1734).** \$458,568 was previously appropriated. No additional funding is needed.

### ***Project Detail by Category***

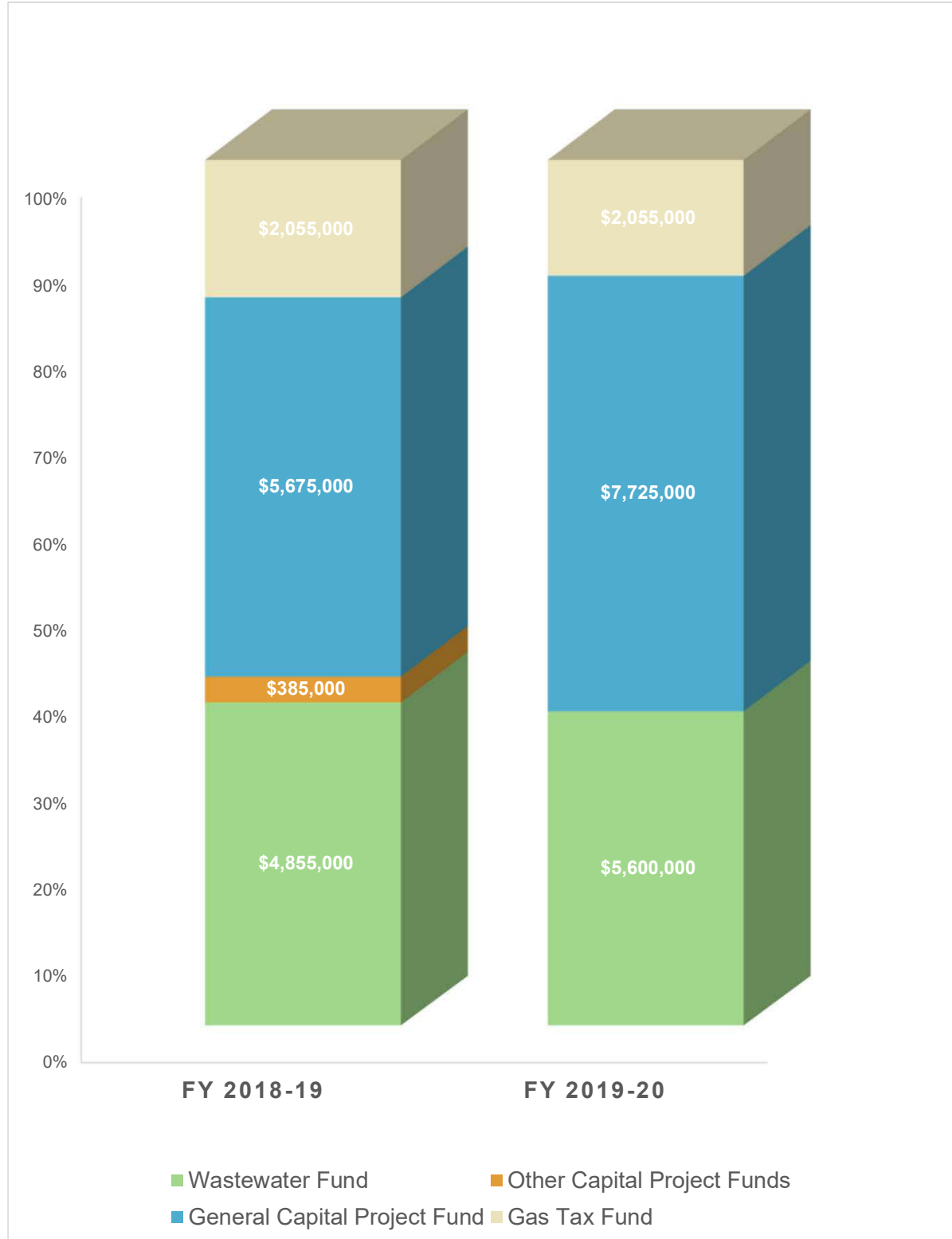
While the above summary reflects projects by funding source, staff has also included a project summary for all recommendations by project category. The categories include: Sewer/Wastewater Projects; Streets/Sidewalk Projects; Traffic and Transit Projects; Storm Drainage System Projects; Parks Projects; Facilities Projects; Information Technology Projects; and Housing Projects. Detailed descriptions of each approved and/or requested project can be found in each of the category sections that follow.

### ***Unfunded List***

The unfunded list reflects the unfunded list of projects totaling \$172.4 million that have been requested but have not been recommended for funding at this time. As noted above, at the end of the fiscal year, if there are savings from Fiscal Year 2017-18, the City Manager will bring forward a recommendation to possibly fund some of these projects.

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### CAPITAL IMPROVEMENT EXPENDITURES FY 2018-19 AND FY 2019-20



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CAPITAL IMPROVEMENT PROGRAM  
FUND SUMMARY

	FY16-17 Audited	FY 17-18 Projected	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested
<b>Wastewater Fund - Fund 0006 Unrestricted</b>							
Unrestricted Fund Balance	\$ 8,626,556	\$ 7,680,045	\$ 5,549,456	\$ 7,152,856	\$ 6,880,656	\$ 6,492,056	\$ 5,655,256
SVCW Investment	4,987,283	6,680,080	6,680,080	6,680,080	6,680,080	6,680,080	6,680,080
<b>Total unrestricted Fund Balance</b>	<b>13,613,839</b>	<b>14,360,125</b>	<b>12,229,536</b>	<b>13,832,936</b>	<b>13,560,736</b>	<b>13,172,136</b>	<b>12,335,336</b>
<b>Projected Sewer Rate Increase</b>			5%	6%	5%	5%	5%
Operating Revenues *	17,072,848	17,286,800	19,417,000	19,074,900	19,939,400	20,920,600	21,950,900
General Operating Expenses	(2,568,279)	(3,002,000)	(3,001,800)	(3,104,700)	(3,197,800)	(3,293,700)	(3,392,500)
Capital Projects	(824,679)	(8,032,289)	(4,855,000)	(5,600,000)	(5,390,000)	(5,600,000)	(5,200,000)
SVCW Operating Expenses	(3,791,196)	(3,362,000)	(3,087,000)	(3,200,000)	(3,324,000)	(3,338,000)	(3,438,000)
2009 SVCW Bond Payment	(750,113)	(565,000)	(563,000)	(384,000)	-	-	-
2014 SVCW Bond Payment	(645,494)	(645,000)	(646,000)	(646,000)	(646,000)	(646,000)	(646,000)
2015 SVCW Bond Payment	(463,400)	(466,000)	(471,000)	(613,000)	(925,000)	(922,000)	(924,000)
2018 SVCW Bond Payment			(1,419,000)	(1,424,000)	(1,423,000)	(1,421,000)	(1,423,000)
SCVW Future Bonds				(313,000)	(1,189,000)	(2,129,000)	(2,235,500)
State Revolving Loan & Reserve Requirement	(124,146)	(423,000)	(410,000)	(641,000)	(641,000)	(641,000)	(641,000)
SVCW Capital Contributions			(390,000)	(395,000)	(475,000)	(556,000)	(572,700)
Net Transfers & Allocations to other funds	(2,950,100)	(2,922,100)	(2,970,800)	(3,026,400)	(3,117,200)	(3,210,700)	(3,307,000)
Investment in SVCW	1,692,797						
Net change in current year	6,648,238	(2,130,589)	1,603,400	(272,200)	(388,600)	(836,800)	171,200
Transfers to Restricted fund	(914,669)						
SVCW Investment	6,680,080	6,680,080	6,680,080	6,680,080	6,680,080	6,680,080	6,680,080
<b>Wastewater Fund - Est. Unrestricted Ending Balance</b>	<b>\$ 7,680,045</b>	<b>\$ 5,549,456</b>	<b>\$ 7,152,856</b>	<b>\$ 6,880,656</b>	<b>\$ 6,492,056</b>	<b>\$ 5,655,256</b>	<b>\$ 5,826,486</b>
* 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 \$6,596,631 capital project expenses were capitalized at FY16-17.							
<b>Gas Tax Fund - Fund 0016</b>							
Beginning Fund Balance	\$ 960,280	\$ 728,098	\$ 2,915	\$ 208,515	\$ 29,015	\$ 40,015	\$ 16,815
Other Operating Revenues	31,894	31,000	26,700	27,700	27,200	27,700	28,300
Gas Tax Revenues	569,969	823,900	1,255,200	1,255,000	1,280,100	1,305,700	1,331,800
Measure M	70,057	70,000	65,000	65,000	65,000	65,000	65,000
Outside Funding for Capital Projects	179,647	60,000	610,000	60,000	60,000	60,000	60,000
Capital Projects	(1,232,190)	(1,953,383)	(2,055,000)	(2,055,000)	(2,055,000)	(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	600,000	800,000	650,000	650,000	650,000	650,000
Net Transfers & Allocations from/(to) other funds*	(451,559)	(356,700)	(496,300)	(306,200)	(516,300)	(526,600)	(537,100)
<b>Net Change in Fund Balance</b>	<b>(232,182)</b>	<b>(725,183)</b>	<b>205,600</b>	<b>(179,500)</b>	<b>11,000</b>	<b>(23,200)</b>	<b>(2,000)</b>
<b>Gas Tax Fund - Estimated Ending Balance</b>	<b>\$ 728,098</b>	<b>\$ 2,915</b>	<b>\$ 208,515</b>	<b>\$ 29,015</b>	<b>\$ 40,015</b>	<b>\$ 16,815</b>	<b>\$ 14,815</b>
<b>Capital Projects Fund - Fund 0025</b>							
Unrestricted Fund Balance	\$ 10,524,734	\$ 14,123,828	\$ 7,441,916	\$ 6,994,516	\$ 3,591,016	\$ 2,546,716	\$ 902,016
Restricted	1,786,296	2,407,765	1,785,230	3,468,230	3,471,230	2,876,630	2,034,430
<b>Total Beginning Fund Balance</b>	<b>12,311,030</b>	<b>16,531,593</b>	<b>9,227,146</b>	<b>10,462,746</b>	<b>7,062,246</b>	<b>5,423,346</b>	<b>2,936,446</b>
Operating Revenues	3,134,717	3,464,500	2,642,600	2,671,500	2,700,700	2,730,300	2,760,300
Restricted Revenues	759,470	278,000	2,078,000	278,000	280,400	282,800	285,200
Outside Funding for Capital Projects	1,446,850	23,742,381	690,000	1,000,000	-	-	-
Capital Projects	(3,928,974)	(42,159,328)	(5,675,000)	(7,725,000)	(5,120,000)	(7,550,000)	(8,085,000)
Transfer from General Fund	2,908,500	7,500,000	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	(100,000)	(130,000)	-	-	-	-	-
<b>Net Change in Fund Balance</b>	<b>4,220,563</b>	<b>(7,304,447)</b>	<b>1,235,600</b>	<b>(3,400,500)</b>	<b>(1,638,900)</b>	<b>(2,486,900)</b>	<b>(3,494,500)</b>
<b>Restricted Fund (Bldg. Maintenance/Imp)</b>	<b>254,500</b>	<b>254,500</b>	<b>79,500</b>	<b>79,500</b>	<b>79,500</b>	<b>79,500</b>	<b>79,500</b>
Turf Replacement Reserve	640,261	770,261	800,261	930,261	1,060,261	90,261	220,261
Technology Fee Reserve	46,632	46,632	18,632	33,632	49,632	66,032	83,432
Traffic Mitigation Fee Reserve	1,240,946	455,946	2,255,946	2,055,946	1,256,946	1,308,946	1,361,946
General Plan Update Reserve	139,504	154,504	184,504	214,504	245,104	276,304	308,104
Levee Assessment Reserve		15,000	43,000	71,000	99,000	127,000	155,000
PEG Fund Reserve	85,922	86,387	86,387	86,387	86,387	86,387	86,387
<b>Total Restricted Fund</b>	<b>2,407,765</b>	<b>1,785,230</b>	<b>3,468,230</b>	<b>3,471,230</b>	<b>2,876,630</b>	<b>2,034,430</b>	<b>2,294,630</b>
<b>Capital Fund - Est Unrestricted Ending Balance</b>	<b>\$ 14,123,828</b>	<b>\$ 7,441,916</b>	<b>\$ 6,994,516</b>	<b>\$ 3,591,016</b>	<b>\$ 2,546,716</b>	<b>\$ 902,016</b>	<b>\$ (2,852,684)</b>
<b>Park In Lieu Fund - Fund 27</b>							
Beginning Fund Balance	\$ 1,744,928	\$ 2,947,624	\$ 1,686,052	\$ 2,012,152	\$ 2,340,752	\$ 2,675,952	\$ 3,017,852
Operating Revenues	956,124	465,000	326,100	328,600	335,200	341,900	348,700
Operating Expenses	-	-	-	-	-	-	-
Outside Funding for Capital Projects	-	50,000	-	-	-	-	-
Capital Projects	(303,428)	(1,776,572)	-	-	-	-	-
Net Transfers & Allocations to other funds	550,000	-	-	-	-	-	-
<b>Net Change in Fund Balance</b>	<b>1,202,696</b>	<b>(1,261,572)</b>	<b>326,100</b>	<b>328,600</b>	<b>335,200</b>	<b>341,900</b>	<b>348,700</b>
<b>Park In Lieu Fund - Est Ending Balance</b>	<b>\$ 2,947,624</b>	<b>\$ 1,686,052</b>	<b>\$ 2,012,152</b>	<b>\$ 2,340,752</b>	<b>\$ 2,675,952</b>	<b>\$ 3,017,852</b>	<b>\$ 3,366,552</b>
<b>Parking In Lieu Fund - Fund 0028</b>							
Beginning Fund Balance	\$ 39,101	\$ 144,636	\$ 87,136	\$ 76,336	\$ 75,636	\$ 74,936	\$ 74,236
Operating Revenues	109,304	10,100	3,900	4,100	4,200	4,300	4,400
Operating Expenses	(3,769)	(7,600)	(4,700)	(4,800)	(4,900)	(5,000)	(5,100)
Capital Projects	-	(60,000)	(10,000)	-	-	-	-
Net Transfers & Allocations to other funds	-	-	-	-	-	-	-
<b>Net Change in Fund Balance</b>	<b>105,535</b>	<b>(57,500)</b>	<b>(10,800)</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>	<b>(700)</b>
<b>Parking In Lieu Est Ending Balance</b>	<b>\$ 144,636</b>	<b>\$ 87,136</b>	<b>\$ 76,336</b>	<b>\$ 75,636</b>	<b>\$ 74,936</b>	<b>\$ 74,236</b>	<b>\$ 73,536</b>
<b>Housing Fund - Fund 0029 and 0031</b>							
Beginning Fund Balance	9,127,354	9,580,579	8,872,046	8,379,046	8,208,246	5,034,146	4,856,546
Operating Revenues	830,068	3,339,400	462,400	464,600	473,900	483,400	493,100
Operating Expenses	(276,456)	(579,200)	(532,400)	(586,400)	(598,100)	(610,100)	(622,300)
Capital Projects	(54,387)	(3,421,733)	(375,000)	-	(3,000,000)	-	-
Net Transfers & Allocations to other funds	(46,000)	(47,000)	(48,000)	(49,000)	(49,000)	(50,900)	(51,900)
<b>Net Change in Fund Balance</b>	<b>453,225</b>	<b>(708,533)</b>	<b>(493,000)</b>	<b>(170,800)</b>	<b>(3,174,100)</b>	<b>(177,600)</b>	<b>(181,100)</b>
<b>Housing In Lieu Est Ending Balance</b>	<b>\$ 9,580,579</b>	<b>\$ 8,872,046</b>	<b>\$ 8,379,046</b>	<b>\$ 8,208,246</b>	<b>\$ 5,034,146</b>	<b>\$ 4,856,546</b>	<b>\$ 4,675,446</b>
<b>Library Improvements Fund 0095</b>							
Beginning Fund Balance	\$ 1,436,560	\$ 1,665,665	\$ 1,341,806	\$ 1,347,606	\$ 1,350,506	\$ 1,353,506	\$ 1,356,606
Operating Revenues	242,130	238,300	278,500	284,000	289,700	295,500	301,400
Operating Expenses	-	(6,700)	(272,700)	(281,100)	(286,700)	(292,400)	(298,200)
Outside Funding for Capital Projects	-	-	-	-	-	-	-
Capital Projects	(13,025)	(555,459)	-	-	-	-	-
<b>Net Change in Fund Balance</b>	<b>229,105</b>	<b>(323,859)</b>	<b>5,800</b>	<b>2,900</b>	<b>3,000</b>	<b>3,100</b>	<b>3,200</b>
<b>Library Improvements Est Ending Balance</b>	<b>\$ 1,665,665</b>	<b>\$ 1,341,806</b>	<b>\$ 1,347,606</b>	<b>\$ 1,350,506</b>	<b>\$ 1,353,506</b>	<b>\$ 1,356,606</b>	<b>\$ 1,359,806</b>

CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
<b>0006</b>		<b>Wastewater (Sewer) Fund</b>										
				<u>Projects to be completed</u>								
C9612		Infrastructure/Public Safety	Total Capital	Sewer Capacity Assurance Improvements	15,917,600	15,255,224						15,917,600
				<u>Previously Approved/ongoing Projects</u>								
C9609	1	Maintenance	Total Capital	Wastewater Financial Plan & Rate Study	112,650	31,228	80,000	-	40,000	-	-	232,650
C9610	1	Infrastructure/Public Safety	Total Capital	Shelford Drive Landslide Investigation	273,000	196,396						273,000
C9617	1	Infrastructure/Public Safety	Total Capital	Annual Sewer System Rehabilitation Program	8,170,000	3,787,431	3,500,000	4,000,000	4,000,000	4,000,000	4,000,000	27,670,000
C1701	2	Public Outreach	Total Capital	Recycled Water Station	340,000	46,045						340,000
C1702	1	Infrastructure/Public Safety	Total Capital	Annual On-Call Sewer Contracts	800,000	222,569	900,000	900,000	900,000	900,000	900,000	5,300,000
C1736	2	Infrastructure/Public Safety	Total Capital	Sewer System CCTV Inspection	370,000	254,041	-	400,000	-	400,000	-	1,170,000
C1737	1	Infrastructure/Public Safety	Total Capital	Annual Sewer Lateral Replacement	500,000	446,779	300,000	300,000	300,000	300,000	300,000	2,000,000
C1752	1	Infrastructure/Public Safety	Total Capital	Sewer System Root Foaming	-	-	-	-	150,000			150,000
				<u>New Requests</u>								
C1801	2	Infrastructure	Total Capital	Mobile Hydro-Flushing Unit	-	-	75,000	-	-			75,000
				Total Outside Funding	-	-	-	-	-			-
				Total Capital	26,483,250	20,239,712	4,855,000	5,600,000	5,390,000	5,600,000	5,200,000	53,128,250
				Total Transfers (Inter-project)	-	-	-	-	-	-	-	-
				<b>Total Wastewater Fund 0006</b>	<b>26,483,250</b>	<b>20,239,712</b>	<b>4,855,000</b>	<b>5,600,000</b>	<b>5,390,000</b>	<b>5,600,000</b>	<b>5,200,000</b>	<b>53,128,250</b>
				<b>Ending Fund Balance Wastewater Fund 0006</b>			<b>7,152,856</b>	<b>6,880,656</b>	<b>6,492,056</b>	<b>5,655,256</b>	<b>5,826,456</b>	

CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
<b>0016</b>		<b>Gas Tax Fund</b>										
				<i>Previously Approved/Ongoing Projects</i>								
C9416	1	Infrastructure/Public Safety	Total Capital	Annual Street Resurfacing	2,430,000	2,139,753	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	11,430,000
C9416	1		Total Outside Funding	Federal Surface Transportation Program	-	-	(550,000)					(550,000)
C9417	1	Infrastructure/Public Safety	Total Capital	Annual Traffic Markings & Striping	150,000	65,494	75,000	75,000	75,000	75,000	75,000	525,000
C9465	1	Infrastructure/Public Safety	Total Capital	Annual Sidewalk Repair/Reconstruction	480,000	198,941	180,000	180,000	180,000	180,000	180,000	1,380,000
C9465	1		Total Outside Funding	Property Owners Contribution	(300,000)	(192,872)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(600,000)
				<i>Total Outside Funding</i>	(300,000)	(192,872)	(610,000)	(60,000)	(60,000)	(60,000)	(60,000)	(1,150,000)
				<i>Total Capital</i>	3,060,000	2,404,188	2,055,000	2,055,000	2,055,000	2,055,000	2,055,000	13,335,000
				<i>Total Transfers (Inter-project)</i>	-	-	-	-	-	-	-	-
				<b>Total Gas Tax Fund 0016</b>	<b>2,760,000</b>	<b>2,211,316</b>	<b>1,445,000</b>	<b>1,995,000</b>	<b>1,995,000</b>	<b>1,995,000</b>	<b>1,995,000</b>	<b>12,185,000</b>
				<b>Ending Fund Balance Gas Tax Fund 0016</b>			<b>208,515</b>	<b>29,015</b>	<b>40,015</b>	<b>16,815</b>	<b>14,815</b>	

CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
<b>0025 General Fund Capital Projects Fund</b>												
<u>Projects to be completed</u>												
C9363	Maintenance	Total Capital		Highlands Park Play Area Safety/Inclusive Access Upgrades	150,000	140,613						150,000
C9616	Maintenance	Total Capital		Corporation Yard-Install Generator	163,000	163,000						163,000
C9616		Total Transfers (Inter-project)		Transfer from Sewer Fund	(50,000)	(50,000)						(50,000)
C9756	Improve Infrastructure	Total Capital		City Hall-Replace Main Switchboard and Install Backup Generator	980,000	840,038						980,000
C9794	Maintenance	Total Capital		Facilities Energy Conservation Improvements	1,693,553	1,693,553						1,693,553
C9794		Total Outside Funding		PG&E On-Bill Financing	(750,000)	-						(750,000)
C9820	Improve Infrastructure	Total Capital		Existing Trail Way-Finding Improvements	100,000	84,138						100,000
C9825	Infrastructure	Total Capital		Repair Window Frames at Corp Yard	69,000	-						69,000
C9826	Maintenance	Total Capital		Replace Elevator at City Hall	370,000	360,102						370,000
C9835	Maintenance	Total Capital		Enhance IT Infrastructure for EOC Backup at Corp Yard	75,000	57,034						75,000
C9837	Infrastructure/Public Safety	Total Capital		Fire Tower	150,000	124,081						150,000
C9840	Public Safety	Total Capital		East San Carlos Ave Traffic Signal	490,000	287,859						490,000
C9840		Total Transfers (Inter-project)		Traffic Mitigation Fee Reserve	(490,000)	(490,000)						(490,000)
C9841	Community Enhancement	Total Capital		Undergrounding Utilities Along E. San Carlos	217,500	-						217,500
C1704	Public Safety	Total Capital		Beverly Dr Traffic Calming Improvements	300,000	36,374						300,000
C1705	Improve Infrastructure	Total Capital		Building Data Cable	100,000	97,011						100,000
C1706	Parking/Public Safety	Total Capital		South Laurel Employee Parking Lot on El Camino Real	448,000	68,704						448,000
C1707	Parking/Public Safety	Total Capital		Cedar Park Asphalt Resurfacing	50,000	25,982						50,000
C1714	Improve Infrastructure	Total Capital		IT Division Remodel	75,000	72,738						75,000
C1717	Improve Infrastructure	Total Capital		Parks Drinking Fountain Replacement	60,000	60,000						60,000
C1717		Total Outside Funding		Donations	(30,004)	(22,504)						(30,004)
C1723	Infrastructure/Public Safety	Total Capital		St. Francis Way Traffic Calming Improvements	400,000	58,557						400,000
C1724	Public Safety	Total Capital		Traffic Safety Assessment and Improvement	150,000	101,381						150,000
C1726	Public Safety	Total Capital		Trash Control Program	128,100	81,804						128,100
C1726		Total Outside Funding		Litter Control 2%	(146,172)	(146,172)						(146,172)
C1738	Public Safety	Total Capital		Arguello Park Play Area Surfacing	90,000	50						90,000
C1739	Infrastructure	Total Capital		Cashier System Replacement	75,000	18,123						75,000
C1740	Public Safety	Total Capital		City Hall Dog Park Dust Control	100,000	81,327						100,000
C1741	Public Outreach	Total Capital		Downtown Hanging Baskets Irrigation Repair	25,000	-						25,000
C1748	Public Safety	Total Capital		Utility Brush Chipper	35,000	35,000						35,000
<u>Previously Approved/Ongoing Projects</u>												
C9319	3	Public Outreach	Total Capital	Chilton Park Master Plan	70,000	-						70,000
C9459	1	Traffic & Transit	Total Capital	Holly St/US 101 Interchange and Pedestrian Overcrossing	34,529,000	5,534,698	200,000	200,000				34,929,000
C9459		Total Transfers (Inter-project)		Traffic Mitigation Fee	(1,966,746)	(1,116,746)						(1,966,746)
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)
C9459		Total Outside Funding		Donations	-	(2,000)						(2,000)

CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
C9459	1		Total Outside Funding	Bay Area Air Quality Grant (Bike/Ped)	(120,000)							(120,000)
C9459	1		Total Outside Funding	Successor Agency Bond Proceeds	(1,100,000)	(1,368,742)						(1,368,742)
C9461	5	Infrastructure/Public Safety	Total Capital	Brittan Ave Widening at Industrial Road	846,000	293,417	-	-	-	-	-	846,000
C9461	5		Total Outside Funding	PAMF Mitigation Fee	(300,000)	-						(300,000)
C9531	1	Infrastructure/Public Safety	Total Capital	Annual Storm Drainage Improvements	1,650,000	602,525	1,500,000	1,000,000	500,000	500,000	500,000	5,650,000
C9751	1	Parking/Public Outreach	Total Capital	Wheeler Plaza Project (former RDA project)	845,000	558,543						845,000
C9751	1		Total Outside Funding	Successor Agency Bond Proceeds	(600,000)	(360,116)						(600,000)
C9806	5	Infrastructure/Public Safety	Total Capital	Belmont Creek Watershed Improvement	100,000	-	-					100,000
C9812	2	Infrastructure/Public Safety	Total Capital	Study of City Hall Foundation	-	-	75,000	-	-	-	-	75,000
C9818	2	Public Safety	Total Capital	Eaton and Alameda Traffic Signal	127,000	52,358						127,000
C9823	1	Infrastructure/Public Safety	Total Capital	Fire Station 16 Replacement	-	-	300,000	-	1,000,000	5,000,000	5,000,000	11,300,000
C9828	2	Infrastructure	Total Capital	Annual Storm Drain Maintenance	720,000	224,398	-	-	570,000	150,000	150,000	1,590,000
C9831	1	Public Outreach	Total Capital	Youth Center Renovations	1,375,500	105,029						1,375,500
C9831	1		Total Transfers (Inter-project)	Tsf Fm Facility Infrastructure Improvement Reserve	(750,000)	(750,000)						(750,000)
C9831	1		Total Outside Funding	P&R Foundation/Youth Center	(75,500)	-						(75,500)
C9838	1	Infrastructure/Public Safety	Total Capital	Four Corners Traffic Improvements	250,000	11,786	-	-	2,000,000	-	-	2,250,000
C1708	1	Public Outreach	Total Capital	City Website Design, Content Management System and Hosting	300,000	141,661						300,000
C1710	1	Infrastructure	Total Capital	Environmental Impact Report for Additional Lighting at Burton/Highlands Parks (Stadium Field)	200,000	138,223						200,000
C1711	1	Infrastructure/Public Safety	Total Capital	Fire Stations Repair	158,500	2,395						158,500
C1711	1		Total Transfers (Inter-project)	Tsf Fm Facility Infrastructure Improvement Reserve	(158,500)	(158,500)						(158,500)
C1712	2	Infrastructure/Public Safety	Total Capital	Illuminated St Name Sign Replacement	65,000	800	40,000	-	-	-	-	105,000
C1715	1	Infrastructure/Public Safety	Total Capital	Network Security and Monitoring	100,000	19,893	-					100,000
C1716	3	Infrastructure	Total Capital	North Crestview Park Improvement	100,000	11,305	-	-	-	-	350,000	450,000
C1718	2	Infrastructure/Public Safety	Total Capital	Park Restroom Replacement	708,000	216,728	150,000	1,200,000	-	-	-	2,058,000
C1719	2	Public Outreach	Total Capital	Preliminary Study for Citywide Way-finding Program	100,000	39,566						100,000
C1720	1	Public Outreach	Total Capital	Purchase and Implement a New Agenda and Record Management System	240,000	47,944						240,000
C1721	1	Infrastructure	Total Capital	Roof Repairs at Various Buildings	250,000	71,442						250,000
C1722	1	Infrastructure/Public Safety	Total Capital	San Carlos Ave Pathway & Eucalyptus Tree Removal	500,000	41,581						500,000
C1725	3	Infrastructure/Public Safety	Total Capital	Upgrade Pedestrian Signal Heads to Countdown Pedestrian Signals	-	-	-	-	-	200,000	-	200,000
C1727	2	Infrastructure	Total Capital	GIS Upgrade	-	-	100,000					100,000
C1728	3	Infrastructure/Public Safety	Total Capital	5KV Streetlight Conversion	-	-	-	-	-	-	335,000	335,000
C1729	2	Parking/Public Safety	Total Capital	Arguello Park Parking Lot Asphalt Repair	-	-	200,000	-	-	-	-	200,000
C1742	2	Infrastructure/Public Safety	Total Capital	Fuel Station Upgrade	60,000	-						60,000
C1743	1	Public Safety	Total Capital	Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange Pathway	110,000	-	620,000					730,000
C1743	1		Total Outside Funding	TLC Grant	-	-	(500,000)					(500,000)
C1744	2	Public Safety	Total Capital	Guardrail Installation at 7 Winding Way	80,000	-						80,000
C1745	1	Infrastructure	Total Capital	Permit Management and Inspection Coordination Application (Trakit) Upgrade	60,000	20,880						60,000
C1745	1		Total Transfers (Inter-project)	Technology Fee Reserve	(15,000)	(15,000)	(45,000)					(60,000)
C1746	3		Total Capital	ECR/Rail Corridor Tree Planting and Irrigation Installation	150,000	25,829	-	-	-	-	350,000	500,000
C1746	3		Total Outside Funding	Transit Village	(150,000)	(150,000)						(150,000)
C1747	3	Traffic & Transit	Total Capital	Traffic Study -General Plan Environmental Impact Traffic Update	110,100	18,225						110,100
C1749	1	Infrastructure/Public Safety	Total Capital	City Hall EOC Furniture & Equipment Updates	-	-	90,000	-	-	-	-	90,000
C1749	1		Total Outside Funding	Sheriff Trust Account			(40,000)					(40,000)
C1749	1		Total Outside Funding	SLEF Fund			(50,000)					(50,000)
C1751	1	Public Safety	Total Capital	Alameda de las Pulgas Landslide Repair	300,000	18,172						300,000
C1751	1		Total Outside Funding	FEMA Program	(225,000)	-						(225,000)
C1753	1	Parking	Total Capital	Streetline Parking Management System Expansion & Extension	40,478							40,478

CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
C1754	1	Public Safety	Total Capital	Automatic License Plate Reader	125,000		-					125,000
C1754	1		Total Outside Funding	Sheriff Trust Account	(125,000)		-					(125,000)
<b><u>New Requests</u></b>												
C1802	1	Parking/Traffic & Transit	Total Capital	Bicycle and Pedestrian Master Plan			200,000					200,000
C1802	1		Total Outside Funding	TDA Article 3 Grant			(100,000)					(100,000)
C1803	1	Infrastructure/Public Safety	Total Capital	Brittan Ave & Alameda de las Pulgas Widening				250,000	850,000			1,100,000
C1803	1		Total Transfers (Inter-project)	Traffic Mitigation Fee Reserve				(250,000)	(850,000)			(1,100,000)
C1804	1	Infrastructure/Public Safety	Total Capital	Existing Highlands Park Synthetic Turf Infill			100,000					100,000
C1804	1		Total Transfers (Inter-project)	Turf Replacement Reserve			(100,000)		-			(100,000)
C1805	1	Infrastructure	Total Capital	Fire Station #13 HVAC Replacement			175,000					175,000
C1805	1		Total Transfers (Inter-project)	Restricted Fund (Bldg. Maintenance/Imp)			(175,000)					(175,000)
C1806	1	Public Safety	Total Capital	San Carlos Ave Pedestrian Safety Improvements			700,000	2,500,000				3,200,000
C1806	1		Total Outside Funding	Measure A Bike/Ped				(1,000,000)				(1,000,000)
C1807	1	Infrastructure/Public Safety	Total Capital	Traffic Calming Improvements			100,000					100,000
C1808	2	Infrastructure/Public Safety	Total Capital	GIS Sign Inventory				125,000				125,000
C1809	2		Total Capital	Upgrade of Existing Sports Field Lighting (Burton/Highlands Parks)			350,000	2,200,000				2,550,000
C1810	2	Infrastructure	Total Capital	Park Water Feature Modifications			225,000					225,000
C1811	2	Public Safety	Total Capital	Repave Asphalt Walking Path at Highlands Park			150,000					150,000
C1812	2	Traffic & Transit	Total Capital	Traffic Impact Fee Update			50,000					50,000
C1812	2		Total Transfers (Inter-project)	Traffic Mitigation Fee Reserve			(50,000)					(50,000)
C1813	2	Public Safety	Total Capital	Transfer Switches for Portable Generators			250,000					250,000
C1814	2	Infrastructure/Public Safety	Total Capital	Climate Action Plan				250,000				250,000
C1815	3	Infrastructure/Public Safety	Total Capital	City Tree Consultant			100,000					100,000
C1817	3	Infrastructure/Public Safety	Total Capital	Existing Highlands Park Synthetic Turf Replacement					200,000	1,500,000		1,700,000
C1817	3		Total Transfers (Inter-project)	Turf Replacement Reserve						(1,100,000)		(1,100,000)
C1818	2	Infrastructure/Public Safety	Total Capital	Installation of New Sports Field Lighting at Flanagan and Stadium Fields						200,000	1,400,000	1,600,000
<b>New and Future Projects Total</b>							<b>1,975,000</b>	<b>4,075,000</b>	<b>200,000</b>	<b>600,000</b>	<b>1,400,000</b>	<b>8,250,000</b>
<i>Total Outside Funding</i>					(27,580,386)	(5,368,244)	(690,000)	(1,000,000)	-	-	-	(29,541,128)
<i>Total Capital</i>					50,763,731	12,684,867	5,675,000	7,725,000	5,120,000	7,550,000	8,085,000	84,918,731
<i>Total Transfers (Inter-project)</i>					(10,780,246)	(2,930,246)	(370,000)	(250,000)	(850,000)	(1,100,000)	-	(13,350,246)
<b>Total General Capital Fund 0025</b>					<b>12,403,099</b>	<b>4,386,377</b>	<b>4,615,000</b>	<b>6,475,000</b>	<b>4,270,000</b>	<b>6,450,000</b>	<b>8,085,000</b>	<b>42,027,357</b>
<b>Ending Fund Balance General Capital Fund 0025</b>							<b>6,994,516</b>	<b>3,591,016</b>	<b>2,546,716</b>	<b>902,016</b>	<b>(2,852,684)</b>	

CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
<b>0027</b>		<b>Park in Lieu Fund</b>										
				<u>Projects to be completed</u>								
C9363	1	Public Outreach	Total Capital	Highlands Park Rehabilitation - Playground Equipment	1,300,000	1,103,159						1,300,000
C9363			Total Outside Funding	Donations		(50,000)						(50,000)
				<u>Previously Approved/Ongoing Projects</u>								
C1730	1	Public Outreach	Total Capital	Shade Structure Installation - Various Parks	150,000	8,807						150,000
C1730	1		Total Outside Funding	P & R Foundation	(50,000)	-						(50,000)
C1732	1	Public Outreach	Total Capital	Laureola Park Improvements	600,000	-						600,000
C1732	1		Total Outside Funding	Park in Lieu Transit Village Project	(600,000)	(600,000)						(600,000)
				<u>New &amp; Future Projects</u>								
				Total Outside Funding	(650,000)	(650,000)	-	-	-	-	-	(700,000)
				Total Capital	2,050,000	1,111,966	-	-	-	-	-	2,050,000
				Total Transfers (Inter-project)	-	-	-	-	-	-	-	-
				<b>Total Park in Lieu Fund 0027</b>	<b>1,400,000</b>	<b>461,966</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,350,000</b>
				<b>Ending Fund Balance Park in Lieu Fund 0027</b>			<b>2,012,152</b>	<b>2,340,752</b>	<b>2,675,952</b>	<b>3,017,852</b>	<b>3,366,552</b>	

CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
<b>0028</b>		<b>Parking in Lieu Fund</b>										
				<u>Previously Approved/Ongoing Projects</u>								
C1750	1	Traffic & Transit	Total Capital	Reconfiguration Public Parking Plazas	60,000	-						60,000
				<u>New Requests</u>								
C1816	3	Public Safety	Total Capital	Parking Occupancy Study			10,000					10,000
				Total Outside Funding	-	-	-	-	-	-	-	-
				Total Capital	60,000	-	10,000	-	-	-	-	70,000
				Total Transfers (Inter-project)	-	-	-	-	-	-	-	-
				<b>Total Parking in Lieu Fund 0028</b>	<b>60,000</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,000</b>
				<b>Ending Fund Balance Parking in Lieu Fund 0028</b>			<b>76,336</b>	<b>75,636</b>	<b>74,936</b>	<b>74,236</b>	<b>73,536</b>	



CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
<b>0029</b>		<b>Housing In Lieu</b>										
				<i>Previously Approved/Ongoing Projects</i>								
C9754	1	Community Enhancement	Total Capital	Cherry Street Below Market Rate Housing Acquisition, Demolition and Site Work	2,500,000	39,515	375,000	-	-	-	-	2,875,000
				<i>Total Outside Funding</i>	-	-	-	-	-	-	-	-
				<i>Total Capital</i>	2,500,000	39,515	375,000	-	-	-	-	2,875,000
				<i>Total Transfers (Inter-project)</i>	-	-	-	-	-	-	-	-
				<b>Total Housing in Lieu Fund 0029</b>	<b>2,500,000</b>	<b>39,515</b>	<b>375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,875,000</b>
<b>0031</b>		<b>Low and Moderate Income Housing Fund</b>										
C1733	1	Community Enhancement	Total Capital	817 Walnut Street Redevelopment	1,000,000	40,126	-	-	3,000,000	-	-	4,000,000
				<i>Total Outside Funding</i>	-	-	-	-	-	-	-	-
				<i>Total Capital</i>	1,000,000	40,126	-	-	3,000,000	-	-	4,000,000
				<i>Total Transfers (Inter-project)</i>	-	-	-	-	-	-	-	-
				<b>Total LMI Housing Fund 0031</b>	<b>1,000,000</b>	<b>40,126</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>4,000,000</b>
				<b>Total Housing Fund 0029 &amp; 0031</b>	<b>3,500,000</b>	<b>79,641</b>	<b>375,000</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>6,875,000</b>
				<i>Ending Fund Balance Housing Fund</i>			<b>8,379,046</b>	<b>8,208,246</b>	<b>5,034,146</b>	<b>4,856,546</b>	<b>4,675,446</b>	

CAPITAL IMPROVEMENT PROGRAM  
BUDGET DETAIL

Fund/ Project	Priority Rating	Strategic Plan Objective	Type	Project Name	Total Approved Budget *	Total Spent as of 3/31/2018	FY 18-19 Adopted	FY 19-20 Adopted	FY 20-21 Requested	FY 21-22 Requested	FY 22-23 Requested	Total Project Funding
<b>0095</b>		<b>Library Improvements Fund</b>										
				<i>Projects to be completed</i>								
C1735		Public Safety	Total Capital	Library Parking Garage Ramp Modification	110,000	55,376						110,000
				<i>Previously Approved/Ongoing Projects</i>								
C1734	2	Infrastructure	Total Capital	Library Maintenance and Repairs	458,568	149,120						458,568
				<i>Total Outside Funding</i>	-	-	-	-	-	-	-	-
				<i>Total Capital</i>	568,568	204,496	-	-	-	-	-	568,568
				<i>Total Transfers (Inter-project)</i>	-	-	-	-	-	-	-	-
				<b>Total Library Improvements Fund 0095</b>	<b>568,568</b>	<b>204,496</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>568,568</b>
				<b>Ending Fund Balance Library Improvements Fund 0095</b>			<b>1,347,606</b>	<b>1,350,506</b>	<b>1,353,506</b>	<b>1,356,606</b>	<b>1,359,806</b>	

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

CITY OF SAN CARLOS  
FISCAL YEAR 2018-20 CAPITAL IMPROVEMENT PROGRAM  
APPROVED CAPITAL PROJECT APPROPRIATIONS BY CATEGORY

**SEWER/WASTEWATER PROJECTS**

Project #	Project Name	Fiscal Year(s)	Approved Budget
<u>Prior Year Appropriations for Projects in Process</u>			
C9609	Wastewater Financial Plan & Rate Study	2018	112,650
C9610	Shelford Drive Landslide Investigation	2018	273,000
C9617	Annual Sewer System Rehabilitation Program	2018	8,170,000
C1701	Recycled Water Station	2018	340,000
C1702	Annual On-Call Sewer Contracts	2018	800,000
C1736	Sewer System CCTV Inspection	2018	370,000
C1737	Annual Sewer Lateral Replacement	2018	500,000
	Subtotal		<u>\$ 10,565,650</u>
<u>Funding next 2 years</u>			Approved Budget
C9609	Wastewater Financial Plan & Rate Study	2018-19	80,000
C9617	Annual Sewer System Rehabilitation Program	2018-20	7,500,000
C1702	Annual On-Call Sewer Contracts	2018-20	1,800,000
C1736	Sewer System CCTV Inspection	2019-20	400,000
C1737	Annual Sewer Lateral Replacement	2018-20	600,000
C1801	Mobile Hydro-Flushing Unit	2018-19	75,000
	Subtotal		<u>\$ 10,455,000</u>
<u>Funding next 3-5 years</u>			Requested Budget
C9609	Wastewater Financial Plan & Rate Study	2020-21	40,000
C9617	Annual Sewer System Rehabilitation Program	2020-23	12,000,000
C1702	Annual On-Call Sewer Contracts	2020-23	2,700,000
C1736	Sewer System CCTV Inspection	2021-22	400,000
C1737	Annual Sewer Lateral Replacement	2020-23	900,000
C1752	Sewer System Root Foaming	2020-21	150,000
	Subtotal		<u>\$ 16,190,000</u>
<u>Currently Unfunded</u>			
	Annual Sewer System Rehabilitation Program		<u>\$ 33,000,000</u>

**STREETS & SIDEWALK PROJECTS**

Project #	Project Name	Fiscal Year(s)	Approved Budget
<u>Prior Year Appropriations for Projects in Process</u>			
C9416	Annual Street Resurfacing	2018	2,430,000
C9465	Annual Sidewalk Repair/Reconstruction	2018	480,000
C1712	Illuminated St Name Sign Replacement	2018	65,000
C1722	San Carlos Ave Pathway & Eucalyptus Tree Removal	2018	500,000
	Subtotal		\$ 3,475,000
<u>Funding next 2 years</u>			
C9416	Annual Street Resurfacing	2018-20	3,600,000
C9465	Annual Sidewalk Repair/Reconstruction	2018-20	360,000
C1712	Illuminated St Name Sign Replacement	2018-19	40,000
	Subtotal		\$ 4,000,000
<u>Funding next 3-5 years</u>			
C9416	Annual Street Resurfacing	2020-23	5,400,000
C9465	Annual Sidewalk Repair/Reconstruction	2020-23	540,000
C1728	5KV Streetlight Conversion	2022-23	335,000
	Subtotal		\$ 6,275,000
<u>Currently Unfunded</u>			
	ADA Right of Way Improvements (Intersections)		3,000,000
	ADA Right of Way Improvements (Pedestrian Signals)		600,000
	Annual Sidewalk Repair/Reconstruction		18,000,000
	Annual Street Resurfacing		53,000,000
	Subtotal		\$ 74,600,000

### TRAFFIC AND TRANSIT

Project #	Project Name	Fiscal Year(s)	Approved Budget
<b>Prior Year Appropriations for Projects in Process</b>			
C9417	Annual Traffic Markings and Striping	2018	150,000
C9459	Holly St/US 101 Interchange and Pedestrian Overcrossing	2018	34,529,000
C9461	Brittan Ave. Widening at Industrial Road	2018	846,000
C9818	Eaton and Alameda Traffic Signal	2018	127,000
C9838	Four Corners Traffic Improvements*	2018	250,000
C1719	Preliminary Study for Citywide Way-finding Program	2018	100,000
	Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange		
C1743	Pathway	2018	110,000
C1744	Guardrail Installation at 7 Winding Way	2018	80,000
C1746	ECR/Rail Corridor Tree Planting and Irrigation Installation	2018	150,000
C1747	Traffic Study -General Plan Environmental Impact Traffic Update	2018	110,100
C1750	Reconfiguration Public Parking Plazas	2018	60,000
C1753	Streetline Parking Management System Expansion & Extension	2018	40,478
	Subtotal		\$ 36,552,578
<b>Funding next 2 years</b>			
			Approved Budget
C9417	Annual Traffic Markings and Striping	2018-20	150,000
C9459	Holly St/US 101 Interchange and Pedestrian Overcrossing	2018-20	400,000
	Pedestrian Enhancement at Arroyo/Cedar & Hemlock/Orange		
C1743	Pathway	2018-19	620,000
C1802	Bicycle and Pedestrian Master Plan	2018-19	200,000
C1803	Brittan Ave & Alameda de las Pulgas Widening	2019-20	250,000
C1806	San Carlos Avenue Pedestrian Safety Improvements	2018-20	3,200,000
C1807	Traffic Calming Improvements	2018-19	100,000
C1812	Traffic Impact Fee Update	2018-19	50,000
C1816	Parking Occupancy Study	2018-19	10,000
	Subtotal		\$ 4,980,000
<b>Funding next 3-5 years</b>			
			Requested Budget
C9417	Annual Traffic Markings and Striping	2020-23	225,000
C9838	Four Corners Traffic Improvements	2020-21	2,000,000
C1725	Upgrade Pedestrian Signal Heads to Countdown Pedestrian Signals	2021-22	200,000
C1746	ECR/Rail Corridor Tree Planting and Irrigation Installation	2022-23	350,000
C1803	Brittan Ave & Alameda de las Pulgas Widening	2020-21	850,000
	Subtotal		\$ 3,625,000
<b>Currently Unfunded</b>			
	Annual Traffic Markings and Striping		1,000,000
	Alameda de las Pulgas/Howard Ave Improvements		35,000
	Alameda de las Pulgas/San Carlos Ave Improvements		700,000
	Alameda de las Pulgas/San Carlos Ave to Edgewood Rd		163,000
	Brittan Ave/Laurel St Improvements		350,000
	Brittan Ave Widening at Industrial Road		4,500,000
	Cordilleras Ave: San Carlos Ave to Brittan Ave Improvements		1,000,000
	Major Intersection Assessment		200,000
	San Carlos Ave & Laurel St Construction of Pedestrian Scrambled Phase		100,000
	Subtotal		\$ 8,048,000

\* Reflect \$250,000 cost reduction

### STORM DRAINAGE SYSTEM

Project #	Project Name	Fiscal Year(s)	Approved Budget
<u>Prior Year Appropriations for Projects in Process</u>			
C9531	Annual Storm Drainage Improvements	2018	1,650,000
C9806	Belmont Creek Watershed Improvement	2018	100,000
C9828	Annual Storm Drain Maintenance	2018	720,000
C1751	Alameda De Las Pulgas Landslide Repair	2018	300,000
	Subtotal		\$ 2,770,000
<u>Funding next 2 years</u>			
C9531	Annual Storm Drainage Improvements	2018-20	Approved Budget 2,500,000
	Subtotal		\$ 2,500,000
<u>Funding next 3-5 years</u>			
C9531	Annual Storm Drainage Improvements	2020-23	Requested Budget 1,500,000
C9828	Annual Storm Drain Maintenance	2020-23	870,000
	Subtotal		\$ 2,370,000
<u>Currently Unfunded</u>			
	Belmont Creek Watershed Improvement		198,000
	Citywide Drainage Improvements		\$ 35,000,000
	Subtotal		35,198,000

**PARKS**

Project #	Project Name	Fiscal Year(s)	Approved Budget
<b>Prior Year Appropriations for Projects in Process</b>			
C9319	Chilton Park Master Plan Environmental Impact Report for Additional Lighting at	2018	70,000
C1710	Burton/Highlands Parks (Stadium Field)	2018	200,000
C1716	North Crestview Park Improvement	2018	100,000
C1718	Park Restroom Replacement	2018	708,000
C1730	Shade Structure Installation - Various Parks	2018	150,000
C1732	Laureola Park Improvements	2018	600,000
	Subtotal		\$ 1,828,000
<b>Funding next 2 years</b>			<b>Approved Budget</b>
C1718	Park Restroom Replacement	2018-20	1,350,000
C1729	Arguello Park Parking Lot Asphalt Repair	2018-19	200,000
C1804	Existing Highlands Park Synthetic Turf Infill	2018-19	100,000
C1809	Upgrade of Existing Sports Field Lighting (Burton/Highlands Parks)	2018-20	2,550,000
C1810	Park Water Feature Modifications	2018-19	225,000
C1811	Repave Asphalt Walking Path at Highlands Park	2018-19	150,000
C1815	City Tree Consultant	2018-19	100,000
	Subtotal		\$ 4,675,000
<b>Funding next 3-5 years</b>			<b>Requested Budget</b>
C1716	North Crestview Park Improvement	2022-23	350,000
C1817	Existing Highlands Park Synthetic Turf Replacement Installation of New Sports Field Lighting at Flanagan and Stadium	2020-22	1,700,000
C1818	Fields	2021-23	1,600,000
	Subtotal		\$ 3,650,000
<b>Currently Unfunded</b>			
	Arguello Park Improvement Phase II		3,875,000
	Big Canyon Park Trail Enhancement		500,000
	Burton Park Improvements		400,000
	Burton Park Battling Cages		60,000
	Cedar Park Renovations		2,000,000
	Chilton Park Master Plan Implementation		50,000
	Community Garden		75,000
	Eaton Park Trail Construction Phase 1		75,000
	Eaton Park Trail Construction Phase 2 & 3		150,000
	Evaluation of City's Field and Agronomic Conditions		150,000
	Heather Dog Exercise Area - ADA Ramp		45,000
	Heather Dog Exercise Area - Stairway Replacement		35,000
	Highlands Park Picnic Area Enhancements		50,000
	Highlands Park Tennis Court Resurfacing		220,000
	Parks Master Plan Consultant		125,000
	Public Art Procurement		50,000
	San Carlos Avenue Park Renovation		1,500,000
	Skate Park		625,000
	Synthetic Turf Installation at Harrington & Burton Parks		350,000
	Trails Plan Implementation		200,000
	Subtotal		\$ 10,535,000

## FACILITIES

Project #	Project Name	Fiscal Year(s)	Approved Budget
<u>Prior Year Appropriations for Projects in Process</u>			
C9831	Youth Center Renovations	2018	1,375,500
C1711	Fire Station Repair	2018	158,500
C1721	Roof Repairs at Various Buildings	2018	250,000
C1734	Library Maintenance and Repairs	2018	458,568
C1742	Fuel Station Upgrade	2018	60,000
	Subtotal		\$ 2,302,568
<u>Funding next 2 years</u>			
C9812	Study of City Hall Foundation	2018-19	75,000
C9823	Fire Station 16 Replacement	2018-19	300,000
C1749	City Hall EOC Furniture & Equipment Update	2018-19	90,000
C1805	Fire Station #13 HVAC Replacement	2018-19	175,000
C1813	Transfer Switches for Portable Generators	2018-19	250,000
C1814	Climate Action Plan	2019-20	250,000
	Subtotal		\$ 1,140,000
<u>Funding next 3-5 years</u>			
C9823	Fire Station 16 Replacement	2020-23	11,000,000
<u>Currently Unfunded</u>			
	ADA Facilities		2,500,000
	City Hall Emergency Operations Center Structural Upgrade		900,000
	City Hall Public Art		60,000
	City Hall - Remove/Replace 2nd Floor Roll Up Windows		126,000
	City Hall - Replace Window Frames on 1st & 2nd Floor		175,000
	Door Access Control System		150,000
	Enterprise Resource Planning (ERP) Replacement		250,000
	Façade Improvement Program		400,000
	Graffiti Coating		40,000
	Install Stream and Rain Gauges		40,000
	Kiwanis Building Improvements		650,000
	Kiwanis Building HVAC		120,000
	Kiwanis Building Interior Lighting - Demolish Multi-Contact Rotary		80,000
	Switch & Install Lighting Switches		250,000
	Museum of San Carlos History ADA Compliance Project		80,000
	Police Gym Expansion Phase II		4,000,000
	Reconstruct Laureola Park Building		175,000
	Replace Roof at Corporation Yard		900,000
	Solar Panels of City Facilities		900,000
	Subtotal		\$ 10,896,000



**INFORMATION TECHNOLOGY**

Project #	Project Name	Fiscal Year(s)	Approved Budget
<u>Prior Year Appropriations for Projects in Process</u>			
C1708	City Website Design, Content Management System and Hosting	2018	300,000
C1715	Network Security and Monitoring	2018	100,000
C1720	Purchase and Implement a New Agenda and Record Management System	2018	240,000
C1745	Permit Management and Inspection Coordination Application (TrakIt) Upgrade	2018	60,000
C1754	Automatic License Plate Reader	2018	125,000
	Subtotal		<u>\$ 825,000</u>
<u>Funding next 2 years</u>			Approved Budget
C1727	GIS Upgrade	2018-19	100,000
C1808	GIS Sign Inventory	2019-20	125,000
	Subtotal		<u>\$ 225,000</u>
<u>Currently Unfunded</u>			
	Information Technology Master Plan		<u>\$ 100,000</u>

**HOUSING PROJECTS**

Project #	Project Name	Fiscal Year(s)	Approved Budget
<u>Prior Year Appropriations for Projects in Process</u>			
C9751	Wheeler Plaza Project	2018	845,000
C9754	Cherry Street Below Market Rate Housing Acquisition, Demolition and Site Work	2018	2,500,000
C1733	817 Walnut Street Redevelopment	2018	1,000,000
	Subtotal		<u>4,345,000</u>
<u>Funding next 2 years</u>			Approved Budget
C9754	Cherry Street Below Market Rate Housing Acquisition, Demolition and Site Work	2018-19	<u>\$ 375,000</u>
<u>Funding next 3-5 years</u>			Requested Budget
C1733	817 Walnut Street Redevelopment	2020-21	<u>\$ 3,000,000</u>

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

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

**Description**

A Financial Plan/Rate Study is used to evaluate the current operating costs, take into account upcoming capital cost impact and develop recommendations to ensure long-term financial sustainability. A rate study was performed in 2016 for the three-year rate setting. The next anticipated need for a rate study is in early 2019.

**Justification**

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

**Duration**

January 2016 to June 2021.

**Status**

Next anticipated rate study in early 2019.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 112,650	\$ 31,228	\$ 80,000	\$ -	\$ 40,000	\$ -	\$ -	\$ 232,650
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 112,650</u>	<u>\$ 31,228</u>	<u>\$ 80,000</u>	<u>\$ -</u>	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 232,650</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 112,650</u>	<u>\$ 31,228</u>	<u>\$ 80,000</u>	<u>\$ -</u>	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 232,650</u>


**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



<b>C9610: Shelford Drive Landslide Investigation</b>								
Fund Number:	Sewer Fund - 0006	Location:	Citywide					
Department:	Public Works	Strategic Plan:	Yes					
Project Manager:	Grace Le	Priorities:	Safety, Cost of Maintenance					
Category:	Sewer	Priority Rating:	1					
<b>Description</b>								
<p>Behind the backyards of the residences along the 400 block of Shelford Drive is an unstable steep slope, which is on the border of San Carlos and Belmont. San Carlos has a sewer main in an easement along the slope. Numerous landslides have resulted in claims against the City, and those slides are now threatening the City sewer main. This project funds a geotechnical investigation to map the landslide areas, an engineering design to provide plans and construction to stabilize the slope. The geotechnical investigation has been completed. The next stage will consist of hiring an engineering company to prepare for construction. There is no time frame for completion due to the complex legal issues regarding who is responsible for the slope and whether there will be any cost sharing from the private property owners.</p>								
<b>Justification</b>								
<p>Numerous small landslides have occurred in recent years and the City's sewer and storm drain lines have been severely threatened. Each year, Public Works conducts preventive measures before storm events, followed by post-storm cleanup on site, which has put a substantial burden on Public Works Maintenance staff. Although the initial engineering evaluation is complete, design and construction will need to be funded. Upon completion of this project, maintenance costs will be substantially reduced, as the construction to stabilize the slopes will minimize the occurrence of slides and the need to repair the slope.</p>								
<b>Duration</b>								
Through Fiscal Year 2020-21.								
<b>Status</b>								
Discuss funding strategy with Belmont and private property owners.								
<b>Programmed Funding</b>								
Appropriations	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Expenses	\$ 273,000	\$ 196,396	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 273,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 273,000</b>	<b>\$ 196,396</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 273,000</b>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Capital Project</b>	<b>\$ 273,000</b>	<b>\$ 196,396</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 273,000</b>
<b>Future Impact on Operating Budget</b>								
Once fixed, there will be approximately \$10,000 in savings annually.								
<b>Current Strategic Plan Objective</b>								
<input type="checkbox"/>	Workforce/Below Market Rate (BMR) Housing							
<input checked="" type="checkbox"/>	Infrastructure							
<input type="checkbox"/>	Parking							
<input type="checkbox"/>	Public Outreach, Community Engagement, Social Media							
<input checked="" type="checkbox"/>	Public Safety							
<input type="checkbox"/>	Traffic and Transit							

**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 28, 2013 Council meeting.

**Justification**

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

**Duration**

Continuous.

**Status**

On-going.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 8,170,000	\$ 3,787,431	\$ 3,500,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 27,670,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 8,170,000</u>	<u>\$ 3,787,431</u>	<u>\$ 3,500,000</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ 27,670,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 8,170,000</u>	<u>\$ 3,787,431</u>	<u>\$ 3,500,000</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ 4,000,000</u>	<u>\$ 27,670,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

<input checked="" type="checkbox"/>	Workforce/Below Market Rate (BMR) Housing Infrastructure
<input type="checkbox"/>	Parking
<input type="checkbox"/>	Public Outreach, Community Engagement, Social Media
<input checked="" type="checkbox"/>	Public Safety
<input type="checkbox"/>	Traffic and Transit



**C1701: Recycled Water Station**

Fund Number:	Sewer Fund - 0006	Location:	Corporation Yard
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	
Category:	Sewer	Priority Rating:	2

**Description**

Install a recycled water station at the Corporation Yard where San Carlos residents can go to fill portable containers with recycled water to use on their home landscaping. Also includes a water truck to bring water to the Yard.

**Justification**

This alternate source of recycled water allows for limited use on outside plants and lawns to offset the need to use potable water on landscapes. The recycled water would be purchased by the City from Redwood City and dispensed free of charge from a truck at the Corporation Yard to residents of San Carlos. The water truck has been ordered to bring recycled water from the Redwood City hydrants to the Corporation Yard.

**Duration**

July 2016 to December 2018.

**Status**

In the process of implementing this pilot project at the Corporation Yard.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 340,000	\$ 46,045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 340,000</u>	<u>\$ 46,045</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 340,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ 340,000</u>	<u>\$ 46,045</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 340,000</u>

**Future Impact on Operating Budget**

After implementation, the annual maintenance costs will increase from what was originally budgeted. The cost can not be estimated at this time as it depends on the success of the program.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



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

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

**Description**

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

**Justification**

Retaining sewer contractors through on-call sewer contracts to replace and rehabilitate failed sewer infrastructure on an as-needed basis allows the City to reduce SSOs for Sanitary Sewer Systems.

**Duration**

Continuous.

**Status**

On-going.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 800,000	\$ 222,569	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,300,000
New request	-	-	400,000	400,000	400,000	400,000	400,000	2,000,000
<b>Total</b>	<u>\$ 800,000</u>	<u>\$ 222,569</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 5,300,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 800,000</u>	<u>\$ 222,569</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 900,000</u>	<u>\$ 5,300,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

<input checked="" type="checkbox"/>	Workforce/Below Market Rate (BMR) Housing Infrastructure
<input type="checkbox"/>	Parking
<input type="checkbox"/>	Public Outreach, Community Engagement, Social Media
<input checked="" type="checkbox"/>	Public Safety
<input type="checkbox"/>	Traffic and Transit



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

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Sewer, Safety, Master Plan
Category:	None	Priority Rating:	2

**Description**

Annual Sewer Closed Circuit Television (CCTV) Inspection Program.

**Justification**

The last City-wide sewer cleaning and inspection project was completed in 2012 and included video inspection and condition ratings for all pipes in the City's sewer system (approximately 105 miles of pipeline). Staff uses the closed circuit television footage and defect data from the past project to prioritize lines for repair, rehabilitation or replacement in upcoming sewer rehabilitation projects. Over time, sewer pipe conditions change due to deterioration, tree roots intrusion, grease or other causes, so it is crucial to regularly monitor and record the condition of the sewer pipes to identify potential issues before sanitary sewer overflows (SSOs) or backups occur in the system. The City plans to conduct annual sewer cleaning and inspection projects consisting of three to five sewer basins each. The result will be that the City will have inspected the entire collection system every four to five years and will coordinate the schedule of inspection with anticipated future sewer rehabilitation projects. Video recordings and inspection data are archived on the City's server and Computerized Maintenance Management System (CMMS), and are used jointly by Engineering and Maintenance staff to monitor the system. The estimated cost of cleaning and inspection will range from \$200,000 - \$400,000 every other year, depending upon the number, size and accessibility of sewer lines to be cleaned and inspected.

**Duration**

Continuous.

**Status**

On-going.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 370,000	\$ 254,041	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ -	\$ 1,170,000
New request	-	-	(400,000)	400,000	(400,000)	400,000	-	-
<b>Total</b>	<u>\$ 370,000</u>	<u>\$ 254,041</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 1,170,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 370,000</u>	<u>\$ 254,041</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 1,170,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit





**C1737: Annual Sewer Lateral Replacement - AMENDED**

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety, Previously Funded, Legal Mandate
Category:	Sewer	Priority Rating:	1

**Description**

Annual Sewer Lateral Replacement Program.

**Justification**

The typical sanitary sewer lateral is broken into two parts: the upper lateral extending from the house to the City right-of-way line; and the lower lateral extending from the City right-of-way line to the sewer main in the street. Typically, the private property owner is responsible for the upper lateral, and when a clean-out either exists or is provided in conjunction with needed repairs to the lower lateral, the City will accept future maintenance responsibility for the lower lateral. This maintenance involves as-needed cleaning to resolve blockages, such as roots, or repair and replacement if the integrity of the pipe is compromised and there have been repeated calls for service. City Maintenance staff generates a list of approximately 100 laterals per year that require replacement but are not connected to a planned main rehabilitation or replacement project. In addition, the City has a backlog of approximately 180 laterals that require replacement as identified in previous years. Aging laterals are prone to root intrusion, structural deficiencies, and grease build-up, and contribute to sewer backups and blockages and rainwater intrusion into the sewer. In August 2013, the Sewer Lateral Replacement Program (Program) was created to reduce sanitary sewer overflows (SSOs) caused by defective laterals and reduce recurring maintenance costs. To date, the Program has replaced over 350 lower laterals, which helped limit the number of SSOs. Sewer Lateral Replacement projects are conducted annually.

**Duration**

Continuous.

**Status**

On-going project.

**Programmed Funding**

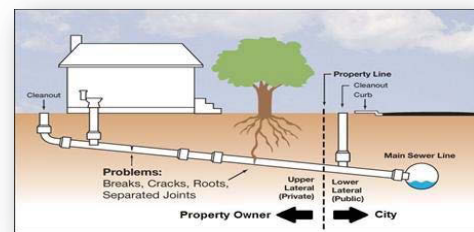
Appropriations	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project Funding
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	
Expenses	\$ 500,000	\$ 446,779	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,000,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 500,000</b>	<b>\$ 446,779</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 2,000,000</b>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Capital Project</b>								
	\$ 500,000	\$ 446,779	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,000,000

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1752: Sewer System Root Foaming**

Fund Number:	Sewer Fund - 0006	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Frouhi	Priorities:	Safety, Legal Mandate
Category:	Sewer	Priority Rating:	1

**Description**

Annual Sewer Root Foaming Program.

**Justification**

Tree root growth inside sewer pipes is a significant cause of sanitary sewer overflows (SSOs) in San Carlos. Root intrusion has caused 25% of SSOs in 2016 and 38.5% of SSOs in 2015. Though sewer line rehabilitation and replacement are still the City's primary means of repairing sewer line defects, the use of chemical root control can be an effective means of reducing and preventing root defects until the pipe is scheduled for complete repair or replacement. Over the past eight years, root control has been managed by the City's Maintenance staff, but to address the large number of lines with root defects and to coordinate the work with planned rehabilitation projects, the City's Engineering staff will take over the root control program. The chemical used is approved by the Environmental Protection Agency for root control, is non-toxic, is approved for use by Silicon Valley Clean Water sewer treatment plant, and does not impair the health of trees. The City plans to hire a contractor to conduct annual sewer root foaming to chemically control root growth within sewer pipelines. Sewer lines will be prioritized by sewer basin and number of root defects as identified by Closed Circuit Television (CCTV) inspections, as well as by maintenance history, such as the number of blockages caused by roots. Chemical root control kills roots on contact inside pipe walls and the foam penetrates through wye connections to kill roots in lateral lines. Trees and other above-ground vegetation are not harmed. Six months after root foaming, when the roots have decayed, the City will use a separate contractor to clean the sewer lines to knock off any decayed roots. The herbicidal treatment will prevent root re-growth for two to three years, reducing or preventing sewer line blockages caused by roots.

**Duration**

July 2020 through June 2021.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
X	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
X	Public Safety
	Traffic and Transit



**C1801: Mobile Hydro-Flushing Unit - NEW**

Fund Number:	Sewer Fund - 0006	Location:	Corporation Yard
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran	Priorities:	Sewer Fund
Category:	Sewer	Priority Rating:	2

**Description**

Purchase a mobile hydro-flushing unit in July 2019.

**Justification**

Maintenance has many main sewer easements throughout the city with very limited access. By having a mobile hydro-flushing unit, Maintenance staff can go into main sewer easements and maintain the sewer lines without having to flush from several hundred feet away. It would also improve access while turning and continuing up the line without losing pressure and velocity. Maintenance would also use this for City-maintained 4" sewer lateral flushing. This would allow staff to clean lines more efficiently, thereby reducing staff time.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	75,000	-	-	-	-	75,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>
<b>Fund Financing Sources</b>								
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



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**C9416: Annual Street Resurfacing - AMENDED**

Fund Number:	Gas Tax Fund - 0016	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Community Survey, Safety
Category:	Streets	Priority Rating:	1

**Description**

Pavement resurfacing and rehabilitation work will be performed to improve the condition of City streets. The work to be performed will be based on the Pavement Management Program decision tree, which includes optional strategies such as: dig out and patch; crack seal; micro surfacing; cape seal; slurry seal; thin grind and overlay; thick grind and overlay; or reconstruction. Staff has identified a funding need of approximately \$1.9 million per year to maintain the City's current Pavement Condition Index (PCI) at 65, which is considered "good" by the Pavement Management software. Funding from federal grant funds, gas tax funds and other grant funding sources alone is insufficient to cover the annual funding needs, so General Funds must be used to supplement the project each year. \$53 million would be needed in the next five years to bring the streets to a PCI of 85, which is considered to be "excellent" condition if that is the Council's desire.

**Justification**

According to the Pavement Management Report, many of the City streets are in need of rehabilitation. The Pavement Management Program's most recent Budget Operations Report indicated that there is a deferred maintenance backlog of \$20.7 million. Given the current Pavement Condition Index (PCI) of the entire street network at 65 out of 100, it would cost approximately \$53 million to bring the pavement condition of the streets to an "excellent" level with a PCI of 85. If funding for street repairs remains at current levels, the current PCI will decrease to 60 (-3 points). To maintain the PCI at 63, an investment of \$9.0 million is needed in the next five years (approximately \$1.8 million per year). To increase the PCI by 5 points to 68, an investment of \$15.5 million is needed for the next five years. Timely and regular maintenance and rehabilitation will prevent costly reconstruction. The San Carlos Community Satisfaction Survey conducted in January 2018 indicated that 99% of residents think it's important that the City focus on repairing the streets, with 43% thinking it's extremely important.

**Duration**

Continuous.

**Status**

On-going.

**Programmed Funding**

	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	
<b>Appropriations</b>								
Expenses	\$ 2,430,000	\$ 2,139,753	\$ 1,250,000	\$ 1,250,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 8,530,000
New request	-	-	550,000	550,000	600,000	600,000	600,000	2,900,000
<b>Total</b>	<u>\$ 2,430,000</u>	<u>\$ 2,139,753</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ 11,430,000</u>
<b>Fund Financing Sources</b>								
Federal Surface								
Transport Prog.	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 550,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 550,000</u>
<b>Total Capital Project</b>								
	<u>\$ 2,430,000</u>	<u>\$ 2,139,753</u>	<u>\$ 1,250,000</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>	<u>\$ 10,880,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**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.

**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 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 480,000	\$ 198,941	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	\$ 1,380,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 480,000</u>	<u>\$ 198,941</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>	<u>\$ 1,380,000</u>
<b>Fund Financing Sources</b>								
Property Owner Contribution	\$ 300,000	\$ 192,873	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 600,000
<b>Total</b>	<u>\$ 300,000</u>	<u>\$ 192,873</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>\$ 600,000</u>
<b>Total Capital Project</b>	<u>\$ 180,000</u>	<u>\$ 6,068</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 120,000</u>	<u>\$ 780,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

<input checked="" type="checkbox"/>	Workforce/Below Market Rate (BMR) Housing
<input type="checkbox"/>	Infrastructure
<input type="checkbox"/>	Parking
<input type="checkbox"/>	Public Outreach, Community Engagement, Social Media
<input checked="" type="checkbox"/>	Public Safety
<input type="checkbox"/>	Traffic and Transit



**C1712: Illuminated Street Name Sign Replacement - AMENDED**

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

**Description**

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

**Justification**

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

**Duration**

July 2016 to June 2019.

**Status**

Design in progress.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 65,000	\$ 800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000
New request	-	-	40,000	-	-	-	-	40,000
<b>Total</b>	<u>\$ 65,000</u>	<u>\$ 800</u>	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 105,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ 65,000</u>	<u>\$ 800</u>	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 105,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1722: San Carlos Avenue Pathway and Eucalyptus Tree Removal**

Fund Number:	General Fund Capital Project - 0025	Location:	San Carlos Avenue
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety, Legal Mandate
Category:	Traffic & Transportation	Priority Rating:	1

**Description**

This project will fund removal of 12 large eucalyptus trees, restoration of the existing asphalt pathway with new asphalt, the repair of existing asphalt dikes and construction of four Americans with Disabilities Act (ADA) accessible ramps along the stretch of pathway between Cordilleras Avenue and Alameda de las Pulgas.

**Justification**

Many residents have expressed concerns about the condition of the pedestrian pathway along San Carlos Avenue between Cordilleras and the Alameda. Additionally, the large eucalyptus trees pose a safety hazard to the public because of their propensity to drop large limbs at unexpected times.

**Duration**

Phase I December 2018.  
Phase II TBD.

**Status**

Continuing project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 500,000	\$ 41,581	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 500,000</u>	<u>\$ 41,581</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ 500,000</u>	<u>\$ 41,581</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>

**Future Impact on Operating Budget**


Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit





<b>C1728: 5kv Streetlight Conversion - AMENDED</b>								
Fund Number:	General Fund Capital Project - 0025	Location:	Various locations					
Department:	Public Works	Strategic Plan:	Yes					
Project Manager:	Lou/Kaveh	Priorities:	Safety, Maintenance, Environment					
Category:	Street	Priority Rating:	3					
<b>Description</b>								
Convert existing 5 kilovolt Regulated Output streetlights to LED.								
<b>Justification</b>								
The City currently has 56 streetlights that are powered by 5 kilovolt Regulated Output Circuits. These streetlights are outdated and replacement parts are no longer available to perform repairs when needed. Because of this, some of these streetlights have been out of service for many months; some for a year or more. Converting these to LED will eliminate maintenance issues and most importantly, restore street lighting to the areas where the lights are out of service to improve public safety.								
<b>Duration</b>								
July 2022 to June 2023.								
<b>Status</b>								
New project.								
<b>Programmed Funding</b>								
Appropriations	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Expenses	\$ -	\$ -	\$ -	\$ -	\$ 335,000	\$ -	\$ -	\$ 335,000
New request	-	-	-	-	(335,000)	-	335,000	-
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 335,000</u>	<u>\$ 335,000</u>
Fund Financing Sources								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 335,000</u>	<u>\$ 335,000</u>
<b>Future Impact on Operating Budget</b>								
Negligible impact.								
<b>Current Strategic Plan Objective</b>								
<input checked="" type="checkbox"/>	Workforce/Below Market Rate (BMR) Housing							
<input checked="" type="checkbox"/>	Infrastructure							
<input type="checkbox"/>	Parking							
<input type="checkbox"/>	Public Outreach, Community Engagement, Social Media							
<input checked="" type="checkbox"/>	Public Safety							
<input type="checkbox"/>	Traffic and Transit							

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**C9417: Annual Traffic Markings & Striping - AMENDED**

Fund Number:	Gas Tax Fund - 0016	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety, Legal Requirements
Category:	Traffic & Transportation	Priority Rating:	

**Description**

Each year, the City does work to repaint traffic striping and markings. This work is done in conjunction with the annual resurfacing project and/or as a standalone project. This project includes striping, signage and/or marking changes initiated by staff, suggested by the public or approved by the Transportation and Circulation Commission.

**Justification**

Legible traffic striping and markings are necessary to maintain public safety and minimize liability. Staff is recommending a slight increase in the annual funding amount in response to an increased need for striping improvements to provide safe access for students on their way to school through a Safe Routes to School Program partnership with the San Carlos School District.

**Duration**

Continuous.

**Status**

Project rollover to next year, additional budget requested.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 150,000	\$ 65,494	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 525,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 150,000</u>	<u>\$ 65,494</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ 525,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	\$ 150,000	\$ 65,494	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 525,000

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit



**C9459: Holly St/US 101 Interchange and Pedestrian Overcrossing- AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Holly Street & Highway 101 Interchange
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Safety, Grant funding
Category:	Traffic & Transportation	Priority Rating:	1

**Description**

This funding would cover the cost of the project approval and environmental clearance, design, right-of-way acquisition, construction management and Caltrans oversight of the Route 101/Holly Street Interchange modifications. An extensive study was performed and vetted by the public, the Transportation and Circulation Commission and City Council. The intersection of Industrial Road and Holly Street can be modified to handle future traffic volumes if an additional lane is carried over US 101 for northbound traffic. The alternative selected for further study includes two lanes of traffic for the northbound loop on-ramp from Holly Street to US 101. To eliminate conflicts between pedestrian and bicyclists and vehicles at this ramp, a new, grade-separated multipurpose path will be constructed. The baseline alternative also includes an additional lane northbound on Industrial Road at Holly Street, which will require roadway widening.

**Justification**

The Palo Alto Medical Foundation Environmental Impact Report identified the need to mitigate traffic impacts at the Interchange. The project will address this need and also improve safety for pedestrians and cyclists on Holly Street crossing US 101.

**Duration**

July 2010 to June 2020.

**Status**

Project is 95% design complete. The construction estimate increased due to the need to relocate traffic control and fiber optic facilities associated with Caltrans' SMART Corridor system, re-stripe the bike lane between Airport Way and Twin Dolphin Drive and add architectural features to the retaining walls, railings and roundabouts for the interchange and pedestrian overcrossing.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 29,439,000	\$ 5,534,698	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,439,000
Staff Time			\$ 200,000	\$ 200,000				\$ 400,000
Council Action 2/26/18	5,090,000	-	-	-	-	-	-	5,090,000
<b>Total</b>	<b>\$ 34,529,000</b>	<b>\$ 5,534,698</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 34,929,000</b>
<b>Fund Financing Sources</b>								
Resources								
Traffic Mitigation Fee	\$ 1,966,746	\$ 1,116,746						\$ 1,966,746
Measure A - Highway	\$ 17,258,710	\$ 2,818,710						\$ 17,258,710
Bike Path Program Funding	\$ 1,100,000	\$ 100,000						\$ 1,100,000
BPIP Grant/CCAG	\$ 1,000,000							\$ 1,000,000
TDA Article 3	\$ 400,000	\$ 400,000						\$ 400,000
Measure A Fund Tsf	\$ 350,000	\$ 350,000						\$ 350,000
ATP Grant	\$ 4,200,000							\$ 4,200,000
BAAQ Grant (Bike/PED)	\$ 120,000							\$ 120,000
SA Bond Proceeds	\$ 1,100,000	\$ 1,368,742						\$ 1,368,742
Donation	\$ -	\$ 2,000						\$ 2,000
Reserve FIR	\$ 7,000,000							\$ 7,000,000
<b>Total</b>	<b>\$ 34,495,456</b>	<b>\$ 6,156,198</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 34,766,198</b>
<b>Total Capital Project</b>	<b>\$ 33,544</b>	<b>\$ (621,500)</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 162,802</b>

**Future Impact on Operating Budget**

To be determined.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit



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

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

**Description**

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

**Justification**

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

**Duration**

Completion expected by 2024.

**Status**

Project is currently in design. The Initial Study/Mitigated Negative Declaration (IS/MND) for the project is being finalized for circulation.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 846,000	\$ 293,417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 846,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 846,000</u>	<u>\$ 293,417</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 846,000</u>
<b>Fund Financing Sources</b>								
PAMF Mitigation Fee	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
<b>Total</b>	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>
<b>Total Capital Project</b>	<u>\$ 546,000</u>	<u>\$ 293,417</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 546,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

<input checked="" type="checkbox"/>	Workforce/Below Market Rate (BMR) Housing
<input type="checkbox"/>	Infrastructure
<input type="checkbox"/>	Parking
<input type="checkbox"/>	Public Outreach, Community Engagement, Social Media
<input checked="" type="checkbox"/>	Public Safety
<input type="checkbox"/>	Traffic and Transit



**C9818: Eaton and Alameda Traffic Signal - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Alameda de Las Pulgas at Eaton Avenue
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety, Previously funded
Category:	Traffic & Transportation	Priority Rating:	2

**Description**

This project will fund construction of a traffic signal at Alameda de las Pulgas and Eaton Avenue, including crosswalk improvements, and will interconnect with the existing signal at Edgewood Road to help reduce congestion and backups on Alameda de las Pulgas during peak hours.

**Justification**

The intersection of Alameda de las Pulgas and Eaton Avenue is controlled by an All-way Stop operation. A consultant review conducted during 2014 recommended a traffic signal be considered at this location because the traffic volumes are high during peak hours and northbound traffic backs up to the adjacent signalized intersection at Edgewood Road. In addition, the eastbound approach on Eaton Avenue intersects Alameda de las Pulgas at a skewed angle, which creates visibility problems. The new traffic signal is partially located in Redwood City. City staff and City of Redwood City staff are working together on this project to ensure signal timing is coordinated.

**Duration**

July 2016 to June 2018.

**Status**

Design complete. Bids received.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 127,000	\$ 52,358	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 127,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 127,000</u>	<u>\$ 52,358</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 127,000</u>
<b>Fund Financing Sources</b>								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 127,000</u>	<u>\$ 52,358</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 127,000</u>

**Future Impact on Operating Budget**

After implementation, the annual maintenance costs will increase by \$1,000.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit



**C9838: Four Corners Traffic Improvements - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	San Carlos Avenue and Alameda de las Pulgas
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Safety
Category:	Traffic & Transportation	Priority Rating:	1

**Description**

The geographically named Four Corners Working Group was convened as a multi-jurisdictional committee to recommend solutions to various traffic concerns involving pedestrian, bicycle and vehicular circulation issues through the Alameda de las Pulgas/San Carlos Avenue corridor in the vicinity of Carlmont High School and Tierra Linda Middle School. The working group includes staff and elected members of the Cities of Belmont and San Carlos, the Sequoia Union High School District and the San Carlos School District. The preferred alternative from the Corridor Plan was approved by the respective agencies. Belmont and San Carlos have entered into a Memorandum of Understanding to begin design of the preferred alternative.

**Justification**

During the school year, the corridor is heavily congested in the area due to traffic accessing Carlmont High School, Immaculate Heart of Mary School, Charles Armstrong School and Tierra Linda Middle School. In the AM peak hour, southbound queues on Alameda de las Pulgas extend from Carlmont Drive to 500 feet east of Dartmouth Avenue, while northbound queues extend from Dartmouth Avenue to nearly Carlmont Drive.

**Duration**

July 2015 through June 2021.

**Status**

In progress.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 500,000	\$ 11,786	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
New request	(250,000)	-	-	-	2,000,000	-	-	1,750,000
<b>Total</b>	<u>\$ 250,000</u>	<u>\$ 11,786</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,250,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 250,000</u>	<u>\$ 11,786</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,250,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1719: Preliminary Study for Citywide Way-Finding Program**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Martin Romo	Priorities:	Previously funded
Category:	Streets, Facilities	Priority Rating:	2

**Description**

The Preliminary Study for Citywide Way-Finding will include: 1) a way-finding needs assessment; 2) an analysis of traffic (motor vehicle, pedestrian and bicycle) patterns, major destinations and gateways throughout the City; and 3) a preliminary design for a Citywide Way-Finding Program, which will guide visitors and residents to parking, key locations and major transportation networks throughout San Carlos. The City will contract with a design and engineering firm to conduct the study, which will be done in phases, with the first phase focusing on Downtown and, specifically, guiding drivers more efficiently to available public parking, thus ensuring more even use of the parking assets in Downtown San Carlos. Later phases of the Way-Finding program build-out will focus on guiding drivers and pedestrians throughout the city as a whole, emphasizing major destinations and transportation network linkages. The implementation of a Citywide Way-Finding Program will be measured by traffic and parking counts and eventually mode shift and transportation usage.

**Justification**

As the regional economy expands, San Carlos is experiencing greater congestion and higher demand for parking, particularly in the Downtown area. The 2016-17 Strategic Plan included an objective to "develop way-finding strategies to find parking." Additionally, the Council-adopted 2016-2019 Economic Development Plan includes an initiative to develop a Citywide Way-Finding Program.

**Duration**

July 2016 to November 2018.

**Status**

Continuing project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 100,000	\$ 39,566	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 100,000</u>	<u>\$ 39,566</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 100,000</u>	<u>\$ 39,566</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

**Future Impact on Operating Budget**

This project will not have an impact on the operating budget as it is an initial study. The results of the study could lead to the creation of another capital project, which might have a future impact on the operating budget.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
X	Parking
X	Public Outreach, Community Engagement, Social Media
	Public Safety
X	Traffic and Transit





**C1725: Upgrade Pedestrian Signal Heads to Countdown Pedestrian Signals - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Various
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety
Category:	Traffic & Transportation	Priority Rating:	3

**Description**

This project will fund the upgrade of pedestrian signal heads at signalized intersections to Countdown Pedestrian Signal (CPS) heads.

**Justification**

Countdown pedestrian signals (CPSs) are used to supplement traditional pedestrian signals with flashing numbers that count down the number of seconds remaining until the end of the pedestrian change interval. Studies of the effectiveness of CPSs have concluded that they provide pedestrians with more useful information that helps them to cross the street more safely. Additional funding is requested as the cost as increased and grant funding is no longer available.

**Duration**

July 2021 to June 2022.

**Status**

Design will start in summer of 2021.

**Programmed Funding**

	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
New request	-	-	(120,000)	-	-	200,000	-	80,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ 200,000</u>
<b>Fund Financing Sources</b>								
Grant Funding			96,000					\$ 96,000
New request	\$ -	\$ -	\$ (96,000)	\$ -	\$ -	\$ -	\$ -	\$ (96,000)
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ 200,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1743: Pedestrian Enhancement at Arroyo/Cedar and Hemlock/Orange Pathway**

Fund Number:	General Fund Capital Project - 0025	Location:	Cedar/Arroyo-Hemlock/Orange
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety, Grant funding
Category:	Traffic & Transportation	Priority Rating:	1

**Description**

To improve the intersection of Arroyo Avenue and Cedar Street and the Postman Pathway connecting Hemlock Street and Orange Avenue, thereby addressing safety of children walking and biking to school.

**Justification**

This project was created in response to residents' safety concerns for children walking and biking to school. The project is considered a high priority for the San Carlos School District's Safe Routes to School Program. The purpose of the project is to improve the existing intersection of Arroyo Avenue and Cedar Street and the Postman Pathway connecting to Hemlock Street and Orange Avenue. The City has received \$500,000 from the Transportation for Livable Communities (TLC) Grant program to fund construction. The TLC Program is a component of One Bay Area Grant Program Phase 2.

**Duration**

July 2017 to June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 110,000	\$ -	\$ 620,000	\$ -	\$ -	\$ -	\$ -	\$ 730,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 110,000</u>	<u>\$ -</u>	<u>\$ 620,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 730,000</u>
<b>Fund Financing Sources</b>								
TLC Grant	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 500,000</u>
<b>Total Capital Project</b>	<u>\$ 110,000</u>	<u>\$ -</u>	<u>\$ 120,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 230,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit



**C1744: Guardrail Installation at 7 Winding Way**

Fund Number:	General Fund Capital Project - 0025	Location:	Winding Way and Torino Intersection
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety
Category:	Traffic & Transportation	Priority Rating:	2

**Description**

Install guardrail at the Winding Way intersection to improve the safety along Torino Drive.

**Justification**

The residents at 7 Winding Way expressed concerns about an accident that happened at the intersection of Winding Way and Torino Drive involving a large truck that could not stop on the steep downhill grade. Staff investigated the situation and after evaluating warrants, recommends that a guardrail be installed along the edge of the roadway on Torino Drive. The intersection is located outside of the City of San Carlos jurisdiction; however, Torino Drive is located in San Carlos.

**Duration**

July 2017 to June 2020.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 80,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 80,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 80,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 80,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit



**C1746: ECR/Rail Corridor Tree Planting and Irrigation Installation - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	South of Arroyo Avenue to City limits
Department:	Public Works	Strategic Plan:	No
Project Manager:	Grace Le	Priorities:	Condition for Development
Category:	Environmental Sustainability	Priority Rating:	3

**Description**

Plant new street trees and install irrigation from Arroyo Avenue to the southern City limits where feasible. The first phase of the project, which is underway, involves scoping and design. The second phase is construction and will commence upon completion of design and timed to reduce impacts from the Caltrain electrification project.

**Justification**

Per the Transit Village project conditions of approval, the developer provided \$150,000 to the City for landscaping and irrigation improvements, beginning south of Arroyo Avenue to the City limits with Redwood City. The intent is to continue the beautification of the transit corridor south from the Transit Village and Transit Center to the City limits. Once design is finalized, future appropriation beyond the funds from the Transit Village developer are needed to complete construction. Additional funds are needed for the construction phase.

**Duration**

Scoping and design to be complete by July 2018, with construction to follow and be complete by June 2023.

**Status**

Conceptual design is complete. Next phase is design, then construction.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 150,000	\$ 25,829	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
New request	-	-	-	-	-	-	350,000	350,000
<b>Total</b>	<u>\$ 150,000</u>	<u>\$ 25,829</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ 500,000</u>
<b>Fund Financing Sources</b>								
Transfer from								
Transit Village	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<b>Total</b>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>
<b>Total Capital Project</b>								
	<u>\$ -</u>	<u>\$ (124,171)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ 350,000</u>

**Future Impact on Operating Budget**

Negligible impact. SamTrans to maintain the trees.

**Current Strategic Plan Objective**

- Workforce/Below Market Rate (BMR) Housing
- Infrastructure
- Parking
- Public Outreach, Community Engagement, Social Media
- Public Safety
- Traffic and Transit



**C1747: Traffic Study - General Plan Environmental Impact Report Traffic Update**

Fund Number: General Fund Capital Project - 0025      Location: Citywide  
 Department: Community Development      Strategic Plan: Yes  
 Project Manager: Al Savay      Priorities:  
 Category: Traffic & Transportation      Priority Rating: 3

**Description**

Develop a new traffic study and accompanying General Plan Environmental Impact Report (EIR) amendment to account for new baseline traffic counts and incorporate future anticipated growth based on the 2030 General Plan build-out.

**Justification**

The San Carlos General Plan and EIR were adopted in 2009. The EIR traffic study relied on traffic counts conducted in early 2009, which was during the last recession, resulting in lower than normal traffic volumes. Following completion of a new traffic study, the intended outcome is for new development projects to use the General Plan EIR, which will streamline the development review process.

**Duration**

The majority of the work will be completed in Fiscal Year 2017-18.

**Status**

In progress.

**Programmed Funding**

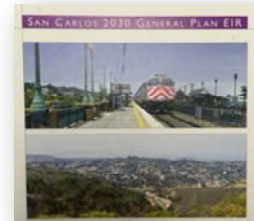
	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 110,100	\$ 18,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,100
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 110,100</u>	<u>\$ 18,225</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 110,100</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ 110,100</u>	<u>\$ 18,225</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 110,100</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
<b>X</b>	Traffic and Transit



**C1750: Reconfiguration Public Parking Plazas**

Fund Number:	Parking-in-lieu Fund -0028	Location:	Downtown Parking Plazas
Department:	Community Development Department	Strategic Plan:	Parking
Project Manager:	Martin Romo	Priorities:	Previously Funded
Category:	Traffic & Transportation	Priority Rating:	1

**Description**

Engage a surveyor to conduct site surveys of Williams and Clark Plazas (South Plaza has been completed) and engage a consulting firm to propose parking plaza reconfigurations to maximize pedestrian safety, parking spaces and secure, long-term bike storage.

**Justification**

The 2017-18 Strategic Plan includes Parking related objectives to: 1) increase parking supply for Downtown, South Laurel and Transit Center; and 2) to encourage programs, incentives and other modes of transportation to reduce parking demand. Use of City-owned public parking plazas (Williams, Clark and South Plazas) is high. The plazas suffer from striping that does not clearly differentiate between public and private parking spaces (Clark and Williams), a lack of bicycle storage facilities (South) and minimal safety precautions for pedestrians. The 2017 Parking Study recommends maximizing existing parking resources, including increasing pedestrian safety and bicycle facilities.

**Duration**

18 to 24 months.

**Status**

Survey has been conducted at South Plaza, but the rest of the project has not yet begun.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 60,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 60,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</u>

**Future Impact on Operating Budget**

After completion, we only anticipate a minimal impact on the operating budget.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
<b>X</b>	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1753: Streetline Parking Management System Expansion and Extension**

Fund Number:	General Fund Capital Project - 0025	Location:	Downtown - Laurel Street, San Carlos Avenue and the Wheeler Plaza Garage
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Steven Machida	Priorities:	
Category:	Traffic & Transportation, Facilities	Priority Rating:	1

**Description**

This project will renew the parking sensors in the downtown and expand the number of parking spaces that have parking sensors as part of the City's Parking Management System ("System") and Guided Parking Enforcement Program ("Program") by adding the Wheeler Plaza Parking Garage and maintaining all sensors for a term of four years. The requested funds cover the activation of the replacement sensors only.

**Justification**

The City partnered with Cisco Systems and Streetline, Inc. to place sensors in parking spaces in the 600 and 700 block of Laurel Street. The sensors detect when a vehicle is present in the parking space, sending a signal through the Wi-Fi network in the Downtown to a computer where they can be monitored by the Sheriff's Parking Enforcement Officers. Parking Enforcement staff use the System to guide enforcement efforts. Length of stay for each vehicle is tracked in real time to identify parking time violations. The System provides a list of spaces in violation, including the arrival time of the vehicle and a map of current violation locations based on feedback from the sensors. The staff use the data to inform them when spaces are being occupied longer than the 2-hour limit so they can enforce more efficiently than the traditional tire chalking method.

The parking information is also provided to the public via a smart phone application called Parker, which tells where spaces are available in real time. The Program has proven to be an effective tool for parking enforcement, as well as a promising tool for the City to market our "Smart Downtown", which allowed for the expansion of spaces in the Wheeler Plaza Parking Garage. The Program provides an economic development benefit to the City by attracting more business to the Downtown area by providing assistance in finding available parking. This project will renew the 213 existing on-street parking spaces located on the 600, 700 and 800 blocks of Laurel Street and on the 1100 and 1200 blocks of San Carlos Avenue and provide 254 new off-street garage parking spaces in Wheeler Plaza Garage, located immediately southwest of the intersection of San Carlos Avenue and Laurel Street. System expansion will provide a total of 467 spaces in the Downtown area.

**Duration**

Spring 2018.

**Status**

One-time activation of replacement sensors will occur simultaneously with the installation of the new sensors in the Wheeler Plaza Parking Garage. The activation fee for the sensors at the Garage will be paid by the developer. An agreement for maintenance of all sensors for four years will commence upon installation.

**Programmed Funding**

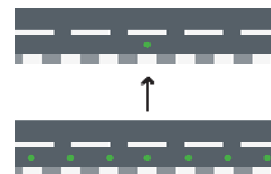
	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 40,478	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,478
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 40,478</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,478</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ 40,478</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 40,478</u>

**Future Impact on Operating Budget**

Ongoing monthly maintenance fees will be required to maintain the installed parking space sensors. The expansion and renewal of the downtown area parking sensor program will increase annual costs by \$14,652.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
<b>X</b>	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit



**C1802: Bicycle and Pedestrian Master Plan**

Fund Number: General Fund Capital Project - 0025      Location: Citywide  
 Department: Public Works      Strategic Plan: Yes  
 Project Manager: Grace Le      Priorities: Grant Funding, Master Plan  
 Category: Traffic & Transportation      Priority Rating: 1

**Description**

Develop a comprehensive Bicycle and Pedestrian Master Plan for the City with significant community engagement and participation.

**Justification**

The Bicycle and Pedestrian Master Plan aligns with Council's strategic plan goals of encouraging alternative modes of transportation and encouraging programs, incentives and other modes of transportation to reduce parking demand. Staff was successful in obtaining a \$100,000 grant from the City/County Association of Governments of San Mateo County for TDA Article 3 Pedestrian and Bicycle Program funds to develop the plan. The grant requires an equal match of \$100,000 from the City. The grant expires in September 2020.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	200,000	-	-	-	-	\$ 200,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>
<b>Fund Financing Sources</b>								
TDA Article 3 Grant	\$ -	\$ -	\$ 100,000	\$ -	-	\$ -	\$ -	\$ 100,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

**Future Impact on Operating Budget**

After implementation, the annual maintenance costs will not change from what was originally budgeted. Maintenance cost will be considered as each project from the Master Plan is implemented.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
<b>X</b>	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
<b>X</b>	Traffic and Transit





**C1803: Brittan Avenue and Alameda de las Pulgas Widening Project - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Alameda and Brittan Avenue
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety, TIF Funded
Category:	Traffic & Transportation	Priority Rating:	1

**Description**

This project will fund design and construction of Alameda De Las Pulgas widening to provide a separate northbound right turn lane on Alameda de las Pulgas and a feasibility study of the addition of a dedicated left turn pocket to east and westbound Brittan Avenue at the existing signal.

**Justification**

As development proceeds within San Carlos, improvements to the transportation system will be needed to serve the increase in traffic volume. This intersection was identified by Hexagon Transportation Consultants, Inc. as one of the "bottleneck" locations in the Traffic Impact Fee Plan for the City of San Carlos. This intersection is projected to operate at unacceptable Level of Service (LOS) D (V/C = 0.87) during the PM peak hour under cumulative conditions. To maintain operating levels within acceptable levels (mid-level LOS D or better) at the intersection of Alameda de las Pulgas and Brittan Avenue, the addition of a separate northbound right turn lane is recommended. With implementation of this improvement, the intersection is projected to operate at LOS B under cumulative conditions. In 2016, Hexagon conducted a separate evaluation of signal operations at the intersection and determined the signal will operate more efficiently by converting the east and west approaches on Brittan Avenue from split phase control to protected left-turn control.

**Duration**

July 2019 through June 2021.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	250,000	850,000	-	-	1,100,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ 850,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>

**Fund Financing Sources**

Traffic Mitigation								
Fee	\$ -	\$ -	\$ -	\$ 250,000	\$ 850,000	\$ -	\$ -	\$ 1,100,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ 850,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>

**Total Capital Project**

	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
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**Future Impact on Operating Budget**

After implementation, the annual maintenance costs increase from what was originally budgeted will be negligible as this intersection is already maintained by the City.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit



**C1806: San Carlos Avenue Pedestrian Safety Improvements - NEW**

Fund Number: General Fund Capital Project - 0025      Location: San Carlos Avenue  
 Department: Public Works      Strategic Plan: Yes  
 Project Manager: Grace Le      Priorities: Master Plan, Council Approved, Safety, Grant Funded  
 Category: Traffic & Transportation      Priority Rating: 1

**Description**

The San Carlos Avenue Pedestrian Safety Plan recommended sidewalk installation and intersection improvements from Beverly Drive to Prospect Street. Phase 1 of the improvements will include sidewalk installation from the frontage of Arundel School to Prospect Street and a new traffic signal installation at Phelps Road.

**Justification**

The project aligns with the Council's strategic goal of improving public safety along San Carlos Avenue. Staff was successful in obtaining a \$1,000,000 grant from the San Mateo County Transportation Authority for construction of Phase 1 of the project. Future phases of the project will be developed at a later date. Funding is requested to be transferred from C1724 Traffic Safety Assessment and Improvement. The grant funding for this project will expire by Fiscal Year 2019-20.

**Duration**

July 2018 through June 2020.

**Status**

New project.

**Programmed Funding**

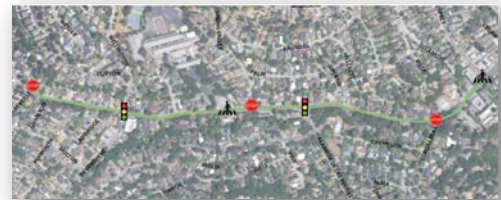
	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	700,000	2,500,000	-	-	-	3,200,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 700,000</u>	<u>\$ 2,500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,200,000</u>
<b>Fund Financing Sources</b>								
Measure A								
Bike/Ped	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
<b>Total Capital Project</b>								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 700,000</u>	<u>\$ 1,500,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,200,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1807: Traffic Calming Improvements - NEW**

Fund Number: General Fund Capital Project - 0025      Location: Various  
 Department: Public Works      Strategic Plan: Yes  
 Project Manager: Kaveh Forouhi      Priorities: Safety, Plan-based  
 Category: Traffic & Transportation      Priority Rating: 1

**Description**

This project will fund various traffic calming improvements throughout the city to address community safety concerns.

**Justification**

In 2018, Council approved a Neighborhood Traffic Management Program (NTMP) to help meet the needs of San Carlos community members. The program was based on past efforts by the City, guidance provided by the City's General Plan, policies and lessons learned from other jurisdictions, practices published by the transportation industry and community input regarding traffic concerns and ideas for improvement. The traffic calming measures were categorized as Level 1 or Level 2. Level 1 measures focus on easily implementable and relatively low cost features such as enhancing the visibility of crosswalks, striping narrow lanes, providing speed limit signs, installing new high visibility crosswalks, providing additional informational signs and installing new regulatory signs, which is mainly funded by our striping and marking project. Since Level 2 measures impact many people in a neighborhood and the measures tend to be more costly, it is necessary to dedicate a separate funding source to fund the Level 2 traffic calming improvements.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	100,000	-	-	-	-	100,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

**Future Impact on Operating Budget**

After implementation, the annual maintenance costs will increase from what was originally budgeted. The cost can not be estimated at this time as it depends on the type of improvement.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
<b>X</b>	Traffic and Transit



**C1812: Traffic Impact Fee Update - NEW**

Fund Number: General Fund Capital Project - 0025      Location: Citywide  
 Department: Public Works      Strategic Plan: Yes  
 Project Manager: Grace Le      Priorities: Master Plan, Increased Revenue  
 Category: Traffic & Transportation      Priority Rating: 2

**Description**

Update the Traffic Impact Fee Study with new traffic counts and 2040 buildout projections.

**Justification**

Currently, the General Plan Traffic Impact Analysis is being updated to reflect the new CEQA requirement to evaluate transportation impacts based on Vehicle Miles Traveled rather than the traditional Level of Service analysis. The 2040 buildout projections used to update the Traffic Impact Analysis will be used to conduct a Level of Service analysis to update the Traffic Impact Fee. This project aligns with Council's strategic goal to study and identify traffic mitigation improvements.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	50,000	-	-	-	-	50,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>
<b>Fund Financing Sources</b>								
TIP	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Future Impact on Operating Budget**

After completion and adoption by Council, there will be additional revenue to pay for Traffic Impact Fee projects.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
<b>X</b>	Traffic and Transit



**C1816: Parking Occupancy Study - NEW**

Fund Number:	Parking-in-Lieu - 0028	Location:	South Laurel St. and Walnut St.
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Council's Strategic Plan
Category:	Traffic & Transportation	Priority Rating:	3

**Description**

The City leased a portion of SamTrans property along El Camino Real to be used for employee parking in the South Laurel/Walnut area to reduce demand in neighborhoods. This new lot will open for parking in summer 2018. This budget request is to complete a parking occupancy study in the adjacent neighborhood to determine if the new parking lot has reduced parking demand in the adjacent residential neighborhood.

**Justification**

The parking study will allow staff to evaluate the effectiveness of the new parking lot and determine if it has helped reduce parking in the adjacent residential neighborhood before considering other parking measures, such as a residential parking permit program.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	10,000	-	-	-	-	10,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>
<b>Fund Financing Sources</b>								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



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**C9531: Annual Storm Drain Improvements - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Previous funding, Master Plan
Category:	Storm	Priority Rating:	1

**Description**

During major storm events, many areas of the city experience flooding. It has been estimated in previous studies that \$52 million is needed to fully address drainage issues in San Carlos. This Annual Storm Drain Improvements project will fund the recommended improvements.

**Justification**

In January 2016, the City completed a Citywide Storm Drain System Master Plan that identifies storm drainage deficiencies throughout the City. The Master Plan identified \$53 million in improvement work to upsize existing storm infrastructure. The top priority project is slated for design and construction in Fiscal Years 2016-17 and 2017-18 and is estimated at \$5,000,000. In addition, additional funding is needed to improve storm drain deficiencies and recurring annual storm drain infrastructure rehabilitation in the city.

**Duration**

Continuous.

**Status**

The Citywide Storm Drainage Master Plan is complete. Increased funding is needed to implement the prioritized improvement projects.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 1,500,000	\$ 602,525	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 4,500,000
Tsf fm C1709	150,000	-	-	-	-	-	-	150,000
New request	-	-	-	(500,000)	500,000	500,000	500,000	1,000,000
<b>Total</b>	<u>\$ 1,650,000</u>	<u>\$ 602,525</u>	<u>\$ 1,500,000</u>	<u>\$ 1,000,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 5,650,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 1,650,000</u>	<u>\$ 602,525</u>	<u>\$ 1,500,000</u>	<u>\$ 1,000,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ 5,650,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C9806: Belmont Creek Watershed Improvement - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Belmont Creek
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety
Category:	Storm	Priority Rating:	5

**Description**

Construction of upstream detention to reduce downstream flooding of Belmont Creek. San Carlos is partnering with Belmont and San Mateo County on this joint project.

**Justification**

Historically, during major storm events, Belmont Creek floods out of its channel into surrounding properties. A portion of the creek is the responsibility of the City of San Carlos. City staff would continue to work cooperatively with Belmont, San Mateo County and private property owners to study the issue and recommend solutions to minimize flooding.

**Duration**

July 2017 to June 2019.

**Status**

The County is currently leading the design effort.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 100,000	\$ -	\$ 198,000	\$ -	\$ -	\$ -	\$ -	\$ 298,000
New request	-	-	(198,000)	-	-	-	-	(198,000)
<b>Total</b>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Fund Financing Sources</b>								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit





**C9828: Annual Storm Drain Maintenance - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Industrial Road Area
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi/Lou Duran	Priorities:	Previously Funded, Master Plan
Category:	Storm	Priority Rating:	2

**Description**

The purpose of this project is to remove accumulated sediment in channels under and adjacent to Industrial Road and remove sediment from Belmont Creek and Cordilleras Creek within the next five years as recommended in the Industrial Road Drainage Master Plan. Additionally, the project would address the ponding issues at Bransten Road and Bing Street by implementing minor improvements.

**Justification**

The Industrial Road area experiences frequent flooding, which has a detrimental effect on the economic viability of the area and sediment removal imposes significant cleanup costs for the City and for private property owners.

**Duration**

Continuous.

**Status**

Project rollover to next year.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 720,000	\$ 224,398	\$ 150,000	\$ 150,000	\$ 570,000	\$ -	\$ -	\$ 1,590,000
New request	-	-	(150,000)	(150,000)	-	150,000	150,000	-
<b>Total</b>	<u>\$ 720,000</u>	<u>\$ 224,398</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 570,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 1,590,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ 720,000</u>	<u>\$ 224,398</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 570,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 1,590,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1751: Alameda de las Pulgas Landslide Repair**

Fund Number:	General Fund Capital Project - 0025	Location:	800 Alameda de las Pulgas
Department:	Public Works	Strategic Plan:	No
Project Manager:	Kaveh Forouhi	Priorities:	Safety, Grant funding
Category:	Traffic & Transportation	Priority Rating:	1

**Description**

This project includes removal of the landslide debris and replacement with engineered fill with drained keyways and benched fills to provide proper stability.

**Justification**

During the February 2017 Storms, a slope failure occurred along the downslope shoulder of Alameda de las Pulgas (behind St. Charles Catholic Church). To prevent further saturation and movement of the landslide, City staff covered the slide mass with plastic tarps and sandbags. After the wet season and following a Federal Disaster Declaration, the City's on-call geotechnical consultant performed field observation and testing. To prevent further damage to the public roadway, it was recommended we remove the landslide debris and replace it with engineered fill with drained keyways and benched fills to provide proper stability. Staff met with FEMA representatives to discuss this location and its eligibility for Federal Funds for the repair and received a grant for up to 75% of the costs.

**Duration**

July 2018 through June 2019.

**Status**

The project is at the final stage of design and construction to be completed by December 2018.

**Programmed Funding**

Appropriations	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
Expenses	\$ 300,000	\$ 18,172	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 300,000</b>	<b>\$ 18,172</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>
<b>Fund Financing Sources</b>								
FEMA	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000
<b>Total</b>	<b>\$ 225,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,000</b>
<b>Total Capital Project</b>								
	\$ 75,000	\$ 18,172	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C9319: Chilton Park Master Plan**

Fund Number:	General Fund Capital Project - 0025	Location:	Chilton Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	
Category:	Parks	Priority Rating:	3

**Description**

The project would fund the Master Plan for Chilton Park.

**Justification**

Chilton Park is located on Bayview Drive and is 1.6 acres of undeveloped park land. The site is sloped and has views of the canyon and surrounding area. The 2008 Master Plan for Parks, Open Space, Buildings and other Recreational Facilities recommended a park design plan for Chilton Park. Recently, neighbors have expressed interest in improvements to the park.

**Duration**

January 2018 to June 2019.

**Status**

In progress.

**Programmed Funding**

	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
<b>Appropriations</b>								
Expenses	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 70,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 70,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 70,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 70,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1710: EIR for Additional Lighting at Burton and Highlands Parks (Stadium Field)**

Fund Number:	General Fund Capital Project - 0025	Location:	Burton Park
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Previously Funded
Category:	Parks	Priority Rating:	1

**Description**

Provide funding for the development of an Environmental Impact Report (EIR) for the purpose of adding lighting to Burton Park and Stadium Field, which would increase the available hours for sports use. The report will evaluate all the environmental impacts, such as aesthetics, cultural resources, geology, hydrology and water quality, noise, traffic and longer operational hours for both fields.

**Justification**

Demand for field space is at an all time high. The City needs to light its ballfields to allow for additional hours of play at two fields and decrease pressure on other fields. It is necessary to use the EIR process to evaluate the environmental impacts and mitigation measures of adding lighting to Burton Park and Stadium Field.

**Duration**

July 2016 to December 2018.

**Status**

Report being finalized.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 200,000	\$ 138,223	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 200,000</u>	<u>\$ 138,223</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 200,000</u>	<u>\$ 138,223</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>

**Future Impact on Operating Budget**

This is a study. If Council approves lighting the fields once the study is complete, there will be increased costs of maintenance and electricity.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1716: North Crestview Park Improvement - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	North Crestview Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Master Plan
Category:	Parks	Priority Rating:	3

**Description**

This project will involve the implementation of the North Crestview Park Master Plan. The passive use concept shall include a variety of trails that allow for users of all abilities. A service road that uses an abandoned roadbed allows emergency, law enforcement and park maintenance vehicles to surmount the steep front slope. The service road terminates at an overlook that would feature a Service Dog memorial. A separate accessible path of travel to this location would be provided from Crestview Drive. Trails emanate from the memorial location and invite visitors to circulate through the site. Benches are spaced at intervals along the trail to allow for rest and contemplation and a meadow is proposed as a provision of a broad open area where larger groups might congregate for informal play, picnics and other casual uses. Some minor tree plantings are proposed to provide shade. Fences between the park and the adjacent homes will minimize the potential of trespass and help preserve the privacy of the property owners. Project funding will cover design and construction.

**Justification**

The Master Plan for North Crestview Park was completed in February 2017. Through the public process, community input was overwhelming in support of a very passive park concept with little disruption to the natural environment. After the year-long community input process, City Council approved the passive concept Master Plan for North Crestview Park. The improvements recommended would be in line with feedback received from the public and City Council.

**Duration**

Fiscal Year 2016-17 to Fiscal Year 2022-23.

**Status**

Existing project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 100,000	\$ 11,305	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	-	-	-	-	350,000	350,000
<b>Total</b>	<u>\$ 100,000</u>	<u>\$ 11,305</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ 450,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 100,000</u>	<u>\$ 11,305</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 350,000</u>	<u>\$ 450,000</u>


**Future Impact on Operating Budget**

After completion, the annual maintenance costs for North Crestview Park will increase the operating budget by \$15,000.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



<b>C1718: Park Restroom Replacement - AMENDED</b>								
Fund Number:	General Fund Capital Project - 0025	Location:	City Parks					
Department:	Parks & Recreation	Strategic Plan:	Yes					
Project Manager:	Amy Newby	Priorities:	Safety, Legal requirements, Cost of Maintenance					
Category:	Parks	Priority Rating:	2					
<b>Description</b>								
Additional funds are needed to complete the restroom replacement projects at Laureola Park and Crestview Park, and the renovation of the restroom at Arguello Park. The new restrooms will meet updated codes, standards and regulations, and will include anti-graffiti coating for maintenance.								
<b>Justification</b>								
In 2015, the City hired Salas O'Brien to assess existing park restrooms to determine the needs, replacement type and priority of work. The study documented the existing conditions and made recommendations for repair, renovation or expansion to accommodate the current occupancy use. The study reviewed and evaluated restrooms for the following items: accessibility compliance; facility/fixture capacity based on usage; closest parking and path of travel for accessibility; code and standard-related requirements; and level of deterioration.								
Based on the assessment, the restrooms have been replaced at Highlands Park and the north end of Burton Park and renovated at the south end of Burton Park/Youth Center. After receiving bids for both of these projects, the additional project budget request more accurately reflects the current construction cost for these remaining restrooms. To complete the replacements at Laureola Park and Arguello Park, additional funding is needed.								
<b>Duration</b>								
Fiscal Year 2016-17 to Fiscal Year 2020-21.								
<b>Status</b>								
Existing project.								
<b>Programmed Funding</b>								
Appropriations	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
Expenses	\$ 1,158,000	\$ 216,728	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 1,758,000
Transfer to C9363	\$ (450,000)							\$ (450,000)
New request	-	-	150,000	900,000	(300,000)	-	-	750,000
<b>Total</b>	<u>\$ 708,000</u>	<u>\$ 216,728</u>	<u>\$ 150,000</u>	<u>\$ 1,200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,058,000</u>
Fund Financing Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 708,000</u>	<u>\$ 216,728</u>	<u>\$ 150,000</u>	<u>\$ 1,200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,058,000</u>
<b>Future Impact on Operating Budget</b>								
Negligible impact.								
<b>Current Strategic Plan Objective</b>								
<b>X</b>	Workforce/Below Market Rate (BMR) Housing							
	Infrastructure							
	Parking							
	Public Outreach, Community Engagement, Social Media							
<b>X</b>	Public Safety							
	Traffic and Transit							

**C1729: Arguello Park Parking Lot Asphalt Repair - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Arguello Park
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Kaveh Forouhi	Priorities:	Safety
Category:	Parks	Priority Rating:	2

**Description**

Remove and replace the Upper Arguello Park parking lot.

**Justification**

The existing asphalt surfacing at the entrance and exit of the park has deteriorated. At this time there are many potholes that cannot be corrected by any other means.

**Duration**

July 2018 to June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
New request	-	-	200,000	-	(200,000)	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>
<b>Fund Financing Sources</b>								
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
<b>X</b>	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1730: Shade Structure Installation - Various Parks**

Fund Number:	Park-in-Lieu Fund - 0027	Location:	Crestview Park, Hillcrest Circle Park, Burton Park Bocce
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Previously Funded, Safety
Category:	Parks	Priority Rating:	1

**Description**

This project will provide new or augmented shade structures at Crestview Park, Hillcrest Circle Park and the bocce area of Burton Park.

**Justification**

Several park playgrounds have not been built with shade structures, or the structures are too small for the playground, resulting in residents' overexposure to the sun. This has been confirmed by repeated resident requests to provide extra shade at Crestview Park playground and new picnic area, Hillcrest Circle Park's playground and Burton Park's bocce area. The Parks & Recreation Foundation has pledged funding for the bocce area shade structure.

**Duration**

July 2016 to December 2019.

**Status**

In progress.

**Programmed Funding**

Appropriations	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project Funding
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	
Expenses	\$ 150,000	\$ 8,807	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 150,000</b>	<b>\$ 8,807</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>
<b>Fund Financing Sources</b>								
P&R Foundation	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Total Capital Project</b>								
	\$ 100,000	\$ 8,807	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000

**Future Impact on Operating Budget**

No impact on future operating budget.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit





**C1732: Laureola Park Improvements**

Fund Number:	Park-in-Lieu Fund - 0027	Location:	Laureola Park
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Safety, Park in lieu fees
Category:	Parks	Priority Rating:	1

**Description**

Various improvements to Laureola Park to enhance the safety and enjoyment of this community park. Improvements to the play structure, play surface, pathway, landscaping, and utilities are planned.

**Justification**

The improvements are part of the community benefits provided by the Transit Village development.

**Duration**

Fiscal Year 2016-17 to Fiscal Year 2020-21.

**Status**

Roll over to next fiscal year.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 600,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 600,000</u>
<b>Fund Financing Sources</b>								
Park in Lieu	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
<b>Total</b>	<u>\$ 600,000</u>	<u>\$ 600,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 600,000</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ (600,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1804: Existing Highlands Park Synthetic Turf Infill - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Highlands Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Safety, Cost of Deferred Maintenance
Category:	Parks	Priority Rating:	1

**Description**

This project would involve the maintenance of the existing synthetic turf at Highlands Park. The maintenance includes organic infill, installation and the continuation of our annual maintenance of existing synthetic turf.

**Justification**

To continue to maintain the Highlands Synthetic Sports Field, the organic infill will need to be replaced in Fiscal Year 2018-19. This maintenance process is done every 2-3 years to ensure the attenuation and fibers of the field are kept in a safe manner for the public. The last infill replacement was in Fiscal Year 2014-15. Once the project is complete, Maintenance will continue its annual maintenance program that includes grooming, sweeping, seam repairs, occasional top fill and safety inspections.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -
New request	-	-	100,000	-	-	-	-	100,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Fund Financing Sources</b>								
Turf Replacement								
Fund	\$ -	\$ -	\$ 100,000	\$ -	\$ -		\$ -	\$ 100,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1809: Upgrade of Existing Sports Field Lighting - NEW**

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 would consist of updating 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**

San Carlos is known as a sports community with very active and engaged residents. Field use requests from youth sports organizations increase each year. Parks & Recreation programs are limited and staff is unable to expand current offerings of outdoor youth and adult athletics programs. In 2008, the City completed the Parks, Open Space Buildings and Recreational Facilities Master Plan, which recommended maximizing use of existing fields to meet the demand, specifically noting the addition of nighttime field lighting at Flanagan Field and Stadium Field. The City is also in the process of completing an Environmental Impact Report on the effects of new and additional field lighting at Burton Park and Highlands Park.

**Duration**

July 2018 through June 2020.

**Status**

New project.

**Programmed Funding**

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

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1810: Park Water Feature Modifications - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Burton Park and Laureola Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Water Conservation
Category:	Parks, Environmental Sustainability	Priority Rating:	2

**Description**

This project would modify the existing water features at Burton Park and Laureola Park to include an underground water filtration and cleaning device to recirculate water used for the play features. Funding will cover design and construction.

**Justification**

Two of San Carlos' parks have water features that operate May through October. In 2015 and 2016, the City did not operate the water features due to drought water use restrictions. With potential future drought years, staff is recommending modifications to the water features to allow use even in drought years. For the water to be recirculated, it must include a filtration or cleaning system. The Burton Park feature was privately funded and during the drought years it was shut off and this will allow us to turn it back on.

**Duration**

July 2018 through June 2020.

**Status**

New project.

**Programmed Funding**

Appropriations	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project Funding
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	225,000	-	-	-	-	225,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 225,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 225,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000

**Future Impact on Operating Budget**

After project completion, there will be water conservation of approximately 50% of what is currently used for these park water play features when in operation.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1811: Repave Asphalt Walking Path at Highlands Park - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Highlands Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Lou Duran	Priorities:	Cost of Deferred Maintenance, Safety
Category:	Parks	Priority Rating:	2

**Description**

This project will fund repaving of the lower park entrance of Highlands Park on Coronado Street.

**Justification**

This project will repave the pathway at the lower park entrance to improve pedestrian safety. There are many cracks, potholes and root intrusions in the current pathway. The work will include the repair of potholes, root removal and grading and repaving of the walkway. Because the pathway is used to implement the City's open space fire mitigation program, the pathway needs to be accessible and level to bring in necessary equipment. The current condition puts the City at risk for litigation.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	150,000	-	-	-	-	150,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>
<b>Fund Financing Sources</b>								
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1815: City Tree Consultant - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	General Plan
Category:	Parks	Priority Rating:	3

**Description**

This budget request is to hire a consultant to help with identification of all City trees (in developed parks, downtown and street medians); complete GIS mapping of tree locations with ID numbers; prepare a certified arborist assessment report for pruning and/or removal; and recommend a maintenance schedule.

**Justification**

Neither Public Works nor Parks & Recreation have a master inventory list of City-owned and maintained trees. The Parks Maintenance budget lacks funding for annual tree maintenance. Tree care is handled on a reactive basis, and trees are pruned or removed as needed. This project will assist in determining a tree maintenance program to properly prune trees. This request will establish a tree maintenance program.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	100,000	-	-	-	-	100,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

**Future Impact on Operating Budget**

After completion of the tree study, there will be ongoing costs to the operating budget to implement the recommended tree trimming program. At this time, the costs are unknown.

**Current Strategic Plan Objective**

<input checked="" type="checkbox"/>	Workforce/Below Market Rate (BMR) Housing
<input type="checkbox"/>	Infrastructure
<input type="checkbox"/>	Parking
<input type="checkbox"/>	Public Outreach, Community Engagement, Social Media
<input checked="" type="checkbox"/>	Public Safety
<input type="checkbox"/>	Traffic and Transit



**C1817: Existing Highlands Park Synthetic Turf Replacement - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Highlands Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Safety, Cost of Deferred Maintenance, Restricted Use Funding, Master Plan
Category:	Parks	Priority Rating:	3

**Description**

This project would involve the replacement of the synthetic turf at Highlands Park. The warranty for the existing turf will expire in 2019. The standard lifespan of synthetic turf is 8-10 years. The replacement would include new turf and new organic infill.

**Justification**

The installation of synthetic turf at Highlands Park was completed in 2011 and is approaching the end of its life expectancy. The standard lifespan of a synthetic turf field is 8-10 years. Highlands Park synthetic field was a first-generation organic infill and loss of infill material for a field such as this is typical. Additionally, the older synthetic turf gets, the surface becomes less safe. The synthetic turf industry has continued to evolve in recent years, and the quality and performance of newer generation organic infill has improved.

Beginning in 2011, the City collected a field use fee from youth sport organizations each year. The funds collected have been reserved for when the field at Highlands Park needs to be replaced. The estimated account balance in Fiscal Year 2020-21 is approximately \$1,200,000. Additional funds will be needed to cover the replacement costs and turf replacement fund balance.

**Duration**

July 2020 through June 2022.

**Status**

New project.

**Programmed Funding**

	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	-	200,000	1,500,000	-	1,700,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ 1,500,000</u>	<u>\$ -</u>	<u>\$ 1,700,000</u>
<b>Fund Financing Sources</b>								
Turf Replacement								
Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000	\$ -	\$ 1,100,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>
<b>Total Capital Project</b>								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ 400,000</u>	<u>\$ -</u>	<u>\$ 600,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1818: Installation of New Sports Field Lighting at Flanagan & Stadium Field - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Burton Park and Highlands Park
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Master Plan
Category:	Parks	Priority Rating:	2

**Description**

This project would consist of installing new LED sports field lighting at Burton Park-Flanagan Field and Highlands Park-Stadium Field. Funds requested in Fiscal Year 2018-19 would be used for design services. Funding requested in Fiscal Year 2019-20 would be used for project construction.

**Justification**

San Carlos is known as a sports community with very active and engaged residents. Field use requests from youth sports organizations increase each year. Parks & Recreation programs are limited and staff is unable to expand current offerings of outdoor youth and adult athletics programs. In 2008, the City completed the Parks, Open Space Buildings and Recreational Facilities Master Plan, which recommended maximizing use of existing fields to meet the demand, specifically noting the addition of nighttime field lighting at Flanagan Field and Stadium Field. The City is also in the process of completing an Environmental Impact Report on the effects of new and additional field lighting at Burton Park and Highlands Park.

**Duration**

July 2021 through June 2023.

**Status**

New project.

**Programmed Funding**

Appropriations	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project Funding
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	-	-	200,000	1,400,000	1,600,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ 1,400,000</u>	<u>\$ 1,600,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 200,000</u>	<u>\$ 1,400,000</u>	<u>\$ 1,600,000</u>

**Future Impact on Operating Budget**

After completion, the annual utility cost for new LED field lighting will decrease the operating budget by \$10,000. In addition to a cost savings if existing field lights are updated to LED, there will also be offsetting revenue of approximately \$5,000 from sports organizations who rent the field lights.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit





**C9812: Study of City Hall Foundation - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	City Hall
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Grace Le	Priorities:	Master Plan
Category:	Facilities	Priority Rating:	2

**Description**

Conduct a foundation evaluation of City Hall to determine the status of the foundation. If the foundation is fine, we will request funding to repair damages based on the results.

**Justification**

In the 2012 Facilities Master Plan, assessment of the exterior finishes at City Hall revealed cracks in the concrete walls. There are settlement cracks in concrete flatwork around the perimeter of the building that have caused vertical displacement of the concrete. Without proper maintenance, the cracks will continue to worsen, compromising the integrity of the building. Protecting and properly maintaining the concrete will keep it looking fresh for many years while extending its service life, and in the event that the surface begins to show wear after years of exposure to the environment, it can be restored with special cleaning, stain removal and polishing products. An evaluation of the foundation will be conducted before proceeding to repair the cracks.

**Duration**

July 2018 through June 2019.

**Status**

Project shifted from Fiscal Year 2017-18 to Fiscal Year 2019-20.

**Programmed Funding**

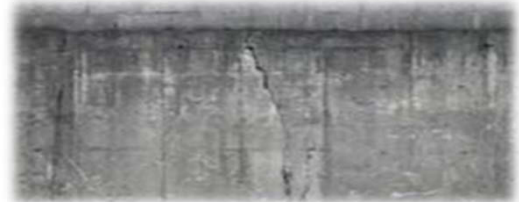
	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ 59,000	\$ -	\$ -	\$ -	\$ 59,000
New request	-	-	75,000	(59,000)	-	-	-	16,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 75,000</u>

**Future Impact on Operating Budget**

No impact on future operating budget.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**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. An initial study to look at site design and constraints will commence before design and construction. Currently, the only viable site for Station 16 is its current location. The lot size and shape will produce some challenges and the lot slope may need to be leveled to allow for the construction of a modern fire station.

**Justification**

The station 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.

**Duration**

July 2018 through June 2023.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ 300,000	\$ 2,700,000	\$ 2,000,000	\$ -	\$ -	\$ 5,000,000
New request	-	-	-	(2,700,000)	(1,000,000)	5,000,000	5,000,000	6,300,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 11,300,000</u>
<b>Fund Financing Sources</b>								
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 5,000,000</u>	<u>\$ 11,300,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C9831: Youth Center Renovations**

Fund Number: General Fund Capital Project - 0025      Location: Youth Center  
 Department: Parks & Recreation      Strategic Plan: Yes  
 Project Manager: Amy Newby      Priorities: Previously Funded, Master Plan  
 Category: Facilities      Priority Rating: 1

**Description**

The Youth Center is nearing 20 years old. The Civic Facilities Master Plan conducted in 2012 outlined many "Priority 1" issues related to the building, including: exterior paint and decayed wood fascia; failed sealants; cracks; roofing issues, including drainage and algae buildup; and aluminum window flashing failures. Renovation will also include a reconfiguration of the front desk, new lobby flooring, new gymnasium bleachers, restroom repairs and IT cabling. On May 14, 2018, the City Council approved an additional \$50,000 for the installation of surveillance cameras and a panic button.

**Justification**

On a daily basis, the Youth Center is used by over 300 community members for tot classes, after school drop-in programming, youth dances, art, computer classes, summer camp, basketball leagues, open gym and community rentals. With the increasing age of the building, it is imperative that these priority items be addressed so programming and use levels can be sustained.

**Duration**

July 2016 to June 2019.

**Status**

Design complete.  
 Construction to commence April 2018.

**Programmed Funding**

	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
<b>Appropriations</b>								
Expenses	\$ 1,300,000	\$ 105,029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
Council Action	75,500	-	-	-	-	-	-	75,500
<b>Total</b>	<u>\$ 1,375,500</u>	<u>\$ 105,029</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,375,500</u>
<b>Fund Financing Sources</b>								
Facility Infrastructure Reserve	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Youth Center Foundation	\$ 75,500							\$ 75,500
<b>Total</b>	<u>\$ 825,500</u>	<u>\$ 750,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 825,500</u>
<b>Total Capital Project</b>	<u>\$ 550,000</u>	<u>\$ (644,971)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 550,000</u>


**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



<b>C1711: Fire Stations Repair</b>								
Fund Number:	General Fund Capital Project - 0025			Location:	Fire Stations #13 and #16			
Department:	Public Works			Strategic Plan:	Yes			
Project Manager:	Lou Duran			Priorities:	Previously Funded			
Category:	Facilities			Priority Rating:	1			
<b>Description</b>								
This project will upgrade the safety and utility of several areas at Fire Stations #13 and #16, including the laundry room, electrical panel, generator and propane tank area, kitchen, stairs and balcony.								
<b>Justification</b>								
The balcony at Fire Station #13 has been closed due to rotted beams and crews are not allowed on the balcony due to safety concerns. Repair will cost approximately \$25,000. Trip hazards exist at Fire Station #13, and could be eliminated through stair cap repairs estimated at \$15,000. Many of the cabinets in Fire Station #13's kitchen are missing hardware, have damaged surfacing and broken doors. Replacing the cabinets is estimated at \$50,000. The laundry room at Fire Station #13 needs to be modified to accommodate a second washer and dryer to keep domestic clothing laundry separate from industrial fire gear laundry. This modification is estimated at \$20,000. The electrical panel at Fire Station #13 needs to be updated for sub panels and is estimated to cost \$3,500. A fence around the generator and propane tanks is needed at Fire Station #16 to prevent vandalism, which is estimated to cost \$10,000.								
<b>Duration</b>								
January 2018 to June 2019.								
<b>Status</b>								
In progress.								
<b>Programmed Funding</b>								
	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
<b>Appropriations</b>	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
Expenses	\$ 158,500	\$ 2,395	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 158,500
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 158,500</u>	<u>\$ 2,395</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 158,500</u>
<b>Fund Financing Sources</b>								
Reserve	\$ 158,500	\$ 158,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 158,500
<b>Total</b>	<u>\$ 158,500</u>	<u>\$ 158,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 158,500</u>
<b>Total Capital Project</b>								
	\$ -	\$ (156,105)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Future Impact on Operating Budget</b>								
Negligible impact.								
<b>Current Strategic Plan Objective</b>								
	Workforce/Below Market Rate (BMR) Housing							
X	Infrastructure							
	Parking							
	Public Outreach, Community Engagement, Social Media							
X	Public Safety							
	Traffic and Transit							

**C1721: Roof Repairs at Various Buildings**

Fund Number:	General Fund Capital Project - 0025	Location:	City Buildings
Department:	Public Works	Strategic Plan:	Yes Previously Funded, Cost of Deferred
Project Manager:	Grace Le/Lou Duran	Priorities:	Maintenance
Category:	Facilities	Priority Rating:	1

**Description**

Roof repairs for over nine City buildings, including: City Hall; Library; Corporation Yard; Tiny Tots Center; and Kiwanis.

**Justification**

During the past wet seasons, several City buildings experienced roof leaks that resulted in costly remediation and disruption to activities within the buildings. The roof repairs will prevent future leaks, extend the useful life of the roof and avoid complete replacement.

**Duration**

July 2016 to June 2018.

**Status**

In progress.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 250,000	\$ 71,442	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 250,000</u>	<u>\$ 71,442</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 250,000</u>	<u>\$ 71,442</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>

**Future Impact on Operating Budget**

Implementation of this project will decrease the annual budget by approximately \$15,000.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1734: Library Maintenance and Repairs**

Fund Number:	Library Improvement Fund - 0095	Location:	San Carlos Library, 610 Elm Street
Department:	Parks & Recreation	Strategic Plan:	Yes
Project Manager:	Amy Newby	Priorities:	Previously Funded
Category:	Facilities	Priority Rating:	2

**Description**

This project will assist in the rehabilitation of the San Carlos Library exterior and community rooms that were not part of the 2014 interior remodel project. These areas include: replacement of community room/kitchen furnishings; fixtures and equipment; painting of the exterior; repairs to the irrigation system; and some landscaping upgrades.

**Justification**

The San Carlos Library building is almost 20 years old. While the actual library area itself received an interior remodel in cooperation with the County of San Mateo, the other areas were not improved. The community rooms were in need of replacement tables, chairs, a podium and installation of a new ceiling projector. The restrooms on the first and second floors require replacement of toilet fixtures and sinks and the janitorial room needs repair. The exterior of the building is in need of stucco repairs and painting. Additionally, the courtyard requires irrigation repairs and some landscaping replacement to drought-tolerant plantings.

**Duration**

July 2016 to June 2019.

**Status**

In progress.

**Programmed Funding**

Appropriations	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project Funding
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	
Expenses	\$ 458,568	\$ 149,120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 458,568
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 458,568</b>	<b>\$ 149,120</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 458,568</b>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Capital Project</b>								
	\$ 458,568	\$ 149,120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 458,568

**Future Impact on Operating Budget**

No impact on future operating budget.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1742: Fuel Station Upgrade**

Fund Number:	General Fund Capital Project - 0025	Location:	Corporation Yard
Department:	Public Works	Strategic Plan:	No
Project Manager:	Lou Duran	Priorities:	Previously Funded
Category:	Facilities	Priority Rating:	2

**Description**

Purchase and install new fuel station at the Corporation Yard. The project will take 7-10 days to complete.

**Justification**

The current fuel station is approximately 25 years old and is in need of replacement. The card reader program is outdated and has been difficult to manage. Sensors need repair or replacement to be able to function properly. By funding the Fuel Station Upgrade, the Maintenance Department will be able to pull reports, rely on new sensors and have new pump dispensers in place. All work will be done in accordance with Air Quality Control Standards.

**Duration**

July 2017 to December 2018.

**Status**

In progress.

**Programmed Funding**

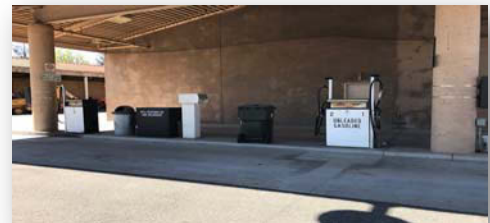
	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 60,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 60,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1749: City Hall EOC Furniture & Equipment Updates - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	City Hall Enterprise Room
Department:	Sheriff's Office	Strategic Plan:	Yes
Project Manager:	Mark Duri	Priorities:	Safety, Grant Funded
Category:	Facilities, Technology	Priority Rating:	1

**Description**

This funding request is for the replacement of tables, chairs and updated equipment in the Enterprise Room at City Hall. The City has contracted a part-time Emergency Operations Coordinator to conduct an evaluation of the current state of the Emergency Operations Center. Numerous perishable items are needed in the event of a local emergency and with technological advances, some of the current items are in need of replacement. The approval of funds will help meet the Council's strategic goal to enhance and sustain facilities, infrastructure and technology.

**Justification**

The City uses the Enterprise Room as its Emergency Operations Center during times of emergency. Also, various City and community groups hold meetings in the room. The furniture and projector screen are outdated and in need of replacement. This project would replace at least 15 tables and 50 chairs to match the recently updated furniture in the Library Community Rooms. The projector screen will be updated with the installation of new monitors, which are consistent with other meeting rooms in City Hall. All of this equipment will be able to be moved to an updated EOC facility if approved.

**Duration**

July 2018 to June 2019.

**Status**

The project will begin in Fiscal Year 2018-19.

**Programmed Funding**

Appropriations	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project Funding
	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	
Expenses	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
New request	-	-	50,000	-	-	-	-	50,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,000</b>
<b>Fund Financing Sources</b>								
SLEF Funds	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Sheriff Trust Fund	-	-	40,000	-	-	-	-	40,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 90,000</b>
<b>Total Capital Project</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

<input checked="" type="checkbox"/>	Workforce/Below Market Rate (BMR) Housing
<input type="checkbox"/>	Infrastructure
<input type="checkbox"/>	Parking
<input type="checkbox"/>	Public Outreach, Community Engagement, Social Media
<input checked="" type="checkbox"/>	Public Safety
<input type="checkbox"/>	Traffic and Transit





**C1805: Fire Station #13 HVAC Replacement - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Fire Station #13
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Dave Pucci/Lou Duran	Priorities:	Cost of Deferred Maintenance
Category:	Facilities	Priority Rating:	4

**Description**

To provide adequate comfort and a reasonable air temperature in Fire Station #13 the system is in need of repair or replacement. The replacement proposed is a split system that will include demolition, installation of new equipment, refrigerant, pipe work and all commissioning. This repair option will include re-zoning and damper replacement.

**Justification**

We have experienced long term difficulties controlling temperatures appropriately. Staff at Station 13 have complained and documented the temperature issues for several years. The temperature fluctuations have interfered with rest during the nighttime hours as well. The proposed new system would allow staff to individually control temperatures and airflow. This system would also be more energy efficient, allowing individual room temperature control and units to be turned off when unoccupied. Attempts to alter the existing system have not improved the overall function. To repair and improve the current system in the short term, work would include re-zoning the areas and replacing dampers that currently leak at an estimated cost of \$27,300. This option would not resolve the individual room temperature controls or provide any additional energy savings. For a permanent long term solution, it would require the installation of a multi-split unit system. This proposed new system is consistent with other Fire Stations, including Fire Station #16. To fully fund this project, the total cost would be \$175,000.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	175,000	-	-	-	-	175,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 175,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 175,000</u>
<b>Fund Financing Sources</b>								
Building and Maintenance								
Reserve	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 175,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 175,000</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1813: Transfer Switches for Portable Generators - NEW**

Fund Number:	General Fund Capital Project - 0025	Location:	Various
Department:	Public Works	Strategic Plan:	Yes
Project Manager:	Lou Duran	Priorities:	Safety
Category:	Facilities	Priority Rating:	2

**Description**

This project will add transfer switches for portable generators for all sewer/storm pump station locations and the Adult Community Center, Youth Center and Library.

**Justification**

To use portable generators at all sewer/storm pump station locations, the Adult Community Center building, the Youth Center building and the Library building during an emergency, a transfer switch needs to be added to the existing facilities. The new transfer switches will accommodate the new connection points for the portable generator. The project is in line with Emergency Operations Center (EOC) upgrade objectives in the City Council's Strategic Plan.

**Duration**

July 2018 through June 2019.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	250,000	-	-	-	-	250,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1814: Climate Action Plan - NEW**

Fund Number: General Fund Capital Project - 0025      Location: Citywide  
 Department: Public Works      Strategic Plan: No  
 Project Manager: Steven Machida      Priorities: Master Plan  
 Category: Environmental Sustainability      Priority Rating: 2

**Description**

As part of the City's 2009 General Plan Update, the City Council adopted the City of San Carlos' first Climate Action Plan ("CAP"), establishing a greenhouse gas ("GHG") reduction target and strategies to address climate change caused by GHG emissions. The City's CAP includes GHG emissions reduction targets and implementation measures that guide the City and community in reaching 2020 and 2030 targets consistent with State and regional regulations. The City's General Plan requires that the CAP be updated every five years. In 2015, the City performed an assessment of the CAP. As the City approaches 2020, the Climate Action Plan will need to be updated. The update will include new measures that are aligned with new regional and state GHG reduction targets.

**Justification**

The current Climate Action Plan was adopted in 2009. The City's General Plan requires that the CAP be updated every five years. An assessment was performed in 2015 and a full update is needed by 2020. The revision will include new GHG reduction measures that will be implemented over the coming years. The cost to hire a consultant to complete the research and community outreach needed to draft a new Climate Action Plan is estimated to cost \$250,000.

**Duration**

July 2019 through June 2020.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	250,000	-	-	-	250,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>
<b>Fund Financing Sources</b>								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 250,000</u>

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

- Workforce/Below Market Rate (BMR) Housing
- Infrastructure
- Parking
- Public Outreach, Community Engagement, Social Media
- Public Safety
- Traffic and Transit



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**C1708: City Website Design, Content Management System, and Hosting**

Fund Number: General Fund Capital Project - 0025      Location: Citywide  
 Department: City Manager's Office      Strategic Plan: Yes  
 Project Manager: Kristen Flores/Tara Peterson      Priorities: Previously funded, Legal Requirements  
 Category: Public Outreach      Priority Rating:

**Description**

This project is to complete the upgrade of the City's website. The new website is designed to be user-friendly with enhanced search features, making it easy to navigate and find information. It also is designed to meet the evolving expectations of the public for secure and reliable online services that are accessible from any operating platform, while meeting the requirements of the Americans with Disabilities Act.

**Justification**

Continue work on the new site include additional enhancements, accessibility improvements and content revisions.

**Duration**

July 2016 to December 2018.

**Status**

Website is redesigned, but there are a number of enhancements and content revisions needed to complete the project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 300,000	\$ 141,661	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 300,000</u>	<u>\$ 141,661</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>
<b>Fund Financing Sources</b>								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 300,000</u>	<u>\$ 141,661</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>

**Future Impact on Operating Budget**

New website requires contract content management to ensure it remains up to date, accessible and consistent to meet Council objectives.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1715: Network Security and Monitoring**

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

**Description**

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

**Justification**

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

**Duration**

July 2016 to July 2017.

**Status**

In progress.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 100,000	\$ 19,893	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 100,000</u>	<u>\$ 19,893</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ 100,000</u>	<u>\$ 19,893</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

**Future Impact on Operating Budget**

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

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C1720 - Purchase and Implement New Agenda and Record Management Systems**

Fund Number:	General Fund Capital Project - 0025	Location:	City Hall
Department:	City Clerk	Strategic Plan:	Yes
Project Manager:	Crystal Mui	Priorities:	Previously Funded
Category:	Technology	Priority Rating:	1

**Description**

Funds to purchase and implement agenda and electronic content management systems. The City currently used SIRE Technology for our agenda and records management. In 2014, the City was notified that there would no longer be any major developments to SIRE. Therefore, the system is not fully compatible with newer browsers and other application updates and is increasingly experiencing operational and functional problems. While the agenda management software has been updated as part of this project, the record management system is still to be updated.

**Justification**

Rather than replace the City's current Document Management System with another similar system that simply serves as a document repository, staff is requesting to purchase and implement an Electronic Content Management System (ECMS). An ECMS would not only be able to house City records, but would also have features such as retention tracking, electronic forms with automated workflows, integration with other systems and user-friendly online access for the public. These additional features would help streamline work processes, thereby increasing efficiency and provide record transparency for the public.

**Duration**

July 2016 to June 2019.

**Status**

An Agenda Management System has been implemented. A vendor for the Electronic Content Management has been selected, and implementation is anticipated to begin late spring/early summer 2018.

**Programmed Funding**

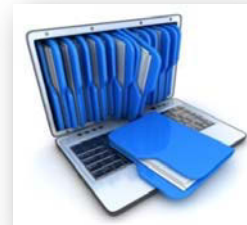
	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 240,000	\$ 47,944	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 240,000</b>	<b>\$ 47,944</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 240,000</b>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<b>\$ 240,000</b>	<b>\$ 47,944</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 240,000</b>

**Future Impact on Operating Budget**

Compared to the current cost for the system, the completion of the two components of the project would increase the operating budget by approximately \$15,000 due to increase in annual maintenance costs.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1727: GIS Upgrade**

Fund Number: General Fund Capital Project - 0025      Location: Citywide  
 Department: Administrative Services      Strategic Plan: Yes  
 Project Manager: Will Hoch      Priorities: Technology Upgrade  
 Category: Technology      Priority Rating: 2

**Description**

The City hosts its geographic information system (GIS) onsite with primary users in Public Works and Community Development. GIS contains a wide range of spatial data which includes water and sewer laterals, manholes and parcel information to name a few. The current system is several versions behind and is underserving City staff. Due to the lack of enhancements, City staff is unable to use the system to access data effectively and efficiently.

**Justification**

GIS is a versatile system that can serve as the backbone of many applications and work flows. By upgrading the system, we can provide our users access to enhanced data in one central location. This will allow users to quickly obtain data, which reduces user frustration, time spent and money used to access information.

**Duration**

July 2018 to August 2018.

**Status**

New project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>
<b>Fund Financing Sources</b>								
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 100,000</u>

**Future Impact on Operating Budget**

If the current system is replaced, the costs would increase by \$20,000 due to increased maintenance costs. However, if the City decides to keep the existing vendor, there will only be a minimal impact to the budget.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit





**C1745: Permit Management and Inspection Coordination Application (TrakIt) Upgrade - AMENDED**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Administrative Services	Strategic Plan:	No
Project Manager:	Will Hoch	Priorities:	Safety, Previously Funded
Category:	Technology	Priority Rating:	1

**Description**

Currently, the City is hosting the Permit Management and Inspection Coordination application, TrakIt, with primary users in the Community Development and Public Works Departments. The application is used to create, issue and track permits, schedule inspections and collect fees. The current system is several versions behind and is underserving City staff.

**Justification**

The vendor's current version of the application is web-based, which allows users to access the application anywhere from any device without the need for IT to install the application. Upgrading would enable IT to allow access to remote users in the Fire Department and San Mateo County Sherriff's Department, who otherwise do not have access to the system, and provide an improved and more efficient application with increased functionality. Currently, staff creates custom reports or toggles between modules to locate hard to find data. The upgrade integrates all the modules and improves the search functionality, thus making staff more efficient by reducing the time to input data, search for data and issue permits.

**Duration**

July 2017 to December 2018.

**Status**

Project has started with an expected completion before December 1, 2018.

**Programmed Funding**

Appropriations	Total Approved		Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
	Budget	Total Spent						
Expenses	\$ 60,000	\$ 20,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 60,000</b>	<b>\$ 20,880</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>
<b>Fund Financing Sources</b>								
Technology Fee	\$ 15,000	\$ 15,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
<b>Total</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>
<b>Total Capital Project</b>								
	\$ 45,000	\$ 5,880	\$ (45,000)	\$ -	\$ -	\$ -	\$ -	\$ -

**Future Impact on Operating Budget**

Negligible impact.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



**C1754: Automatic License Plate Reader**

Fund Number:	General Fund Capital Project - 0025	Location:	Citywide
Department:	Police Services	Strategic Plan:	Yes
Project Manager:	Mark Duri	Priorities:	Safety, Trust Funded
Category:	Traffic & Transportation	Priority Rating:	1

**Description**

Increase the appropriations budget in the amount of \$125,000 for the purchase of additional automatic license plate reader (ALPR) technology. This request will purchase 9 readers.

**Justification**

There have been contract savings accrued to the City because expenses incurred by the Sheriff's Office in meeting their contract obligations have not met or exceeded the contracted amount. The County has set aside those funds into a trust account which currently amounts to approximately \$560,000. It is recommended that the funding for the ALPR come from the trust. As such, we are requesting a transfer of \$125,000 from the trust account which will directly offset the additional appropriation needed to pay for the ALPRs.

**Duration**

ALPRS would be installed summer 2018.

**Status**

New Project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Council Action	125,000	-	-	-	-	-	-	\$ 125,000
<b>Total</b>	<u>\$ 125,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 125,000</u>
<b>Fund Financing Sources</b>								
Sheriff Trust Acct	\$ 125,000	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ 125,000
<b>Total</b>	<u>\$ 125,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 125,000</u>
<b>Total Capital Project</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>


**Future Impact on Operating Budget**

Once installed, the readers will have an annual maintenance fee of approximately \$500 each for a total of \$4,500 and a cellular service connection cost of \$45/camera/month for approximately \$5000 annually.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
	Infrastructure
	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
	Public Safety
<b>X</b>	Traffic and Transit



<b>C1808: GIS Sign Inventory - NEW</b>								
Fund Number:	General Fund Capital Project - 0025	Location:	Various					
Department:	Public Works	Strategic Plan:	No					
Project Manager:	Lou Duran	Priorities:	None					
Category:	Technology	Priority Rating:	2					
Description								
<p>This project will allow all City-maintained signs, traffic signals and pedestrian crosswalks to be GPS located. There are approximately 3,500 signs, 17 intersections and 6 pedestrian crosswalks. All information collected will be in a digital map format that would integrate with the City's computerized maintenance management system.</p>								
Justification								
<p>An inventory of the City maintained signs, crosswalks and traffic signals would allow the Maintenance Department to track all installations, routine maintenance and modifications. The inventory would be integrated into our computerized maintenance management system (CMMS) and a layer will be added to our City GIS maps. This will be important information for litigation purposes as it will show the condition, last service maintenance, and all hardware, including photographs. By having this information in our CMMS, the staff time required to survey signs that are in need of maintenance or replacement will be reduced. All information integrated will be used to schedule replacement or maintenance every 1-3 years.</p>								
Duration								
July 2019 through June 2020.								
Status								
New project.								
Programmed Funding								
	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New request	-	-	-	125,000	-	-	-	125,000
<b>Total</b>	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Project</b>								
	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000
<b>Total</b>	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000
Future Impact on Operating Budget								
Negligible impact.								
Current Strategic Plan Objective								
	Workforce/Below Market Rate (BMR) Housing							
	Infrastructure							
	Parking							
	Public Outreach, Community Engagement, Social Media							
	Public Safety							
	Traffic and Transit							
								

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**C9751: Wheeler Plaza Project**

Fund Number:	General Fund Capital Project - 0025	Location:	Wheeler Plaza
Department:	Community Development	Strategic Plan:	Yes or No
Project Manager:	Albert Savay	Priorities:	Housing
Category:	Housing, Facilities	Priority Rating:	1

**Description**

This project would fund City contributions and costs associated with the development of the Wheeler Plaza mixed-use project and public parking garage. This would include relocation and remediation costs (reimbursed by Successor Agency), consultants and other professional services.

**Justification**

The Wheeler Plaza project was previously an RDA project. The City Council approved a Disposition and Development Agreement, Relocation Plan and Cooperation Agreement to effectuate the transfer and development of the Wheeler Plaza parking lot and other City and Successor Agency property. The project has been a top priority in the Economic Development Plans adopted in 2007 and 2010, and also appears among the Council's most recent Strategic Plan objectives.

**Duration**

Fiscal Year 2007-08 to Fiscal Year 2018-2019.

**Status**

Continuing project.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 845,000	\$ 558,543	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 845,000
New request	-	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 845,000</u>	<u>\$ 558,543</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 845,000</u>
<b>Fund Financing Sources</b>								
Successor Agency bond proceeds	\$ 600,000	\$ 360,116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
<b>Total</b>	<u>\$ 600,000</u>	<u>\$ 360,116</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 600,000</u>
<b>Total Capital Project</b>	<u>\$ 245,000</u>	<u>\$ 198,427</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 245,000</u>

**Future Impact on Operating Budget**

Maintenance of the City portions of the plaza will require funding. A request is being made in the operating budget by the Public Works Department.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
<b>X</b>	Parking
<b>X</b>	Public Outreach, Community Engagement, Social Media
<b>X</b>	Public Safety
	Traffic and Transit



**C9754: Cherry Street Below Market Rate Housing Acquisition, Demolition and Site Work - AMENDED**

Fund Number:	Housing-in-Lieu Fund - 0029	Location:	Cherry Street between Walnut and Laurel
Department:	Community Development	Strategic Plan:	Yes
Project Manager:	Martin Romo	Priorities:	Housing, Previously Funded, Own Funding Source
Category:	Housing	Priority Rating:	1

**Description**

This project will fund the acquisition of property on the north side of Cherry Street between Laurel and Walnut, for potential assemblage with adjacent property to create new, affordable rental housing. The requested funds include costs for demolition and any necessary remediation/site work.

**Justification**

This project would add severely needed affordable housing in the downtown, which is accessible to transit and employment areas. The redevelopment of this site would increase the number of affordable housing units fourfold.

**Duration**

July 2011 to June 2020.

**Status**

The City continues to pursue the acquisition of the land necessary to develop affordable housing. An updated appraisal and final offer is complete and has been delivered to the property owner. The City and the property owner have begun negotiations for acquisition. Additional funds are being requested for the higher appraised value of the site.

**Programmed Funding**

	Total Approved Budget	Total Spent	Adopted 2018-19	Adopted 2019-20	Requested 2020-21	Requested 2021-22	Requested 2022-23	Total Project Funding
<b>Appropriations</b>								
Expenses	\$ 2,500,000	\$ 39,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
New request	-	-	375,000	-	-	-	-	375,000
<b>Total</b>	<u>\$ 2,500,000</u>	<u>\$ 39,515</u>	<u>\$ 375,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,875,000</u>
<b>Fund Financing Sources</b>								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Capital Project</b>								
	<u>\$ 2,500,000</u>	<u>\$ 39,515</u>	<u>\$ 375,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,875,000</u>


**Future Impact on Operating Budget**

The City intends to acquire this real property to enter into a joint venture with a non-profit affordable housing developer to provide additional affordable housing units. The impact on the operating budget is unknown at this time.

**Current Strategic Plan Objective**

	Workforce/Below Market Rate (BMR) Housing
<b>X</b>	Infrastructure
	Parking
	Public Outreach, Community Engagement, Social Media
	Public Safety
	Traffic and Transit



<b>C1733: 817 Walnut Street Redevelopment - AMENDED</b>								
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			
<b>Description</b>								
<p>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 Moderate Income Housing Asset Fund Professional Services budget will allow 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. Once bids on the project have been received and vetted, and while supplemental tax credit financing is being secured, staff will return to the City Council with a proposed appropriation for the construction of the 817 Walnut Street Redevelopment project. The impact of this project will be measured by the number of affordable housing units built at 817 Walnut Street.</p>								
<b>Justification</b>								
<p>In December 2015, the City Council formed a Housing Subcommittee to explore, among other housing-related issues, how to facilitate the construction of new affordable housing using the City's affordable housing impact fees and Low Moderate Income Housing Asset Fund. Following the dissolution of the San Carlos Redevelopment Agency (RDA), all housing assets of the RDA were transferred to the City's Low Moderate Income Housing Asset Fund, including 817 Walnut Street; an aging, underutilized six-unit multi-family building with four below market rate tenants. State of California Senate Bill 341 (SB 341) implemented new requirements for spending housing successor funds beginning in 2015. SB 341 requires that the City, as the Housing Successor Agency, substantially spend or encumber its housing successor funds before 2019, at which point surpluses may be transferred to various State programs. To begin allocating these funds to affordable housing projects, staff identified the 817 Walnut Street property as a key site for affordable housing development. Preliminary design and analysis demonstrates that developing 10 to 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.</p>								
<b>Duration</b>								
<p>July 2016 to FY20-21. 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.</p>								
<b>Status</b>								
Continuous								
<b>Programmed Funding</b>								
	Total Approved		Adopted	Adopted	Requested	Requested	Requested	Total Project
<b>Appropriations</b>	Budget	Total Spent	2018-19	2019-20	2020-21	2021-22	2022-23	Funding
Expenses	\$ 1,000,000	\$ 40,126	\$ -	\$ -	\$ -	\$ -		\$ 1,000,000
New Request	-	-	-	-	3,000,000	-		3,000,000
<b>Total</b>	<u>\$ 1,000,000</u>	<u>\$ 40,126</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,000,000</u>	<u>\$ -</u>		<u>\$ 4,000,000</u>
<b>Fund Financing Sources</b>								
Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		<u>\$ -</u>
<b>Total Capital Project</b>	<u>\$ 1,000,000</u>	<u>\$ 40,126</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,000,000</u>	<u>\$ -</u>		<u>\$ 4,000,000</u>
<b>Future Impact on Operating Budget</b>								
<p>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.</p>								
<b>Current Strategic Plan Objective</b>								
X	Workforce/Below Market Rate (BMR) Housing							
	Infrastructure							
	Parking							
	Public Outreach, Community Engagement, Social Media							
	Public Safety							
	Traffic and Transit							
								

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**CITY OF SAN CARLOS  
FISCAL YEAR 2018-20 CAPITAL IMPROVEMENT PROGRAM  
UNFUNDED PROJECT LIST**

Fund / Project	Category	Project Description	Est. Project Total
<b>Wastewater Fund 006</b>			
Ongoing	Improve Infrastructure	Annual Sewer System Rehabilitation Program	33,000,000
<b>Total Unfunded Wastewater Fund</b>			<b>33,000,000</b>
<b>Gas Tax Fund 0016</b>			
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
<b>Total Unfunded Gas Tax Fund</b>			<b>72,000,000</b>
<b>General Fund Capital Projects Fund 0025</b>			
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	Community Enhancement	Chilton Park-Master Pan Implementation	50,000
New	Infrastructure/Public Safety	City Hall Emergency Operations Center Structural Upgrade	900,000
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
<b>Total Unfunded General Fund Capital Projects</b>			<b>67,377,000</b>
<b>Total Unfunded list</b>			<b>172,377,000</b>

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## CITY OF SAN CARLOS

### DEBT MANAGEMENT POLICY

**Adopted by Council: January 22, 2018**  
**Resolution No. 2018-010**

This Debt Management Policy (this "Policy") establishes the parameters within which debt may be issued and administered by the City of San Carlos, the San Carlos Housing Authority and each other entity for which the City Council of the City serves as the governing body, other than the Successor Agency to the San Carlos Redevelopment Agency. The Successor Agency to the San Carlos Redevelopment Agency has adopted a separate debt management policy.

#### **A. PURPOSE**

The purpose of this Policy is to establish guidelines and parameters for the effective governance, management and administration of debt and other financing obligations issued by the City.

As used in this Policy, "City" shall mean the City of San Carlos and/or its related entities, as the context may require. As used in this Policy, "debt" shall be interpreted broadly to mean bonds, notes, certificates of participation, financing leases, or other financing obligations, but the use of such term in this Policy shall be solely for convenience and shall not be interpreted to characterize any such obligation as an indebtedness or debt within the meaning of any constitutional debt limitation where the substance and terms of the obligation comport with exceptions thereto. This Policy shall apply to all debt issued or sold to third party lenders or investors and does not pertain to City internal inter-fund borrowings or any employee benefit obligations.

#### **B. BACKGROUND**

The City and its related entities are committed to fiscal sustainability by employing long-term financial planning efforts, maintaining appropriate reserves levels and employing prudent practices in governance, management, budget administration and financial reporting.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. A disciplined thoughtful approach to debt management includes policies that provide guidelines for the City and its related entities to manage their collective debt program in line with those resources. Therefore, the objective of this policy is to

provide written guidelines and restrictions concerning the amount and type of debt and other financing obligations issued by the City and its related entities and the ongoing management of the debt portfolio.

This Policy is intended to improve the quality of decisions, assist with the determination of the structure of debt issuance, identify policy goals, and demonstrate a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a local debt policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

## **C. CONDITIONS AND PURPOSES OF DEBT ISSUANCE**

### **1. Acceptable Conditions for the Use of Debt**

The City believes that prudent amounts of debt can be an equitable and cost-effective means of financing major infrastructure and capital asset and project needs of the City. Debt will be considered to finance such projects if:

- a) The project has been, or will be, included in the City's capital improvement plan or has otherwise been coordinated with the City's planning goals and objectives.
- b) The project can be financed with debt not exceeding the term specified in Section E.1 of this Policy, to assure that long-term debt is not issued to finance projects with a short useful life.
- c) It is the most cost-effective funding means available to the City, taking into account cash flow needs and other funding alternatives.
- d) It is fiscally prudent and meets the guidelines of this Policy. Any consideration of debt financing shall consider financial alternatives, including pay-as-you-go funding, proceeds derived from development or redevelopment of existing land and capital assets owned by the City, and use of existing or future cash reserves, or combinations thereof.

### **2. Acceptable Uses of Debt and Proceeds of Debt**

The primary purpose of debt is to finance one of the following:

- a) The City will consider long-term financing for the acquisition, substantial refurbishment, replacement, or expansion of capital assets (including but not limited to land improvements, infrastructure projects, equipment and water rights) for the following purposes:
  - i. Acquisition and or improvement of land, right-of-way or long-term easements.
  - ii. Acquisition of a capital asset with a useful life of three or more years.
  - iii. Construction or reconstruction of a facility.

- iv. Although not the primary purpose of the financing effort, project reimbursables that include project planning design, engineering and other preconstruction efforts; project-associated furniture fixtures and equipment; capitalized interest, original issue discount, underwriter's discount, and other costs of issuance.
- b) Refunding, refinancing, or restructuring debt (including without limitation the refinancing or advance funding of City pension obligations), subject to refunding objectives and parameters discussed in Section G.

### 3. Short-Term Debt

- a) In the event of temporary shortfalls in cash flow for City operation costs due to timing of receipt of revenues and the lack of cash on hand to cover the temporary deficit, the City may consider interim or cash flow financing, such as anticipation notes. In compliance with applicable state law, any such notes shall be payable either (i) not later than the last day of the fiscal year in which it is issued, or (ii) during the fiscal year succeeding the fiscal year in which issued, but in no event later than 15 months after the date of issue, and only if such note is payable only from revenue received or accrued during the fiscal year in which it was issued.
- b) Short-term debt may be used to finance short-lived capital projects, such as lease purchase financing or equipment.
- c) Prior to issuance of any short-term debt, a reliable revenue source shall be identified for repayment of the debt.

### 4. Internal Control Procedures Concerning Use of Proceeds of Debt

One of the City's priorities in the management of debt is to assure that the proceeds of the debt will be directed to the intended use for which the debt has been issued. In furtherance of this priority, the following procedures shall apply:

- a) The Administrative Services Department – Finance Division (Finance Division) shall retain, for the applicable period specified in Section H.4. of this Policy, a copy of each annual report filed with the California Debt and Investment Advisory Commission ("CDIAC") pursuant to Section 8855(k) of the California Government Code concerning (1) debt authorized during the applicable reporting period (whether issued or not), (2) debt outstanding during the reporting period, and (3) the use during the reporting period of proceeds of issued debt.
- b) In connection with the preparation of each annual report to be filed with CDIAC pursuant to Section 8855(k) of the California Government Code, the Finance Division shall keep a record of the original intended use for which the debt has been issued, and indicate whether the proceeds spent during the applicable one-year reporting period for such annual report comport with the intended use (at the time of original issuance or as modified pursuant to the following sentence). If a change in intended use has been authorized subsequent to the original issuance of the debt, the

Finance Division shall indicate in the record when the change in use was authorized and whether the City Council, City Manager, or another City official has authorized the change in intended use. The Administrative Services Director or his or her designee shall report apparent deviations from the intended use in debt proceeds to the City Manager for further discussion, and if the City Manager determines appropriate in consultation with legal counsel (which may be bond counsel, if applicable, or the City Attorney), to the City Council.

- c) If the debt has been issued to finance a capital project and the project timeline or scope of project has changed in a way that all or a portion of the debt proceeds cannot be expended on the original project, the Administrative Services Director shall consult with the City Manager and legal counsel (which may be bond counsel, if applicable, or the City Attorney) as to available alternatives for the expenditure of the remaining debt proceeds (including prepayment of the debt).

#### **D. TYPE OF FINANCING INSTRUMENTS; AFFORDABILITY AND PLANNING POLICIES**

The City recognizes that there are numerous types of financing structures and funding sources available, each with specific benefits, risks, and costs. All potential funding sources are reviewed by management within the context of this Policy and the overall portfolio to ensure that any financial product or structure is consistent with the City's objectives. Regardless of what financing structure(s) is utilized, due diligence review must be performed for each transaction, including the quantification of potential risks and benefits, and analysis of the impact on City creditworthiness and debt affordability and capacity.

Prior to the issuance of debt or other financing obligations to finance a project, the City will carefully consider the overall long-term affordability of the proposed debt issuance. The City shall not assume more debt or other financing obligations without conducting an objective analysis of the City's ability to assume and support additional debt service payments. The City will consider its long-term revenue and expenditure trends, the impact on operational flexibility and the overall debt burden on the taxpayers. The evaluation process shall include a review of generally accepted measures of affordability and will strive to achieve and or maintain debt levels consistent with its current operating and capital needs.

1. **General Fund-Supported Debt** – General Fund Supported Debt generally include Certificates of Participation (“COPs”) and Lease Revenue Bonds (“LRBs”) which are lease obligations that are secured by an installment sale or by a lease-back arrangement between the City and another public entity. Typically, the City appropriates available General Fund moneys to pay the lease payments to the other public entity and, in turn, the public entity uses such lease payments received to pay debt service on the bonds or Certificates of Participation.

General Fund Supported Debt may also include bonds issued to refund obligations imposed by law, such as judgments (judgment obligation bonds (“JOBs”)) or unfunded accrued actuarial liabilities for pension plans (pension obligation bonds (“POBs”)).

These obligations do not constitute indebtedness under the state constitutional debt limitation and, therefore, are not subject to voter approval.

Payments to be made under valid leases are payable only in the year in which use and occupancy of the leased property is available, and lease payments may not be accelerated. Lease financing requires the fair market rental value of the leased property to be equal to or greater than the required debt service or lease payment schedule. The lessee (the City) is obligated to include in its Annual Budget and appropriate the rental payments that are due and payable during each fiscal year the lessee has use of the leased property.

The City should strive to maintain its net General Fund-backed annual debt service at or less than [8%] of available annually budgeted revenue. This ratio is defined as the City's annual debt service requirements on General Fund Supported Debt (including, but not limited to, COPs, LRBs, JOBs, and POBs) compared to total annual General Fund Revenues net of inter-fund transfers out.

2. **Revenue Bonds** – Long-term obligations payable solely from specific special fund sources, in general, are not subject to a debt limitation. Examples of such long-term obligations include those which are payable from a special fund consisting of restricted revenues or user fees (Enterprise Revenues) and revenues derived from the system of which the project being funded is a part.

In determining the affordability of proposed revenue bonds, the City will perform an analysis comparing projected annual net revenues (exclusive of depreciation which is a non-cash related expense) to estimated annual debt service. The City should strive to maintain a coverage ratio of 110% (or such higher coverage ratio included in the City's existing financing documents), using historical and/or projected net revenues to cover annual debt service for bonds. To the extent necessary, the City shall undertake proceedings for a rate increase to cover both operations and debt service costs, and create debt service reserve funds to maintain the required coverage ratio.

The City may enter into agreements and other long-term obligations supporting revenue bonds issued by joint powers authorities of whom the City is a member, including, for example, Silicon Valley Clean Water (SVCW) and South Bayside Waste Management Authority (SBWMA).

3. **Special Districts Financing** – Special districts primarily consist of Community Facilities Districts ("CFDs") and 1913/1915 Act Assessment Districts ("Assessment Districts"). The City will consider requests for special district formation and debt issuance when such requests address a public need or provide a public benefit. Each application will be considered on a case by case basis, and the Finance Department may not recommend a financing if it is determined that the financing could be detrimental to the debt position or the best interests of the City.
4. **General Obligation Bonds** – Notwithstanding their name, General Obligation Bonds are not general obligations of the City, but instead they are payable from and secured by a dedicated, voter-approved property tax override rate (*i.e.*, a property tax in excess of the 1% basic *ad valorem* property tax rate which has received the approving two-thirds vote of the City's electorate). While the dedicated revenue stream to repay the debt makes General Obligation Bonds an attractive option, additional considerations for this financing mechanism include the time and expense of an election, the possibility that the electorate will not approve the ballot measure, and the legal bonding capacity limit of the assessed value of all taxable property within the City. (At the time of the adoption of this

Policy, the legal bonding capacity limit for a California general law city is 3.75% of the assessed value of all taxable property within the City.)

5. **Tax Increment Financing** – Tax increment financing is a financing method whereby a portion of *ad valorem* property taxes (commonly called the “tax increment”) that are allocated to an entity, such as a successor agency to redevelopment agency (Successor Agency), an enhanced infrastructure financing district (“EIFD”), a community revitalization and investment authority (CRIA) or an infrastructure and revitalization financing district (“IRFD”), and the entity is permitted to incur debt payable from and secured by the tax increment revenues. While tax increment debt for redevelopment agencies and Successor Agencies is entitled to the benefits of Article XVI, Section 16, of the California Constitution, no similar provision exists for EIFDs, CRIAs and IRFDs at the time of adoption of this Policy. Therefore, when considering EIFD, CRIA or IRFD financing, or other types of tax increment financing which may be permitted by law in the future, debt limit concerns should be analyzed with respect to the proposed structure and taken into account in determining the practical viability of the proposed financing.
6. **Conduit Debt** – Conduit financing provides for the issuance of securities by a government agency to finance a project of a third party, such as a non-profit organization or other private entity. The City may sponsor conduit financings for those activities that have a general public purpose and are consistent with the City’s overall service and policy objectives. Unless a compelling public policy rationale exists, such conduit financings will not in any way pledge the City’s faith and credit.

## E. STRUCTURE OF DEBT

1. **Term of Debt** – In keeping with Internal Revenue Service regulations for tax-exempt financing obligations, the weighted average maturity of the debt should not exceed 120 percent of the weighted average economic life of the facilities or projects to be financed, unless specific circumstances exist that would mitigate the extension of time to repay the debt and it would not cause the City to violate any covenants to maintain the tax-exempt status of such debt, if applicable.
2. **Rapidity of Debt Payment; Level Payment** – To the extent practical, bonds will be amortized on a level repayment basis, and revenue bonds will be amortized on a level repayment basis considering the forecasted available pledged revenues to achieve the lowest rates possible. Bond repayments should not increase on an annual basis in excess of 2% without a dedicated and supporting revenue funding stream.

Accelerated repayment schedules reduce debt burden faster and reduce total borrowing costs. The Administrative Services Department will amortize debt through the most financially advantageous debt structure and to the extent possible, match the City’s projected cash flow to the anticipated debt service payments. “Backloading” of debt service will be considered only when one or more of the following occur:

- a) Natural disasters or extraordinary or unanticipated external factors make payments on the debt in early years prohibitive.



- b) The benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present.
  - c) Such structuring is beneficial to the aggregate overall debt payment schedule or achieves measurable interest savings.
  - d) Such structuring will allow debt service to more closely match projected revenues, whether due to lower project revenues during the early years of the project's operation, inflation escalators in the enterprise user rates, or other quantifiable reasons.
3. **Serial Bonds, Term Bonds, and Capital Appreciation Bonds** – For each issuance, the City will select serial bonds or term bonds, or both. On the occasions where circumstances warrant, Capital Appreciation Bonds (CABs) may be used. The decision to use term, serial, or CAB bonds is driven based on market conditions.
4. **Reserve Funds** – To the extent that the use of available City moneys to fund a reserve fund provides an economic benefit that offsets the cost of financing the reserve fund from bond proceeds (as determined by the Administrative Services Director in consultation with the City's municipal advisor and, if applicable, the underwriter for the bonds), the City may use legally permitted moneys to fund a reserve fund (in cash or through the purchase of a debt service reserve surety bond or insurance policy) for the proposed bonds, up to the maximum amount permitted by applicable law or regulation. Typically, this amount is equal to the least of: (i) maximum annual debt service on the bonds, (ii) 10% of the principal amount of the bonds (or 10% of the sale proceeds of the bonds, within the meaning of Section 148 of the federal Internal Revenue Code), or (iii) 125% of average annual debt service on the bonds.

## F. USE OF ALTERNATIVE DEBT INSTRUMENTS

Alternative debt instruments and financing structures sometimes can provide a lower cost of borrowing in the short run, but may involve greater medium-term or long-term risk. Due diligence review must be performed for each transaction, including the quantification of potential risks and benefits, analysis of the impact on City creditworthiness and debt affordability and capacity, and an evaluation of the ability of the City to withstand the medium-term or long-term risk attendant to alternative debt instruments, including the feasibility of exit strategies.

### 1. Variable Rate Debt

Variable rate debt affords the City the potential to achieve a lower cost debt depending on market conditions. However, the City will not seek the use of variable-rate debt due to the potential risks of such instruments.

### 2. Derivatives

The City will not use derivative products for any transaction, nor will the City allow any financing structure to create current or future exposure to the risks of derivatives.

## G. REFUNDING GUIDELINES

The Administrative Services Director shall monitor all outstanding City debt obligations for potential refinancing opportunities. The City will consider refinancing of outstanding debt to achieve annual savings or to refinance a bullet payment or spike in debt service. Except for instances in which a bullet payment or spike in debt service is being refinanced, absent a compelling reason or financial benefit to the City, any refinancing should not result in an increase to the weighted average life of the refinanced debt.

Except for instances in which a bullet payment or spike in debt service is being refinanced, the City will generally seek to achieve debt service savings which, on a net present value basis, are at least 3% of the debt being refinanced. The net present value assessment shall factor in all costs, including issuance, escrow, and foregone interest earnings of any contributed funds on hand. Any potential refinancing shall additionally consider whether an alternative refinancing opportunity with higher savings is reasonably expected in the future. Refundings which produce a net present value savings of less than 3% will be considered on a case-by-case basis.

## H. MARKET COMMUNICATION, ADMINISTRATION, AND REPORTING

1. **Rating Agency Relations and Annual or Ongoing Surveillance** – The Administrative Services Director shall be responsible for maintaining the City's relationships with S&P Global Ratings, Fitch Ratings and Moody's Investors Service, as applicable. These agencies' rating criteria often change and the City cannot control the decisions made by any rating agency. However, for each debt issue that the City will seek a rating assignment, the City will strive to obtain and maintain the highest possible underlying, uninsured rating. In addition to general communication, the Administrative Services Director shall:
  - a) Ensure the rating agencies are provided updated financial statements of the City as they become publicly available.
  - b) Communicate with credit analysts at each agency as may be requested by the agencies.
  - c) Prior to each proposed new debt issuance, schedule meetings or conference calls with agency analysts and provide a thorough update on the City's financial position, including the impacts of the proposed debt issuance.
2. **Council Communication** – The Administrative Services Director should report feedback from rating agencies, when and if available, regarding the City's financial strengths and weaknesses and areas of concern relating to weaknesses as they pertain to maintaining the City's existing credit ratings.
3. **Continuing Disclosure Compliance** – The City shall remain in compliance with Rule 15c2-12, promulgated by the Securities and Exchange Commission under the Securities Exchange Act of 1934, by filing (to the extent required by the applicable continuing disclosure undertaking) its annual financial statements and other financial and operating data for the benefit of its bondholders within 270 days of the close of the fiscal year, or by such other annual deadline required in any continuing disclosure agreement or certificate for any debt issue. The City shall maintain a log or file evidencing that all continuing disclosure filings have been made promptly.

4. **Debt Issue Record-Keeping** – A copy of all debt-related records shall be retained at the City’s offices. At minimum, these records shall include all official statements, bond legal documents/transcripts, resolutions, trustee statements, leases, and title reports for each City financing (to the extent available).

Such records shall be retained while any bonds of an issue are outstanding and during the three-year period following the final maturity or redemption of the bond issue or, if later, while any bonds that refund bonds of that original issue are outstanding and for the three year period following the final maturity or redemption date of the latest refunding bond issue.

5. **Arbitrage Rebate** – The use of bond proceeds and their investments must be monitored to ensure compliance with all arbitrage rebate requirements of the Internal Revenue Code and related Internal Revenue Service regulations, in keeping with the covenants of the City and/or related entity in the tax certificate for any federally tax-exempt financing. The Administrative Services Director shall ensure that all bond proceeds and investments are tracked in a manner which facilitates accurate calculation; and, if a rebate payment is due, such payment is made in a timely manner.

## I. CREDIT RATINGS

The City will consider published ratings agency guidelines regarding best financial practices and guidelines for structuring its capital funding and debt strategies to maintain the highest possible credit ratings consistent with its current operating and capital needs.

## J. SB 1029 COMPLIANCE

Senate Bill 1029, signed by Governor Brown on September 12, 2016, and enacted as Chapter 307, Statutes of 2016, requires issuers to adopt debt policies addressing each of the five items below:

- i. The purposes for which the debt proceeds may be used.*

Section C.2 (Acceptable Uses of Debt and Proceeds of Debt) and Section C.3 (Prohibited Use of Debt and Proceeds of Debt) address the purposes for which debt proceeds may be used.

- ii. The types of debt that may be issued.*

Section C.3 (Short-Term Debt), Section D (Types of Financing Instruments; Affordable and Planning Policies), Section E (Structure of Debt) and Section F (Use of Alternative Debt Instruments) are among the provisions that provide information regarding the types of debt that may be issued.

- iii. The relationship of the debt to, and integration with, the issuer's capital improvement program or budget, if applicable.*

Section C.1 (Acceptable Conditions for the Use of Debt) provides information regarding the relationship between the City's debt and Capital Improvement Program.

- iv. Policy goals related to the issuer's planning goals and objectives.*

As described in Section B (BACKGROUND), Section D (TYPES OF FINANCING; AFFORDABILITY AND PLANNING POLICIES) and other sections, this Policy has been adopted to assist with the City's goal of maintaining fiscal sustainability and financial prudence.

- v. *The internal control procedures that the issuer has implemented, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.*

Section 4 (Internal Control Procedures Concerning Use of Proceeds of Debt) provides information regarding the City's internal control procedures designed to ensure that the proceeds of its debt issues are spent as intended.

## GLOSSARY

**Ad Valorem Tax:** A tax calculated "according to the value" of property. Such a tax is based on the assessed valuation of real property and a valuation of tangible personal property.

**Amortization:** The gradual reduction in principal of an outstanding debt based upon a specific repayment schedule, which details specific dates and repayment amounts on those dates.

**Arbitrage:** The gain that may be obtained by borrowing funds at a lower (often tax-exempt) rate and investing the proceeds at higher (often taxable) rates. The ability to earn arbitrage by issuing tax-exempt securities has been severely curtailed by the Internal Revenue Code of 1986, as amended.

**Assessed Valuation:** The appraised worth of property as set by a taxing authority through assessments for purposes of ad valorem taxation

**Bond:** A security that represents an obligation to pay a specified amount of money on a specific date in the future, typically with periodic interest payments.

**Bond Anticipation Notes:** Short-term notes issued usually for capital projects and paid from the proceeds of the issuance of long-term bonds. Provide interim financing in anticipation of bond issuance.

**Bond Counsel:** A specialized, qualified attorney retained by the issuer to give a legal opinion concerning the validity of securities. The bond counsel's opinion usually addresses the subject of tax exemption. Bond counsel typically prepares and/or advises the issuer regarding legal structure, authorizing resolutions, trust indentures and the like.

**Bond Insurance:** A type of credit enhancement whereby an insurance company indemnifies an investor against default by the issuer. In the event of failure by the issuer to pay principal and interest in full and on time, investors may call upon the insurance company to do so. Once issued, the municipal bond insurance policy is generally irrevocable. The insurance company receives its premium when the policy is issued and this premium is typically paid out of the bond issue.

**Call Option:** The right to redeem a bond prior to its stated maturity, either on a given date or continuously. The call option is also referred to as the optional redemption provision. Often a call premium is added to the call option as compensation to the holders of the earliest bonds called.

**Capital Appreciation Bond:** A municipal security on which the investment return on an initial principal amount is reinvested at a stated compounded rate until maturity, at which time the investor receives a single payment representing both the initial principal amount and the total investment return.

**CDIAC:** California Debt and Advisory Commission (“CDIAC”)

**Certificates of Participation:** A financial instrument representing a proportionate interest in payments such as lease payments by one party (such as a city acting as a lessee) to another party (often a JPA or non-profit).

**Competitive Sale:** A sale of bonds in which an underwriter or syndicate of underwriters submit sealed bids to purchase the bonds. Bids are awarded on a true interest cost basis (TIC), providing that other bidding requirements are satisfied. Competitive sales are recommended for simple financings with a strong underlying credit rating. This type of sale is in contrast to a Negotiated Sale

**Continuing Disclosure:** The requirement by the Securities and Exchange Commission for most issuers of municipal debt to post current financial information and notices of enumerated events on the MSRB’s EMMA website for access by the general marketplace.

**Credit Rating Agency:** A company that rates the relative credit quality of a bond issue and assigns a letter rating. These rating agencies include Moody’s Investors Service, Standard & Poor’s, and Fitch Ratings.

**Debt Limit:** The maximum amount of debt that is legally permitted by applicable charter, constitution, or statutes.

**Debt Service:** The amount necessary to pay principal and interest requirements on outstanding bonds for a given year or series of years.

**Default:** The failure to pay principal or interest in full or on time and, in some cases, the failure to comply with non-payment obligations after notice and the opportunity to cure.

**Derivative:** A financial instrument which derives its own value from the value of another instrument, usually an underlying asset such as a stock, bond, or an underlying reference such as an interest rate index.

**Disclosure Counsel:** A specialized, qualified attorney retained to provide advice on issuer disclosure obligations, to prepare the official statement and to prepare the continuing disclosure undertaking.

**Discount:** The difference between a bond’s par value and the price for which it is sold when the latter is less than par. Also known as “underwriter discount,” this is the fee paid to the underwriter its banking and bond marketing services.

**Enterprise Activity:** revenue generating project or business. The project often provides funds necessary to pay debt service on securities issued to finance the facility. Common examples include water, wastewater and solid waste enterprises

**Financing Team:** The working group of City staff and outside consultants necessary to complete a debt issuance.

**General Obligation (GO) Bond:** A bond secured by an unlimited property tax pledge. Requires a two-thirds vote by the electorate. GO bonds usually achieve lower rates of interest than other financing instruments since they are considered to be a lower risk.

**Indenture:** A contract between the issuer and the trustee stipulating the characteristics of the financial instrument, the issuer's obligation to pay debt service, and the remedies available to the trustee in the event of default.

**Issuance Costs:** The costs incurred by the bond issuer during the planning and sale of securities. These costs include but are not limited to municipal advisory, bond counsel, disclosure counsel, printing, advertising costs, credit enhancement, rating agencies fees, and other expenses incurred in the marketing of an issue.

**Lease:** An obligation wherein a lessee agrees to make payments to a lessor in exchange for the use of certain property. The term may refer to a capital lease or to an operating lease.

**Lease Revenue Bonds:** Bonds that are secured by an obligation of one party to make annual lease payments to another.

**Maturity Date:** The date upon which a specified amount of debt principal or bonds matures, or becomes due and payable by the issuer of the debt.

**Municipal Advisor:** A consultant who provides the issuer with advice on the structure of the bond issue, timing, terms and related matters for a new bond issue.

**Municipal Securities Rulemaking Board (MSRB):** A self-regulating organization established on September 5, 1975 upon the appointment of a 15-member board by the Securities and Exchange Agreement. The MSRB, comprised of representatives from investment banking firms, dealer bank representatives, and public representatives, is entrusted with the responsibility of writing rules of conduct for the municipal securities market. The MSRB hosts the EMMA website, which hosts information posted by issuers under their continuing disclosure undertakings.

**Negotiated Sale:** A sale of securities in which the terms of the sale are determined through negotiation between the issuer and the purchaser, typically an underwriter, without competitive bidding. The negotiated sales process provides control over the financing structure and issuance timing. Negotiated sales are recommended for unusual financing terms, period of market volatility and weaker credit quality. A thorough evaluation, usually with the assistance of the City's Municipal Advisor, of the proposed bond's credit characteristics in conjunction with market conditions will be performed to ensure reasonable final pricing and underwriting spread.

**Net Present Value (NPV):** A financial measurement whereby savings of a transaction are discounted back to money into a "today's" dollars equivalent. Often the discount rate used is the true interest cost (TIC—see definition below) rate on the proposed new bond issuance. Typically, in the municipal market place it is common to then divide the NPV value by the outstanding par amount of the bonds that are to be refunded to develop a percentage value.

**Official Statement (Prospectus):** A document published by the issuer in connection with a primary offering of securities that discloses material information on a new security issue including the purposes of the issue, how the securities will be repaid, and the financial, economic and social characteristics of the security for the bonds. Investors may use this information to evaluate the credit quality of the securities.

**Par Value:** The face value or principal amount of a security.

**Pension Obligation Bonds:** Financing instruments used to pay some or all of the unfunded pension liability of a pension plan. POBs are issued as taxable instruments over a 10-40 year term or by matching the term with the amortization period of the outstanding unfunded actuarial accrued liability.

**Premium:** The excess of the price at which a bond is sold over its face value.

**Present Value:** The value of a future amount or stream of revenues or expenditures.

**Pricing Consultant:** The Pricing Consultant provides a fairness letter to the City or its agent regarding the pricing of a new issue of municipal securities.

**Private Placement:** A bond issue that is structured specifically for one purchaser. Private placements are typically carried out when extraneous circumstances preclude public offerings. A private placement is considered to be a negotiated sale.

**Redemption:** Depending on an issue's call provisions, an issuer may on certain dates and at certain premiums, redeem or call specific outstanding maturities. When a bond or certificate is redeemed, the issuer is required to pay the maturities' par value, the accrued interest to the call date, plus any premium required by the issue's call provisions.

**Refunding:** A procedure whereby an issuer refinances an outstanding debt issue by issuing a new debt issue.

**Rule 15c2-12:** Rule adopted by the Securities and Exchange Commission setting forth certain obligations of (i) underwriters to receive, review and disseminate official statements prepared by issuers of most primary offering of municipal securities, (ii) underwriters to obtain continuing disclosure agreements from issuers and other obligated persons to provide ongoing annual financial information on a continuing basis, and (iii) broker-dealers to have access to such continuing disclosure in order to make recommendations of municipal securities in the secondary market.

**Reserve Fund:** A fund established by the indenture of a bond issue into which money is deposited for payment of debt service in case of a shortfall in current revenues.

**Revenue Bond:** A bond which is payable from a specific source of revenue and to which the full faith and credit of an issuer is not pledged. Revenue bonds are payable from identified sources of revenue, and do not permit the bondholders to compel a jurisdiction to pay debt service from any other source. Pledged revenues often are derived from the operation of an enterprise.

**Secondary Market:** The market in which bonds are sold after their initial sale in the new issue market.

**Serial Bonds:** Bonds of an issue that mature in consecutive years or other intervals and are not subject to mandatory sinking fund provisions.

**Special Tax Bonds:** Bonds issued to fund eligible improvements and paid with special taxes levied in a community facilities district formed under the Mello-Roos Community Facilities Act of 1982, as amended, or other applicable law.

**State Revolving Funds:** The State Revolving Fund (SRF) loan is a low interest loan program for the construction of water infrastructure projects.

**Tax Allocation Bonds:** Historically, tax allocation bonds referred to bonds issued under the Community Redevelopment Law to fund eligible capital facilities located within a redevelopment project area. However, as a result of the passage of AB X1 26, the San Carlos Redevelopment Agency has been dissolved and the successor agency's obligations are limited to performing certain enforceable obligations. The California Legislature has enacted a number of laws that establish alternative tax increment financing mechanisms, and tax allocation bonds may be issued by the City under these laws in the future.

**Tax and Revenue Anticipation Notes (TRANS):** Short term notes issued in anticipation of receiving tax receipts and revenues within a fiscal year. TRANS allow the municipality to manage the period of cash shortfalls resulting from a mismatch between timing of revenues and timing of expenditures.

**Term Bonds:** Bonds that come due in a single maturity but where the issuer may agree to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity and for payment at maturity.

**True Interest Cost (TIC):** Under this method of computing the interest expense to the issuer of bonds, true interest cost is defined as the rate necessary to discount the amounts payable on the respective principal and interest payment dates to the purchase price received for the new issue of bonds. Interest is assumed to be compounded semi-annually. TIC computations produce a figure slightly different from the net interest cost (NIC) method because TIC considers the time value of money while NIC does not.

**Trustee:** A bank retained by the issuer as custodian of bond proceeds and official representative of bondholders. The trustee ensures compliance with the indenture. In many cases, the trustee also acts as paying agent and is responsible for transmitting payments of interest and principal to the bondholders.

**Underwriter:** A broker-dealer that purchases a new issue of municipal securities from the issuer for resale in a primary offering. The bonds may be purchased either through a negotiated sale with the issuer or through a competitive sale.

**Yield:** The net rate of return, as a percentage, received by an investor on an investment. Yield calculations on a fixed income investment, such as a bond issue, take purchase price and coupon into account when calculating yield to maturity.



Principal and Interest Expense						
City of San Carlos	Outstanding Debt (Principal) as of 6/30/2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
<b>General Fund</b>						
2015 GO Refunding Bond	3,675,000	372,800	393,650	428,375	442,050	457,050
<b>sub-total</b>	<b>3,675,000</b>	<b>372,800</b>	<b>393,650</b>	<b>428,375</b>	<b>442,050</b>	<b>457,050</b>
<b>Sewer Fund</b>						
2009 Financing Agreement	390,000	743,691	473,934	-	-	-
2014 Financing Agreement	9,385,797	645,745	645,812	646,146	645,979	646,146
2015 Financing Agreement	12,180,000	471,000	613,075	924,750	922,375	924,125
2018 Financing Agreement	25,635,000	1,419,459	1,424,138	1,423,138	1,421,138	1,423,013
<b>sub-total</b>	<b>47,590,797</b>	<b>3,279,895</b>	<b>3,156,959</b>	<b>2,994,034</b>	<b>2,989,492</b>	<b>2,993,284</b>
<b>Grand Total</b>	<b>51,265,797</b>	<b>3,652,695</b>	<b>3,550,609</b>	<b>3,422,409</b>	<b>3,431,542</b>	<b>3,450,334</b>

**Legal Debt Margin**

Under the State law, the City has a legal debt limitation not to exceed 3.75% of the total assessed valuation of taxable property within the city boundaries. In accordance with California Government Code Section 43605 only the City's general obligation bonds are subject to the legal limit. With outstanding debt of \$3,675,000 subject to the legal debt limit and a legal debt limit of \$377,707,631 the City is not at risk of exceeding its legal debt limit.

**Computation of Legal Debt Margin as of June 30, 2018**

Certified Assessed Valuation	<u>\$ 10,072,203,504</u>
Debt Limit : 3.75% of assessed value	\$ 377,707,631
Less: Outstanding Debt (Subject to Legal Debt Limited)	<u>3,675,000</u>
Legal Debt Margin	<u>\$ 374,032,631</u>

Source: San Mateo County Assessor Office

2017/18 combined Tax Rolls

**Compliance with Debt Policy**

The City of San Carlos's Financial Policies adopted by the City Council on June 23, 2008 requires the debt guaranteed by General Fund be limited to a debt ratio of 10% of General Fund revenue. With FY 2018-19 General Fund supported debt service of \$373,500 and debt ratio of 0.89% calculated by the relationship between the debt and the General Fund Revenue, the debt policy limit has not been exceeded. The City is in compliance with this policy.

**Computation of Compliance with Debt Service Limit**

Total General Fund Revenue	\$ 42,153,000
General Fund Supported Debt Service	373,500
Ratio of Genral Fund Supported Debt to General Fund Revenue	0.89%
Policy Debt Ratio	10.00%

## Outstanding Bond Issuances Purpose and Background

### **City of San Carlos General Obligation Refunding Bonds Series 2015 \$4,600,000, Terms Due August 1, 2026. Interest Rate Range from 2% to 3%**

The 2015 Refunding Bonds are being issued under a resolution adopted by the City Council on February 9, 2015 to refinance the City of San Carlos 2005 General Obligation Refunding Bonds, which were issued on December 20, 2005 in the aggregate principal amount of \$8,115,000. The 2005 General Obligation (GO) Bonds were refunded with issuance of the 2015 General Obligation Bonds. The 2015 Refunding Bonds are general obligations of the City payable solely from ad valorem property taxes levied by the City and collected by the County. The refunding resulted in a \$19 savings for the average residential homeowner in the GO Bond tax from \$47 to \$28.

#### 2015 GO Bond

Fiscal Year	Principal	Interest	Total
<b>2019</b>	\$ 290,000	\$ 82,800	\$ 372,800
<b>2020</b>	320,000	73,650	393,650
<b>2021</b>	365,000	63,375	428,375
<b>2022</b>	390,000	52,050	442,050
<b>2023</b>	415,000	42,050	457,050
<b>2024-2027</b>	1,895,000	78,450	1,973,450
<b>Total</b>	<b>\$ 3,675,000</b>	<b>\$ 392,375</b>	<b>\$ 4,067,375</b>

### **2009 Financing Agreement, \$8,450,000 – South Bayside System Authority 2009 Wastewater Revenue Bonds Terms Due August 1, 2039. Interest Rate 5.088%**

In July 2009, the South Bayside System Authority (SBSA) issued \$55,855,000 of revenue bonds to finance the acquisition and construction of capital improvements to SBSA’s wastewater system; fund a debt service reserve fund, and pay issuance costs. Under the joint powers agreement, the City is obligated to pay its allocated share of debt service on the 2009 Bonds.

In July 2009, the City entered into a Financing Agreement with SBSA for repayment of its allocated share of the 2009 Bonds in the amount of \$8,450,000 and to provide adequate security for the 2009 Bonds.

On October 29, 2015, Silicon Valley Clean Water (formerly named the South Bayside System Authority) (SVCW) issued the 2015 Wastewater Revenue Bonds to refund 2009 bonds on an advance crossover basis. The proceeds of 2015 bonds are being held by the escrow bank. Pursuant to the 2009 Escrow Agreement, the SVCW elects to call all of the outstanding Refunded 2009 Bonds for redemption on the Crossover Date August 1, 2019.

#### 2009 Financing Agreement

Fiscal Year	Principal	Interest	Total
<b>2019</b>	\$ 190,000	\$ 553,691	\$ 743,691
<b>2020</b>	200,000	273,934	473,934
<b>Total</b>	<b>\$ 390,000</b>	<b>\$ 827,625</b>	<b>\$ 1,217,625</b>

The allocated share of debt services on the Series 2009 Bonds through the Crossover Date does not reflect the application of Refundable Credits to pay debt service.

**2014 Financing Agreement, \$60,000,000 – Silicon Valley Clean Water (Formerly known as South Bayside System Authority) 2014 Wastewater Revenue Bonds Terms Due February 1, 2044. Interest Rate 4.40281%**

In March 2014, Silicon Valley Clean Water (SVCW) issued \$60,000,000 of revenue bonds to finance the acquisition and construction of capital improvements to SVCW’s wastewater system; fund a debt service reserve fund, and pay issuance costs. Under the joint powers agreement, the City is obligated to pay its allocated share of debt service on the 2014 Bonds.

In January 2014, the City entered into a Financing Agreement with SVCW for repayment of its allocated share of the 2014 Bonds in the amount of \$10,032,027 and to provide adequate security for the 2014 Bonds.

The financing agreement is secured by a pledge of the City’s Sewer Enterprise Fund Net Revenue as defined under the financing agreement. The pledge of future Net Revenue ends upon repayment of all the remaining debt service, which is scheduled to occur on February 1, 2044.

**2014 Financing Agreement**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
<b>2019</b>	\$ 186,428	\$ 459,316	\$ 645,744
<b>2020</b>	193,953	451,859	645,812
<b>2021</b>	203,985	442,162	646,147
<b>2022</b>	214,017	431,962	645,979
<b>2023</b>	224,885	421,262	646,147
<b>2024-2028</b>	1,303,327	1,926,149	3,229,476
<b>2029-2033</b>	1,663,644	1,566,041	3,229,685
<b>2034-2038</b>	2,110,070	1,119,081	3,229,151
<b>2039-2043</b>	2,670,191	558,608	3,228,799
<b>2044</b>	615,298	30,765	646,063
<b>Total</b>	<b>\$ 9,385,797</b>	<b>\$ 7,407,205</b>	<b>\$ 16,793,002</b>

**2015 Financing Agreement, \$70,200,000 – Silicon Valley Clean Water (Formerly known as South Bayside System Authority) 2015 Wastewater Revenue Bonds Terms Due August 1, 2045. Interest Rate Range from 2% to 5%**

On October 29, 2015, Silicon Valley Clean Water (SVCW) issued the 2015 Wastewater Revenue Bonds in the amount of \$70,200,000 to advance refund 2008 and 2009 bonds as well as to generate \$30 million in new money to finance the acquisition and construction of capital improvements to SVCW’s wastewater system. Under the joint powers agreement, the City is obligated to pay its allocated share of debt service on the 2015 Bonds.

On November 1, 2015, the City entered into a Financing Agreement with SVCW for repayment of its allocated share of the 2015 Bonds in the amount of \$12,465,000 and to provide adequate security for the 2015 Bonds.

The financing agreement is secured by a pledge of the City’s Sewer Enterprise Fund Net Revenue as defined under the financing agreement. The pledge of future Net Revenue ends upon repayment of all the remaining debt service, which is scheduled to occur on August 1, 2045.

### 2015 Financing Agreement

Fiscal Year	Principal	Interest	Refund Escrow	Total
2019	\$ 155,000	\$ 602,750	\$ (286,750)	\$ 471,000
2020	160,000	596,450	(143,375)	613,075
2021	340,000	584,750		924,750
2022	355,000	567,375		922,375
2023	375,000	549,125		924,125
2024-2028	2,175,000	2,435,875		4,610,875
2029-2033	2,455,000	1,845,875		4,300,875
2034-2038	2,895,000	1,193,125		4,088,125
2039-2043	2,245,000	481,375		2,726,375
2044-2046	1,025,000	78,625		1,103,625
<b>Total</b>	<b>\$ 12,180,000</b>	<b>\$ 8,935,325</b>	<b>\$ (430,125)</b>	<b>\$ 20,685,200</b>

### **2018 Financing Agreement, \$140,955,000 – Silicon Valley Clean Water (formerly named the South Bayside System Authority) 2018 Wastewater Revenue Bonds Terms Due August 1, 2048. Interest Rate 3.5%**

On February 1, 2018, Silicon Valley Clean Water (SVCW) issued the 2018 Wastewater Revenue Bonds in the amount of \$140,955,000 to finance the acquisition and construction of capital improvements to SVCW's wastewater system. Under the joint powers agreement, the City is obligated to pay its allocated share of debt service on the 2018 Bonds.

On February 1, 2018, the City entered into a Financing Agreement with SVCW for repayment of its allocated share of the 2018 Bonds in the amount of \$25,635,000 and to provide adequate security for the 2018 Bonds.

The financing agreement is secured by a pledge of the City's Sewer Enterprise Fund Net Revenue as defined under the financing agreement. The pledge of future Net Revenue ends upon repayment of all the remaining debt service, which is scheduled to occur on August 1, 2048.

### 2018 Financing Agreement

Fiscal Year	Principal	Interest	Total
2019	\$ 445,000	\$ 974,459	\$ 1,419,459
2020	410,000	1,014,138	1,424,138
2021	430,000	993,138	1,423,138
2022	450,000	971,138	1,421,138
2023	475,000	948,013	1,423,013
2024-2028	2,765,000	4,348,813	7,113,813
2029-2033	3,535,000	3,572,563	7,107,563
2034-2038	4,315,000	2,793,594	7,108,594
2039-2043	5,160,000	1,949,363	7,109,363
2044-2048	6,255,000	855,963	7,110,963
2049	1,395,000	24,413	1,419,413
<b>Total</b>	<b>\$ 25,635,000</b>	<b>\$ 18,445,595</b>	<b>\$ 44,080,590</b>

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## City of San Carlos FY 2018-20 Budget Community & Economic Profile

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### **Location**

San Carlos, “The City of Good Living,” is located in the center of the San Francisco Bay Area and has everything at its doorstep. San Francisco is 25 miles north and San Jose is 25 miles south. San Carlos boasts an ideal climate, good government, outstanding school system, attractive residential areas, a fine shopping district, excellent restaurants, a modern industrial and commercial area and plenty of open space. As part of the northern end of Silicon Valley, San Carlos hosts several technology companies and is the address of many West Coast biotech and medical instrumentation firms. You’ll find friendly, involved people here and an inviting community atmosphere.

### **History**



The first known inhabitants of San Carlos were the Ohlone Indians. Ohlone is the name that was given to many related groups of Native Americans living along the coast between Monterey and San Francisco. Historians believe that two sub-tribes existed in and near San Carlos, including the Salson to the north of Belmont Creek and Lhamshin in the San Carlos area.

In August 1775, Lt. Juan Manuel de Ayala brought his sailing ship, the San Carlos, into San Francisco Bay and anchored in what is currently known as Ayala cove. His mission was to develop a map of the Bay on which future Spanish ship captains could rely.

San Carlos formally entered the American era in 1854 when Timothy Guy Phelps became the first American to own and occupy land in the city. Another early settler of San Carlos was Nathaniel Brittan. Brittan developed properties between Brittan Avenue and Pulgas Creek in the late 1800s. He helped establish water wells and also granted the Southern Pacific right-of-way for a second set of railroad tracks across his property.



The citizens of San Carlos voted to incorporate in June 1925. Frederick Drake, known as the “Father of San Carlos,” continued to promote the town and coined the motto “The City of Good Living.” Drake also founded the San Carlos Enquirer (now the Independent newspaper). He was a key organizer of nearby Sequoia High School and established the San Carlos Chamber of Commerce in 1926.

In 1940, San Carlos experience its first big spurt in population growing to 3,520 residents. In 1944, Dalmo Victor established the City’s first large electronics plant, followed soon after by Eitel McCullough, a vacuum tubes manufacturing firm.



Establishment of these two firms was a factor in the quadrupling of the San Carlos population in the decade after 1940. In 1950, when the population was 14,371, the City boasted a total of 89 industries, wholesalers, manufacturers and distributors in a variety of commodities from electronics to cosmetics. By 1958, the electronic industry comprised a substantial segment of the city’s industrial area.

Early in its history, the City of San Carlos adopted the motto "City of Good Living." That phrase stuck and is still used daily. With an ideal climate, charming neighborhoods, a thriving business/industrial district and a small airport adjoining a commercial area, San Carlos continually attracts new residents and businesses.

**Government Services**

The City of San Carlos provides government services to the San Carlos community. The members of the City Council serve as the policy-making body. City voters elect five Council members to staggered four-year terms. The City Council meets regularly on the second and fourth Mondays of each month at 7:00 p.m. in the Council Chambers at 600 Elm Street and may call additional special meetings. These meetings are televised on the City’s government access station, Comcast Channel 27 and Uverse Channel 99. All meetings of City Council, Planning Commission and any committees are open to the public except when certain personnel matters and legal items are discussed.

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

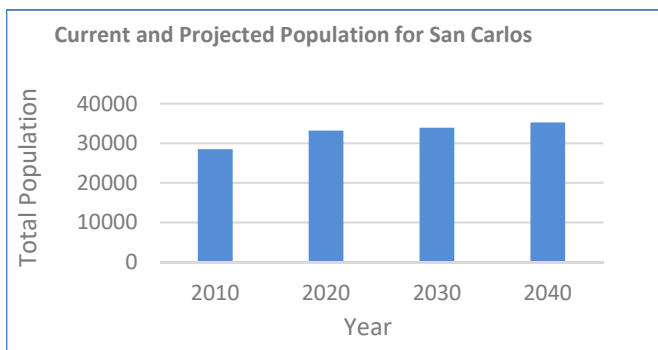
- Parks, Recreation & Culture Commission
- Planning Commission
- Transportation and Circulation Commission
- Residential Design Review Committee
- Economic Development Advisory Commission
- Youth Advisory Council



For additional information regarding each advisory commission, please refer to the San Carlos City Roster, available at the City Clerk’s Office (650) 802-4222 or on the City’s website at [www.cityofsancarlos.org](http://www.cityofsancarlos.org).

**Population**

The City of San Carlos has grown at a constant pace since its incorporation in 1925. In the 1950s the City had the reputation as the West’s fastest growing town. The population briefly dipped in the 1970s, but rose steadily in subsequent years. The 2018 California Department of Finance estimates that 29,897 people currently reside in San Carlos. The Association of Bay Area Governments (ABAG) projects that the population in San Carlos will grow to 35,245 by 2040, representing an 18% increase from today. As the population increases, it is important that there are enough jobs, housing and public services to support growth.



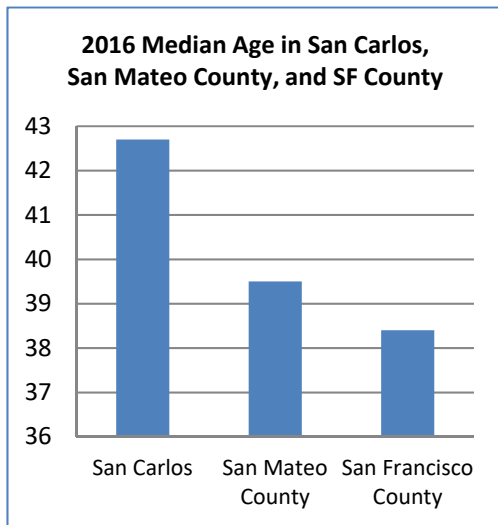
In general, San Carlos residents are older, have a higher household income and have a higher chance of being employed than people in other parts of San Mateo County and the Bay Area. As of 2016, the median age in San Carlos was 42.7, which is slightly older than the 2016 median age in San Mateo County of 39.5, and is even older than the Bay Area median age of 38.4. ABAG projects that the median age in the Bay Area will increase to 40 by 2040. As the population ages, it is likely that the need for housing and services for seniors will increase.

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

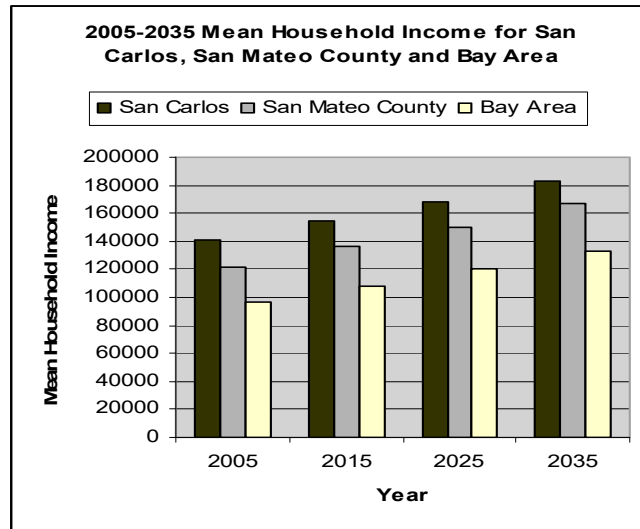


The City of San Carlos has a relatively low unemployment rate. The March 2018 unadjusted unemployment rate for the City was 2.2%, below 2.7% of a year ago. This compares with the rate of 4.2% for California and 4.1% for the nation during the same period.

San Carlos residents also have a higher median household income than all of San Mateo County and the Bay Area. In 2016, the median household income was \$135,220. The 2016 median household income for San Mateo County and the County of San Francisco was \$98,546 and \$87,701, respectively. ABAG predicts that household incomes will continue to rise and estimates that the average household income in San Carlos will be \$183,100 by 2035.



Source: U.S. Census Bureau



Source: The Association of Bay Area Governments

### Culture & Recreation

In San Carlos there are two museums, 12 churches, a modern library, a youth center, an adult community center, six newspapers, a TV station, a cable TV system, ten channel antenna reception (includes all major TV stations), eight financial institutions, 14 parks and eight playgrounds. San Carlos is a short distance from major golf courses, the Pacific Ocean, state parks, camping and other recreational and cultural destinations.

### Other Statistics

Average Temperature		Rainfall	
Period	Min.	Max	Inches
January	40.0	58.0	4.0
April	46.0	69.0	1.2
July	56.0	82.0	0.0
October	50.0	74.0	1.1
<b>Yearly</b>	<b>48.0</b>	<b>70.8</b>	<b>20.6</b>

Source: The Weather Channel

Ethnic Breakdown		
	2016	2014
White	71.00%	71.60%
Asian	13.30%	11.60%
Hispanic	10.10%	10.70%
Black	0.90%	0.90%
Other	4.70%	5.20%

Source: U.S. Census Bureau

### 2017 Top Ten Employers in San Carlos

<u>Employer</u>	<u>Number of Employees</u>	<u>Products/Services</u>
Palo Alto Medical Foundation	389	Healthcare Provider
Natera, Inc.	405	Lab Services
L-3 Communications Corp	389	Communications System
Pacific Gas & Electric Co	331	Utilities
Recology San Mateo County	240	Waste Management
Novartis Pharmaceuticals	230	Pharmaceutical
The Home Depot	221	Retail
Check Point Software Tech Inc.	208	Computer Programming
Kelly-Moore Paint Co., Inc.	193	Paint Company
Delta Star	188	Manufacturer

Source: City Business Registration Data

**Assessed and Estimated Actual Value of Taxable Property Last Ten Fiscal Years**



Fiscal Year	Real Property				Total Real Secured Property	Unsecured Property	Total Assessed (a)	Estimated Full Market (a)	Total Direct Tax Rate (b)
	Residential Property	Commercial Property	Industrial Property	Other					
2008	4,907,682,878	480,488,543	480,178,708	56,711,565	5,925,061,694	337,894,181	6,262,955,875	6,262,955,875	0.19223%
2009	5,237,194,752	530,328,970	493,030,102	58,254,703	6,318,808,527	329,100,047	6,647,908,574	6,647,908,574	0.19262%
2010	5,385,051,647	537,954,158	510,871,559	49,573,684	6,483,451,048	299,137,744	6,782,588,792	6,782,588,792	0.19582%
2011	5,438,326,043	532,479,578	524,446,802	50,382,008	6,545,634,431	289,541,082	6,835,175,513	6,835,175,513	0.19600%
2012	5,532,457,020	530,784,713	530,206,176	57,106,808	6,650,554,717	280,928,376	6,931,483,093	6,931,483,093	0.19481%
2013	5,717,858,710	516,269,311	559,907,761	69,214,632	6,863,250,414	269,345,842	7,132,596,256	7,132,596,256	0.19504%
2014	6,120,011,894	541,914,403	556,804,162	59,050,682	7,277,781,141	401,155,969	7,678,937,110	7,678,937,110	0.11685%
2015	6,489,784,870	561,595,333	563,659,154	50,870,561	7,665,909,918	299,060,205	7,964,970,123	7,964,970,123	0.11840%
2016	6,979,211,977	665,733,132	598,644,941	63,226,293	8,306,816,343	370,528,439	8,677,344,782	8,677,344,782	0.11424%
2017	7,420,946,280	770,190,805	636,526,534	67,885,633	8,895,549,252	381,768,262	9,277,317,514	9,277,317,514	0.11379%

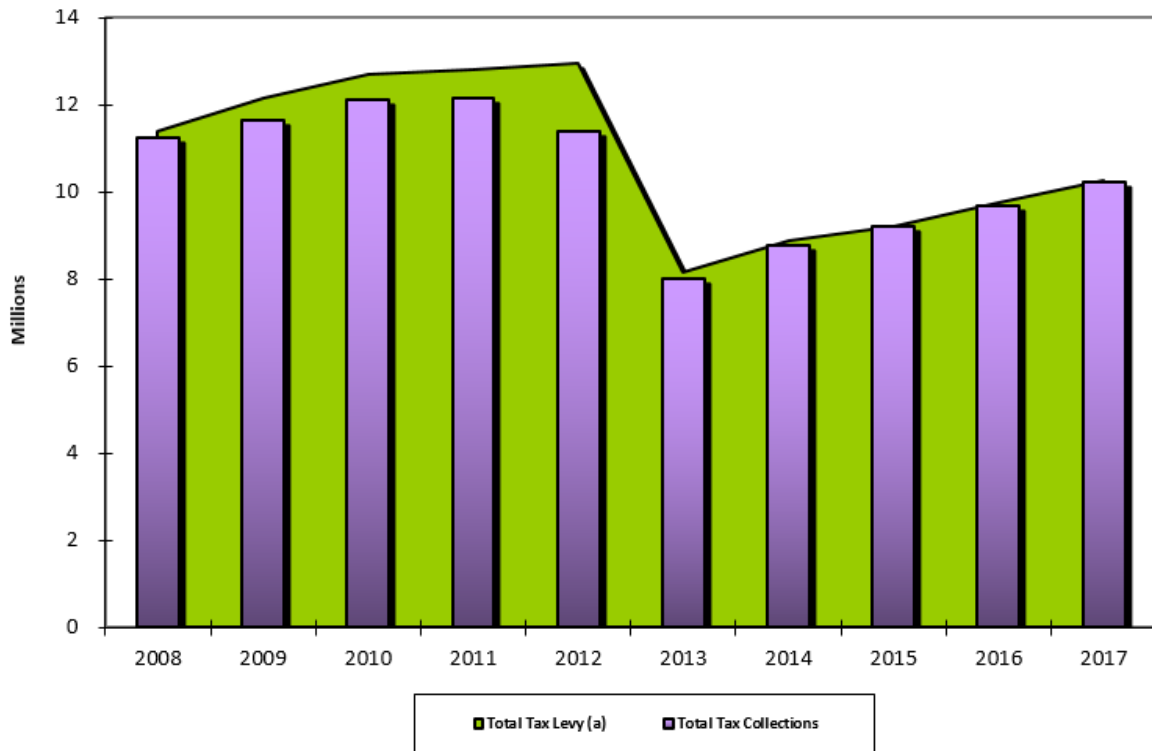
Source: San Mateo County Assessor 2007/08-2016/17 Combined Tax Rolls

## Top Ten Property Tax Payers Prior Year and Ten Years Ago

Taxpayer	2016-2017			2007-2008		
	Assessed Value	Rank	Percentage of Total City Assessed Value	Assessed Value	Rank	Percentage of Total City Assessed Value
Hudson Skyway Landing LLC	106,017,480	1	1.14%			
GC Net Lease San Carlos Investors LLC	84,736,766	2	0.91%			
Novartis Pharmaceuticals	77,886,931	3	0.84%			
BMR-201 Industrial RD LLC	39,771,625	4	0.43%	39,138,190	4	0.62%
Black Mountain Holdings LLC	39,570,571	5	0.43%			
Premia Shoreway Owner LLC	38,500,000	6	0.41%			
L-3 Communications Corp	35,554,413	7	0.38%	33,867,560	5	0.54%
SB US LLC	27,617,325	8	0.30%			
Kelly Moore Paint Company Inc	26,787,238	9	0.29%	26,690,599	6	0.43%
Are-San Francisco No. 63 LLC	25,707,113	10	0.28%			
Nektar Therapeutics				87,960,265	1	1.40%
SPK-Skyway Landing LLC				68,602,401	2	1.10%
Circle Star Center Associates LP				53,300,000	3	0.85%
301 Industrial LLC				23,750,500	7	0.38%
Brittan Corners Shopping Center LLC				22,278,379	8	0.36%
ECI San Carlos LLC				17,850,000	9	0.29%
S. Stephen Makashima Trust				16,634,219	10	0.27%
Subtotal	<u>\$502,149,462</u>		<u>5.41%</u>	<u>\$390,072,113</u>		<u>6.23%</u>
Total Net Assessed Valuation:						
Fiscal Year 2016-2017	\$9,277,317,514					
Fiscal Year 2007-2008	\$6,262,955,875					

Source: San Mateo County Assessor 2016/17 Combined Tax Rolls.  
Top Property Tax Payers Based on Net Values

### Property Tax Levies and Collections Prior Ten Fiscal Years



Fiscal Year	Total Tax Levy (a)	Current Tax Collections (b)	Percent of Levy Collected	Delinquent Tax Collections (c)	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2008	11,389,746	11,234,055	98.63%	N/A	11,234,055	98.63%
2009	12,171,289	11,641,072	95.64%	N/A	11,641,072	95.64%
2010	12,695,894	12,124,097	95.50%	N/A	12,124,097	95.50%
2011	12,829,443	12,155,993	94.75%	N/A	12,155,993	94.75%
2012	12,955,911	11,398,356	87.98%	N/A	11,398,356	87.98%
2013	8,138,448	8,027,011	98.63%	N/A	8,027,011	98.63%
2014	8,879,658	8,757,878	98.63%	N/A	8,757,878	98.63%
2015	9,229,066	9,208,905	99.78%	N/A	9,208,905	99.78%
2016	9,744,532	9,693,047	99.47%	N/A	9,693,047	99.47%
2017	10,273,217	10,231,703	99.60%	N/A	10,231,703	99.60%

Source: San Mateo County Assessor 2007/08 - 2016/17 Combined Tax Rolls  
2015/16 County of San Mateo Estimated property tax revenue

Note: Current tax collections beginning in 1993 have been reduced by a mandatory tax reallocation imposed by the State of California

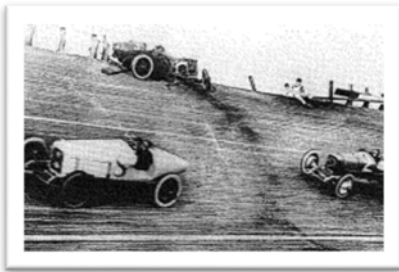
- a) Prior to the dissolution of the Redevelopment Agency in FY 2012; the data in this table included the general fund property taxes, debt service tax, and the Redevelopment Agency tax increments. Beginning FY 2013, the amounts presented are the secured and unsecured estimated property tax revenue provided by the County at the beginning of the fiscal year. The tax levy is subject to adjustment for all increases, decreases and refunds processed throughout the fiscal year.
- b) Prior to the dissolution of the Redevelopment Agency in FY 2012; the data in this table included the basic and supplemental property taxes, debt service tax and the Redevelopment Agency tax increments. Beginning FY 2013, the amounts presented include only the City's general secured and unsecured property taxes collections. The tax collection is subject to adjustment for all increases, decreases and refunds processed throughout the fiscal year.
- c) Beginning fiscal year 1995, the County entered a "Teeter Plan" agreement with the City which allows the City to keep 100% of the secured taxes, and the County to keep all interest and delinquency charges collected. Delinquent tax collection data is not available.

## The Top Ten Amazing Facts About the City of San Carlos

1. Famous people from San Carlos include Kathryn Bigelow (Film writer and director, winner of Academy Award Best Director in 2010, *The Hurt Locker*), Dana Carvey (Actor/Comedian, *Saturday Night Live*, *Wayne's World*), Rex J. Walheim (Astronaut on Space Shuttle *Atlantis*), Barry Bonds (San Francisco Giants, All-Time Home Run Record Holder), and Brad Lewis (Producer, winner of Academy Award Best Animated Film in 2007 – *Ratatouille*).



2. From 1921 – 1922, San Carlos was home to car racing. The Greater San Francisco Speedway was a mile-and-one-quarter board track located on 140 acres between McCue Street on the north and Brittan Avenue on the south between Old County and Industrial Roads. The track had a 38-degree bank, and racers could reach death-defying speeds of more than 110 miles per hour. The first race was on December 11, 1921, with a \$25,000 purse.



The first school in San Carlos was organized in 1903. By 1916, classes were held in a home on the corner of San Carlos Avenue and Elm Street, and enrollment was approximately 20 students. Subsequently, the city's first schoolhouse was built in 1918 at 650 Elm Street and accommodated eight grades. In 1930, this building became City Hall.

4. From 1942 – 1944, the U.S. Army came to San Carlos. H and H Ranch (at the top of today's Club and Crestview Drives) was used as the U.S. Army War Dog Reception and Training Center. Approximately 4,500 dogs were trained at the facility and 1,200 could be accommodated at any one time.



5. The Chicken's Ball of San Carlos was first performed in 1940 and raised \$325 for the public schools in San Carlos. The Chicken's Ball is a biennial fund-raiser for the school district and was originally designed like the 1900s-era San Francisco Barbary Coast saloon shows. No one, not even reporters, knows what will be in the show prior to opening night.



6. In 1964, the Circle Star Theatre opened at 1800 Industrial Road. Billed as the "Theatre of Tomorrow" the Circle Star was a theater in the round featuring a revolving circular stage with seating no further than 50 feet away from the stage. Many famous artists performed at Circle Star including: Frank Sinatra; Barry Manilow; Dionne Warwick; Sonny and Cher; Al Green; and the Carpenters.

7. Elected in 2002, the first female governor of Michigan, Jennifer Mulhern Granholm, served as Miss San Carlos in 1977.
  
8. In 1988, a chess match was held over the phone between Neville Arroues, a resident of San Carlos, and a 14-year-old Jamie Galatas, a resident of San Carlos' sister city Croydon, Australia. The match was the first event of the cities' cultural exchange program.
  
9. Concerts in the park actually began in 1939 following construction of the Burton Park Amphitheater. The Amphitheater was removed in the late 1990's when the San Carlos Youth Center was built.
  
10. In 1999, the San Carlos Youth Center opened. Many children were involved in the project during construction and signed the building's beams as a form of time capsule for future generations to find.



Source: *Images of America – San Carlos*; Veronico, Nicholas and Betty

## COMMUNITY SATISFACTION SURVEY – 2018 Results

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

The 2018 survey is complete and the results are provided in a comprehensive report. The survey was conducted by True North Research, an experienced and quality team who also conducted the surveys for the City in 2012, 2014 and 2016. This latest survey was conducted during the month of January 2018 online and by telephone, with over 560 respondents.

Some of the key results of the 2018 survey include:

- 91% of the community believes that the quality of life in San Carlos is good or excellent (compared to 96% in 2016 and 98% in 2014).
- 86% feel satisfied with the job the City of San Carlos is doing. Overall satisfaction remained consistent from 2014 to 2018 (88% in 2014 and 83% in 2016).
- Respondents continue to report strong positive interactions with City staff.
- Information sources where residents go to find out about San Carlos news and events continues to show that the newsletter is the greatest source at 56%, with 25% relying on the website, 22% on postcards and other items mailed to the home, and 19% on e-notify. As for social media, 23% use Nextdoor, far outpacing Facebook (5%), Twitter (1%) and other social media sites (2%).
- The efforts the City has made in communicating with our community is reflected in our maintaining the same level of satisfaction since 2016. Overall, 85% of respondents indicated they were satisfied with the City's efforts to communicate with residents through newsletters, the Internet, television, and other means (84% in 2016 and 85% in 2014).
- There was more satisfaction with police services (89% compared to 83% in 2016) and the same level of satisfaction with fire protection services (96% in 2018 and 2016).
- There was support for two potential ballot tax measures, with 70% responding that they would support a 3% increase to the Transient Occupancy Tax (TOT) and 72% responding that they would support a 10% tax on cannabis.
- When asked if the City should allow the sale of firearms, 58% supported a ban on firearm stores with 33% responding that they should be allowed.
- There was an increase in concern with the pace of development, with 50% responding that the pace of development is too fast over the past three years compared with 29% in 2016. When asked about the development type, there was an increase in the percentage

who indicated there is too much development devoted to condominiums (+23%) and apartments (+19%). It should be noted that the City is required under State law to plan for its “fair share” of housing development. Currently, the City’s fair share allocation is 596 housing units and we have seen production of 295 units towards that requirement. In addition, recent changes to State law establish penalties for not comply with housing production requirements as well as laws that reduce the City’s discretion over housing development, including density, height and parking requirements.



**SAN CARLOS CITIZEN SURVEY  
RESEARCH REPORT**

PREPARED FOR THE  
**CITY OF SAN CARLOS**



**FEBRUARY 6, 2018**



1592 N COAST HIGHWAY 101  
ENCINITAS CA 92024  
760.632.9900 [WWW.TN-RESEARCH.COM](http://WWW.TN-RESEARCH.COM)

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# TABLE OF CONTENTS

<b>Table of Contents</b> .....	<b>i</b>
<b>List of Tables</b> .....	<b>iii</b>
<b>List of Figures</b> .....	<b>iv</b>
<b>Introduction</b> .....	<b>1</b>
Purpose of Study .....	1
Overview of Methodology.....	2
Statistical Significance .....	2
Organization of Report.....	2
Acknowledgements .....	2
Disclaimer .....	2
About True North.....	3
<b>Just the Facts</b> .....	<b>4</b>
Quality of Life.....	4
City Services.....	4
Public Safety.....	5
Traffic & Traffic Safety .....	5
Parks & Recreation .....	5
Local Governance & Customer Service .....	5
Communication .....	6
Development & Land Use .....	6
Policy & Revenue .....	7
Funding Priorities.....	7
<b>Conclusions</b> .....	<b>8</b>
<b>Quality of Life</b> .....	<b>12</b>
Overall Quality of Life.....	12
Question 2 .....	12
Ways to Improve Quality of Life .....	13
Question 3 .....	14
<b>City Services</b> .....	<b>15</b>
Overall Satisfaction.....	15
Question 4 .....	15
Specific Services.....	16
Question 5 .....	17
Question 6 .....	19
<b>Performance Needs &amp; Priorities</b> .....	<b>20</b>
Perceived Changes in City's Efforts.....	22
Question 7 .....	22
<b>Public Safety</b> .....	<b>24</b>
Question 8 .....	24
<b>Traffic &amp; Traffic Safety</b> .....	<b>26</b>
Traffic Circulation .....	26
Question 9 .....	26
Traffic Safety .....	27
Question 10 .....	27
Bicycle Safety .....	28
Question 11 .....	28
Pedestrian Safety .....	29
Question 12 .....	29
<b>Parks &amp; Recreation</b> .....	<b>31</b>
Question 13 .....	31
<b>Local Governance &amp; Customer Service</b> .....	<b>32</b>
Perceptions of City Government .....	32

Question 14 .....	32
Attention Paid to Your City Government .....	33
Question 15 .....	33
City Staff .....	35
Question 16 .....	35
Question 17 .....	36
<b>Communication.....</b>	<b>37</b>
Overall Satisfaction With Communication .....	37
Question 18 .....	37
Sources of Information .....	38
Question 19 .....	39
Communication Preferences .....	40
Question 20 .....	41
<b>Development &amp; Land Use .....</b>	<b>43</b>
Pace of Development .....	43
Question 21 .....	43
Development Types .....	44
Question 22 .....	45
Question 23 .....	46
<b>Policy &amp; Revenue .....</b>	<b>47</b>
Transient Occupancy Tax .....	47
Question 24 .....	47
Proposition 64 .....	48
Question 25 .....	48
Firearm Sales .....	49
Question 26 .....	49
Sanctuary City .....	50
Question 27 .....	50
<b>Funding Priorities.....</b>	<b>52</b>
Question 28 .....	52
<b>Background &amp; Demographics .....</b>	<b>54</b>
<b>Methodology .....</b>	<b>55</b>
Questionnaire Development .....	55
Programming & Pre-Test .....	55
Sample, Recruiting & Data Collection .....	55
Margin of Error due to Sampling .....	56
Data Processing & Weighting .....	57
Rounding .....	57
<b>Questionnaire &amp; Toplines.....</b>	<b>58</b>

# LIST OF TABLES

Table 1	Top Changes to Improve San Carlos by Study Year . . . . .	14
Table 2	Importance of Services by Study Year . . . . .	18
Table 3	Satisfaction With Services by Study Year . . . . .	19
Table 4	Resident Service Needs & Priorities Matrix. . . . .	21
Table 5	Perceived Increase in City’s Effort From Prior Year by Study Year. . . . .	23
Table 6	Perceptions of Personal Safety by Study Year (Among Those Who Provided Opinion) . . . . .	25
Table 7	Rating Traffic Circulation in the City by Study Year . . . . .	27
Table 8	Rating Parks, Sports Fields & Recreation Facilities by Study Year (Among Those Who Provided Opinion) . . . . .	31
Table 9	Agreement With Statements About City by Study Year. . . . .	33
Table 10	Opinion of City Staff by Study Year (Showing % Very Among Those With Opinion) . . . . .	36
Table 11	Top City Information Sources by Study Year . . . . .	39
Table 12	Effectiveness of Communication Efforts by Study Year . . . . .	41
Table 13	Effectiveness of Communication Methods by Overall Satisfaction & Age (Showing % Very Effective). . . . .	42
Table 14	Opinion of Development Types in City by Study Year (Showing % Too Much) . . . . .	45
Table 15	Funding Priorities by Study Year (Showing % High Priority) . . . . .	53
Table 16	Funding Priorities by Overall Satisfaction & Age (Showing % High Priority) . . . . .	53
Table 17	Demographics of Sample by Study Year . . . . .	54

# LIST OF FIGURES

Figure 1	Quality of Life by Study Year . . . . .	12
Figure 2	Quality of Life by Years in San Carlos, Gender & Child in Hsld . . . . .	13
Figure 3	Quality of Life by Age & Home Ownership Status. . . . .	13
Figure 4	Changes to Improve San Carlos. . . . .	14
Figure 5	Overall Satisfaction by Study Year . . . . .	15
Figure 6	Overall Satisfaction by Years in San Carlos, Gender & Child in Hsld . . . . .	16
Figure 7	Overall Satisfaction by Age & Home Ownership Status. . . . .	16
Figure 8	Importance of Services . . . . .	17
Figure 9	Satisfaction With Services . . . . .	19
Figure 10	Resident Service Needs . . . . .	22
Figure 11	City's Effort in 2017 Compared With 2016 . . . . .	22
Figure 12	Perception of Public Safety . . . . .	24
Figure 13	Perception of Public Safety by Age & Gender (Showing % Very Safe). . . . .	25
Figure 14	Rating Traffic Circulation in the City . . . . .	26
Figure 15	Traffic Safety Compared With 2016. . . . .	27
Figure 16	Traffic Safety Compared With 2016 by Years in San Carlos, Employment Status & Overall Satisfaction . . . . .	28
Figure 17	Opinion of Bike Safety by Study Year . . . . .	28
Figure 18	Opinion of Bike Safety by Overall Satisfaction, Age, Child in Hsld & Gender. . . . .	29
Figure 19	Opinion of Pedestrian Safety . . . . .	29
Figure 20	Opinion of Pedestrian Safety by Overall Satisfaction, Age, Child in Hsld & Gender . . . . .	30
Figure 21	Rating Parks, Sports Fields & Recreation Facilities . . . . .	31
Figure 22	Agreement With Statements About San Carlos. . . . .	32
Figure 23	Attentiveness to City Government by Study Year . . . . .	33
Figure 24	Attentiveness to City Government by Years in San Carlos & Age . . . . .	34
Figure 25	Attentiveness to City Government by Child in Hsld, Home Ownership Status, Overall Satisfaction & Contact With City Staff . . . . .	34
Figure 26	Contact With City in Past 12 Months by Study Year . . . . .	35
Figure 27	Contact With City in Past 12 Months by Years in San Carlos, Age & Home Ownership Status . . . . .	35
Figure 28	Opinion of City Staff . . . . .	36
Figure 29	Satisfaction With Communication by Study Year . . . . .	37
Figure 30	Satisfaction With Communication by Years in San Carlos, Gender & Child in Hsld . . . . .	38
Figure 31	Satisfaction With Communication by Age, Home Ownership Status & Overall Satisfaction. . . . .	38
Figure 32	City Information Sources. . . . .	39
Figure 33	Information Source Categories by Overall & Age . . . . .	40
Figure 34	Information Source Categories by Child in Hsld, Home Ownership Status & Satisfaction with Communication . . . . .	40
Figure 35	Effectiveness of Communication Efforts . . . . .	41
Figure 36	Pace of Development by Study Year . . . . .	43
Figure 37	Pace of Development by Years in San Carlos, Age & Overall Satisfaction . . . . .	44
Figure 38	Opinion of Development Types in City . . . . .	45
Figure 39	Opinion of Zoning and Development Policies . . . . .	46
Figure 40	Support For 3% TOT Increase . . . . .	47
Figure 41	Support For 3% TOT Increase by Years in San Carlos, Age & Overall Satisfaction. . . . .	47
Figure 42	Opinion of Prop 64 Policies. . . . .	48
Figure 43	Opinion of City Limiting Dispensaries by Years in San Carlos, Age, Overall Satisfaction & Child in Hsld. . . . .	49

Figure 44 Opinion of Sale of Firearms Within City Limits . . . . . 49

Figure 45 Opinion of Sale of Firearms Within City Limits by Years in San Carlos, Age, Overall Satisfaction & Child in HslD . . . . . 50

Figure 46 Opinion of San Carlos As a Sanctuary City . . . . . 50

Figure 47 Opinion of San Carlos As a Sanctuary City by Years in San Carlos, Age, Overall Satisfaction & Child in HslD . . . . . 51

Figure 48 Funding Priorities . . . . . 52

Figure 49 Maximum Margin of Error . . . . . 56



## INTRODUCTION

Encompassing 5.6 square miles in San Mateo County, the City of San Carlos was incorporated in 1925 as a General Law city and is currently home to an estimated 29,311 residents.<sup>1</sup> The City's dedicated team of full-time and part-time employees provides a full suite of services to residents and local businesses directly or via a shared-service model with other agencies and providers. Although the City has struggled over the past decade to maintain a balanced budget and has been forced on multiple occasions to cut back services, the transition to a shared-service model in recent years has allowed the City to restore balance to its finances and stop the annual cycle of service reductions. In fact, the shared-services model saves the City approximately \$4 million annually while enabling increases in service levels for public safety, recreation, and maintenance.

To monitor its progress in meeting residents' needs, the City engages residents on a daily basis and receives periodic *subjective* feedback regarding its performance. Although these informal feedback mechanisms are a valuable source of information for the City in that they provide timely and accurate information about the opinions of specific residents, it is important to recognize that they do not necessarily provide an accurate picture of the community as a whole. For the most part, informal feedback mechanisms rely on the resident to initiate feedback, which creates a self-selection bias. The City receives feedback only from those residents who are motivated enough to initiate the feedback process. Because these residents tend to be those who are either very pleased or very displeased with the service they have received, their collective opinions are not necessarily representative of the City's resident population as a whole.

**PURPOSE OF STUDY** The motivation for the current study was to design and employ a methodology that would avoid the self-selection bias noted above and thereby provide the City with a *statistically reliable* understanding of its residents' satisfaction, priorities and concerns as they relate to services and facilities provided by the City. Ultimately, the survey results and analyses presented in this report will provide Council and staff with information that can be used to make sound, strategic decisions in a variety of areas, including service improvements and enhancements, measuring and tracking internal performance, budgeting, policy, and planning. To assist in this effort, the City selected True North Research to design the research plan and conduct the study. Broadly defined, the study was designed to:

- Identify key issues of importance for residents, as well as their perceptions of the quality of life in San Carlos;
- Measure residents' overall satisfaction with the City's efforts to provide municipal services, and their satisfaction with a variety of specific services;
- Gather opinions on topics such as traffic circulation and safety, public safety, parks and recreation, redevelopment, planning, and policy and revenue-related issues;
- Evaluate perceptions of local government and customer service;
- Determine satisfaction with (and perceived effectiveness of) the City's communication with residents; *and*
- Collect additional background and demographic data that are relevant to understanding residents' perceptions, needs, and interests.

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1. State of California, Department of Finance, January 2017.



This is not the first statistically reliable community survey conducted for the City of San Carlos. Similar studies were conducted in 2012, 2014, and 2016, and many of the questions included in the 2018 survey were purposely tracked from the prior studies. However, as discussed in the 2014 final report, methodological changes implemented in that 2014 survey limit comparisons to the 2012 study. Thus, in this report, where appropriate the results of the current survey are compared with the results of identical questions from the 2014 and 2016 surveys.

**OVERVIEW OF METHODOLOGY** A full description of the methodology used for this study is included later in this report (see *Methodology* on page 55). In brief, the survey used a combination of mailed invitations, emailed invitations, and phone calls to recruit participation in the survey from San Carlos households. Households were assigned a unique passcode, ensuring that only San Carlos households could participate in the survey, and that the survey could be completed only one time per passcode. During the data collection period, which lasted from January 9 and January 23, 2018, a total of 560 residents participated in the survey by telephone or online at a secure, password-protected website.

**STATISTICAL SIGNIFICANCE** As discussed above, many of the figures and tables in this report present the results of questions asked in 2018 alongside the results found in the 2014 and 2016 surveys for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify changes that likely reflect actual changes in public opinion from the last survey to the current survey—as opposed to being due to chance associated with independently selected samples. Differences between the two studies are identified as *statistically significant* if we can be 95% confident that the differences reflect an actual change in public opinion between the two studies. Statistically significant differences within response categories over time are denoted by the † symbol which appears in the figure next to the appropriate response value for 2018.

**ORGANIZATION OF REPORT** This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the sections titled *Just the Facts* and *Conclusions* are for you. They provide a summary of the most important factual findings of the survey in bullet-point format and a discussion of their implications. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaire used for the interviews is contained at the back of this report (see *Questionnaire & Toplines* on page 58), and a complete set of crosstabulations for the survey results is contained in Appendix A.

**ACKNOWLEDGEMENTS** True North thanks the City of San Carlos for the opportunity to conduct the study and for contributing valuable input during the design stage of this study. City staff's collective experience, insight, and local knowledge improved the overall quality of the research presented here.

**DISCLAIMER** The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not necessarily those of the City of San Carlos. Any errors and omissions are the responsibility of the authors.

**ABOUT TRUE NORTH** True North is a full-service survey research firm that is dedicated to providing public agencies with a clear understanding of the values, perceptions, priorities, and concerns of their residents and customers. Through designing and implementing scientific surveys, focus groups, and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, organizational development, establishing fiscal priorities, and developing effective public information campaigns. During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 1,000 survey research studies for public agencies—including more than 350 studies for California municipalities and special districts.

## JUST THE FACTS

The following is an outline of the main factual findings from the survey. For the reader's convenience, we have organized the findings according to the section titles used in the body of this report. Thus, if you would like to learn more about a particular finding, simply turn to the appropriate report section.

### QUALITY OF LIFE

- Approximately nine-in-ten residents shared favorable opinions of the quality of life in San Carlos, with 45% reporting it is excellent and 47% stating it is good. In total, 8% of residents indicated the quality of life in the City is fair, whereas 1% used poor or very poor to describe the quality of life in the City.
- When asked what changes the City could make to improve the quality of life in San Carlos, 14% of respondents were either unsure of a change that would make San Carlos a better place to live (9%) or indicated they desired no changes from the City (5%)—both of which are indicative of a respondent who does not perceive any pressing issues or problems in the City that can be addressed by local government.
- Among specific changes mentioned, the most common were limiting growth and development (22%), improving and addressing parking issues (17%), reducing traffic congestion (15%), improving and maintaining infrastructure (8%), providing affordable housing (7%), and improving schools and the quality of education (5%).

### CITY SERVICES

- Eighty-seven percent (87%) of San Carlos residents indicated they were either very or somewhat satisfied with the City's efforts to provide municipal services. Approximately 11% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 3% indicated that they were unsure or unwilling to share their opinion.
- Among 17 specific service areas tested, San Carlos residents rated public safety and public works services as the most important. More specifically, maintaining a low crime rate (93% extremely or very important), providing fire protection, prevention, and emergency medical services (93%), maintaining storm drains, sewers, and creeks (92%), providing police services (91%), providing trash collection and recycling services (90%), and maintaining local streets (89%) received the highest importance ratings from residents.
- The survey also asked about satisfaction with the City's efforts to provide the same 17 services. Respondents were most satisfied with efforts to provide library services (98% very or somewhat satisfied), followed by hold special community events like summer concerts in the park, Night of Holiday Lights, Goblin Walk, and others (96%), provide fire protection, prevention, and emergency medical services (96%), keep public buildings and facilities clean and attractive (96%), provide trash collection and recycling services (95%), provide recreation programs for youth (95%), and provide recreation programs for adults and seniors (94%).
- Respondents were less satisfied with the City's efforts to reduce traffic congestion on city streets (41%), provide more public parking downtown (45%), maintain local streets (74%), and preserve community character and appearance through building and planning permits, inspections, and code enforcement (75%).

- Just over a quarter of residents (27%) perceived that the City of San Carlos had increased its efforts with respect to improving parks in 2017, whereas 47% perceived that the level of effort was about the same as in 2016, 5% felt the City's efforts had declined in the past year, and 20% were unsure.
- For the remaining capital improvement areas, however, less than two-in-ten residents surveyed perceived a change in the City's efforts. The most common response was that the level of effort had remained the same for repairing and maintaining streets (52%) and making sewer or storm drain improvements (47%). Residents were split with respect to their opinion on the City's efforts in the area of making traffic improvements, with 35% reporting the level of effort had remained the same and 36% indicating it had declined.

## PUBLIC SAFETY

- Nearly all residents surveyed indicated they felt very or reasonably safe walking alone in their neighborhood (99%) and commercial and retail areas of San Carlos (98%) during the day. After dark, however, the corresponding percentages declined to 90% (neighborhood) and 87% (commercial and retail areas).

## TRAFFIC & TRAFFIC SAFETY

- Approximately four-in-ten residents (42%) rated overall traffic circulation in the City as excellent or good, with 31% providing similar ratings for traffic circulation on major streets and 25% rating traffic circulation around schools favorably. Circulation in residential areas was viewed more positively, with 68% of respondents citing it as excellent or good.
- When asked to compare traffic safety in San Carlos over the past year, 7% of residents noted an improvement from 2016 to 2017 and the majority of residents (52%) felt traffic safety in San Carlos stayed the same. Comparatively, 32% indicated it grew worse and 10% were unsure or unwilling to share their opinion.
- Close to half (48%) of residents surveyed felt it is safe to ride a bike on city streets in San Carlos, whereas 33% said it is unsafe, and 19% were unsure or unwilling to share their opinion.
- More than three-quarters (78%) of residents felt it is safe for pedestrians crossing streets in San Carlos, whereas 21% said it is unsafe, and 2% were unsure or unwilling to share their opinion.

## PARKS & RECREATION

- More than eight-out-of-ten residents chose *excellent* or *good* to describe the overall quality (84%), appearance (85%), and safety (81%) of San Carlos' parks, sports fields, and recreation facilities. Similarly, more than seven-in-ten residents rated the accessibility of (76%) and variety of amenities available at (70%) parks, sports fields, and recreation facilities in San Carlos as excellent or good.

## LOCAL GOVERNANCE & CUSTOMER SERVICE

- Overall, 77% of residents said that they trust the City of San Carlos, 76% agreed that the City manages its finances well, 69% felt the City is responsive to residents' needs, and 64% agreed that the City listens to residents when making important decisions.

- Twelve percent (12%) of respondents claimed they are personally very attentive to matters of local government, 51% somewhat attentive, and 30% slightly attentive. An additional 8% of respondents stated they do not pay any attention to the activities of the City of San Carlos or were not sure.
- Just under half (45%) of respondents indicated they had been in contact with staff in the past 12 months.
- San Carlos residents rated city staff high on all three dimensions tested, with more than nine-in-ten residents rating staff as very or somewhat professional (92%) and accessible (91%) and more than eight-in-ten rating staff as helpful (85%).

## COMMUNICATION

- Overall, 85% of respondents indicated they were satisfied with the City's efforts to communicate with residents through newsletters, the Internet, television, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (11%) or unsure of their opinion (4%).
- The most frequently-cited source for city information was city newsletters/Good Living community newsletter, mentioned by 56% of respondents. The City's newsletters were followed by the City's website (25%), the social media website and app Nextdoor (23%), postcards, letters, flyers, or brochures mailed to the home (22%), and email notifications from the City (19%).
- Overall, respondents indicated that postcards, letters, and newsletters mailed to the home (i.e., direct mail) was the most effective method for the City to communicate with them (86% very or somewhat effective), followed by email and e-notifications (86%) and the City's website (70%).
- More than half of residents also indicated that social media like Facebook, Twitter, and Nextdoor (64%) and town hall meetings (55%) would be at least somewhat effective methods for the City to communicate with them.

## DEVELOPMENT & LAND USE

- Just over a third of residents (34%) felt that development proceeded at about the right pace over the past three years. Approximately 9% felt that the City has grown too slowly and an additional 7% of respondents were unsure or unwilling to share their opinion on this matter.
- Respondents were asked for their opinions on the current amount of ten different development types in the City. Over half (52%) of residents indicated that there is currently too little development devoted to entertainment uses such as music and arts, compared with 46% who said it was about right or were unsure, and just 2% who said there was too much.
- More than four-in-ten residents felt there is currently too much development devoted to apartments (44%) and condominiums (43%) and three-in-ten residents (30%) felt this same way about mixed-use developments. The predominant opinion for all other development types was that the current amount is about right.
- When presented with four statements related to development and zoning, residents were by far the most supportive of the City of San Carlos working with private property owners to redevelop older, outdated commercial areas in the City (76%), followed by reducing the maximum building height allowed on Laurel Street in downtown San Carlos from four stories to three stories (56%) and the City taking an active role in creating additional affordable housing units (56%).

- Residents were split on their opinion regarding changing zoning regulations to reduce the square footage required for new single-family homes and residential additions, with 39% indicating they would support and 42% stating they would oppose the City taking action in this area.

## POLICY & REVENUE

- Seven-in-ten residents (70%) indicated that they would support increasing the current 10% transient occupancy tax rate by 3% in order to provide additional funding for general city services such as public safety and parks, whereas 21% stated that they would oppose an increase, and 9% were unsure or unwilling to share their opinion.
- Overall, 72% of residents would support the City of San Carlos establishing a 10% tax on the commercial cultivation, manufacturing, and testing of marijuana that occurs in the City, whereas 19% opposed, and the remaining 9% were either unsure or declined to share their opinion. Residents were split regarding their opinion of the City allowing a limited number of marijuana retail dispensaries to locate within the City, with 47% indicating support and 44% citing opposition. An additional 9% were undecided or unwilling to share their viewpoint.
- More than half (58%) of residents felt that gun stores should be banned from San Carlos, one third (33%) indicated that the sale of firearms should be allowed, and the remaining 9% were either unsure or unwilling to declare their opinion.
- Six-in-ten residents (60%) supported San Carlos being a sanctuary city—one that chooses not to spend any of its own budget, resources, or employee time assisting the federal government in identifying and deporting undocumented immigrants. Approximately one-third (32%) felt that San Carlos should not be a sanctuary city, and an additional 8% were either unsure or declined to state.

## FUNDING PRIORITIES

- When asked to prioritize among seven projects and programs that could receive funding in the future, making improvements to storm drains to reduce flooding (83% high or medium priority), accelerating the improvement of local streets (76%), and providing additional parking downtown (74%) were assigned the highest priorities. Comparatively, increasing the number of sports fields (30%) was considered less of a priority than the other six tested.

## CONCLUSIONS

As noted in the *Introduction*, this study was designed to provide the City of San Carlos with a statistically reliable understanding of the opinions, priorities, and concerns of San Carlos residents. Operating from the philosophy that you can't manage what you don't measure, the City has regularly used the survey as a community needs assessment and performance measurement tool. In short, the study presents an opportunity to profile residents' needs and priorities, measure how well the City is performing in meeting these needs through existing services and facilities, and gather data on a variety of quality-of-life, issue, and policy-related matters. More than just a profiling exercise, the City uses the information gained from the studies to adjust and improve its services and policies—all toward the goal of building and sustaining a high level of community satisfaction.

Whereas subsequent sections of this report are devoted to conveying the detailed results of the surveys, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer some of the key questions that motivated the research.

*How well is the City performing in meeting the needs of San Carlos residents?*

San Carlos residents continue to be quite satisfied with the City's efforts to provide municipal services and facilities, as well as the quality of life in the City. In 2018, close to nine-in-ten San Carlos residents (87%) were satisfied with the City's overall performance in providing municipal services. The high level of satisfaction expressed with the City's performance *in general* was also mirrored in residents' assessments of the City's performance in providing specific services. For all but four service areas tested, the City is meeting or exceeding the needs and expectations of at least 82% of its residents—and for the majority of services the City is meeting the needs of at least 90% of residents.

Similar to the high levels of satisfaction expressed with respect to the City's overall performance in providing services, San Carlos residents also held very high opinions of the quality of life in the City. Ninety-one percent (91%) of residents surveyed rated the quality of the life in San Carlos as excellent or good. Moreover, this sentiment was widespread, with at least 84% of respondents in every identified resident subgroup rating the quality of life in San Carlos as excellent or good.

*How is the City perceived with respect to governance?*

Although much of the survey focused on residents' satisfaction with the City's efforts to provide specific services, as with other progressive cities San Carlos recognizes there is more to good local governance than simply providing satisfactory services. Do residents perceive that the City is accessible and responsive to residents' needs? Do residents feel that staff serves their needs in a professional manner? How well do residents trust the City, and do they view the City as fiscally responsible? Answers to questions like these are as important as service or policy-related questions in measuring the City's performance in meeting residents' needs.

Among those with an opinion, the City was rated highest with regard to resident trust (77% strongly or somewhat agreed with the statement 'I trust the City of San Carlos'), managing its finances well (76%), being responsive to residents' needs (69%), and listening to residents when making important decisions (64%).

The City's responsiveness to residents' needs is an area that showed significant improvement over the past two years, with a statistically significant increase in the percentage of respondents who agreed that the City is responsive to residents' needs (+7%, see *Local Governance & Customer Service* on page 32).

*Where should the City focus its efforts in the future?*

In addition to measuring the City's current performance, a key goal of this study is to look *forward* and identify opportunities to adjust services, improve facilities, and/or refine communications strategies to best meet the community's evolving needs and expectations. Although resident satisfaction in San Carlos is high (see above), there is always room for improvement. Below we note some of the areas that present the best opportunities in this regard.

Considering respondents' verbatim answers regarding what they feel city government could do to make San Carlos a better place to live (see *Ways to Improve Quality of Life* on page 13), the list of services and their respective priority status for future city attention (see *Performance Needs & Priorities* on page 20), and the manner in which residents prioritize among potential funding areas (see *Funding Priorities* on page 52), the top priorities are: reducing traffic congestion on city streets, providing additional public parking downtown, limiting growth and development, maintaining local streets and roads, and making improvements to storm drains to reduce flooding.

With the recommendation that the City focus on these areas, it is equally important to stress that when it comes to improving satisfaction in service areas, the appropriate strategy is often a combination of better communication and actual service improvements. It may be, for example, that many residents are simply not aware of the City's ongoing infrastructure improvement efforts, or the limits of what a city can do to reduce traffic congestion. Choosing the appropriate balance of actual service improvements and efforts to raise awareness on these matters will be a key to maintaining and improving the community's overall satisfaction in the short- and long-term.

It is also important to keep in mind that although these areas represent opportunities to improve resident satisfaction, the City should *not* oversteer. Indeed, the primary takeaway from this study is that the City does many things very well, and the emphasis should be on continuing to perform at that high level in those areas. The vast majority of residents were



pleased with the City's efforts to provide services, programs, and facilities and have a favorable opinion of the City's performance in most areas. The *top priority* for the City should thus be to do what it takes to maintain the high quality of services that it currently provides.

*What were the most notable changes in the survey results between 2016 and 2018?*

The 2018 study brings to light a number of notable improvement ratings over the past two years. Compared with the results of the 2016 survey, San Carlos residents were statistically more likely to report being *very* satisfied with the City's overall performance (+10%) as well as to report being very or somewhat satisfied with the City's efforts to maintain a low crime rate (+14%) and provide police services (+6%). Residents also reported an increase in overall feelings of safety walking alone in commercial and retail areas after dark (+6%).

Continuing the trend evidenced from 2014 to 2016, the 2018 study reveals that concerns about growth, development, and traffic congestion remain on the rise among residents. Compared with the 2016 survey, perceptions of traffic circulation were less favorable, with statistical declines in the percentage of residents who rated traffic circulation as excellent or good *overall* (-13%) and on major streets (-8%).

With regard to growth and development, 50% of residents surveyed in 2018 felt that the pace of development in San Carlos has occurred too fast over the past three years, a 21-point increase from the 29% reported in 2016. There was also a statistically significant increase in the percentage of residents who indicated there is too much development devoted to condominiums (+23%), apartments (+19%), hotels (+10%), mixed-use (+8%), and commercial offices (+5%), representing five of the ten development types presented to respondents.

That said, support for redevelopment and revitalization was also strong. Consistent with the 2016 results, 76% of residents supported the City working with private property owners to redevelop older, outdated commercial areas in the City.

*Do residents have clear opinions regarding future policy decisions?*

Recognizing that the City will be making important policy decisions in the future regarding its existing transient occupancy tax, medical and non-medical marijuana sales, gun stores within city limits, and status as a sanctuary city, the 2018 survey took the opportunity to explore residents' opinions on each of these matters.

The results make clear that the community is supportive of increasing the current 10% transient occupancy tax rate by 3% in order to provide additional funding for general city services such as public safety and parks (70% definitely or probably support) and establishing a 10% tax on the commercial cultivation, manufacturing, and testing of marijuana that occurs in the City (70% support). The majority (60%) of residents were

also in support of San Carlos being a sanctuary city—one that chooses not to spend any of its own budget, resources, or employee time assisting the federal government in identifying and deporting undocumented immigrants—and banning gun stores from San Carlos (58%).

Residents were split regarding the City allowing a limited number of marijuana retail dispensaries to locate within the City, with 47% indicating support and 44% citing opposition to this statement.

*How well is the City communicating with San Carlos residents?*

The public's preferences for communication are growing increasingly diverse. Whereas older residents continue to rely heavily on newsletters and printed forms of communication, younger residents generally show great interest in digital forms of communication including social media, text, and smart phone apps. This pattern makes the challenge of city-resident communication more difficult than in the past, when the sources residents relied on for information were fewer and more consistent across subgroups. In turn, satisfaction with public agency communications has generally declined over the past few years.

Against this backdrop of declining satisfaction with public agency communications in general, San Carlos has managed to maintain a consistently high level of resident satisfaction in the area of city-resident communication. Overall, 85% of residents surveyed said they were satisfied with the City of San Carlos' efforts to communicate with them in 2018, which is virtually unchanged from the 84% and 85% recorded in 2016 and 2014. The fact that San Carlos residents primarily rely on *city-sponsored* sources of information to find out about San Carlos news, events, and programming—including the Good Living newsletter, direct mail, email, and the City's website—is undoubtedly one of the reasons for the stability in resident satisfaction over the past few years.

Although San Carlos has been successful in maintaining a high level of resident satisfaction despite the growing communications challenges in recent years, it is important to recognize that the challenges will continue to change (and likely grow). To stay ahead of the curve, San Carlos, like other cities, should periodically conduct a careful review of its communications strategies and budget to ensure that both are evolving accordingly.

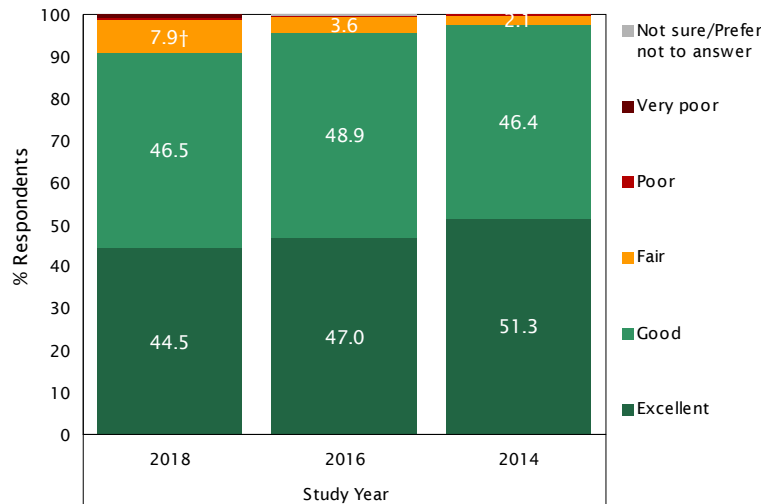
# QUALITY OF LIFE

The opening series of questions in the 2018 survey was designed to assess residents' perceptions of the quality of life in San Carlos, as well as their ideas for what city government could do to improve the quality of life in the City, now and in the future.

**OVERALL QUALITY OF LIFE** At the outset of the interview, respondents were asked to rate the quality of life in the City using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, approximately nine-in-ten residents in 2018 shared favorable opinions of the quality of life in San Carlos, with 45% reporting it is excellent and 47% stating it is good. In total, 8% of residents indicated the quality of life in the City is fair, whereas 1% used poor or very poor to describe the quality of life in the City. When compared with the 2016 survey findings, a higher percentage of residents reported that the quality of life in San Carlos is fair (8% vs. 4%). Although there were no statistically significant changes in any other individual categories, the combined percentage of residents who provided a positive rating was lower in 2018 than previous years (2018: 91% excellent or good, 2016: 96%, 2014: 98%).

**Question 2** *How would you rate the overall quality of life in San Carlos? Would you say it is excellent, good, fair, poor or very poor?*

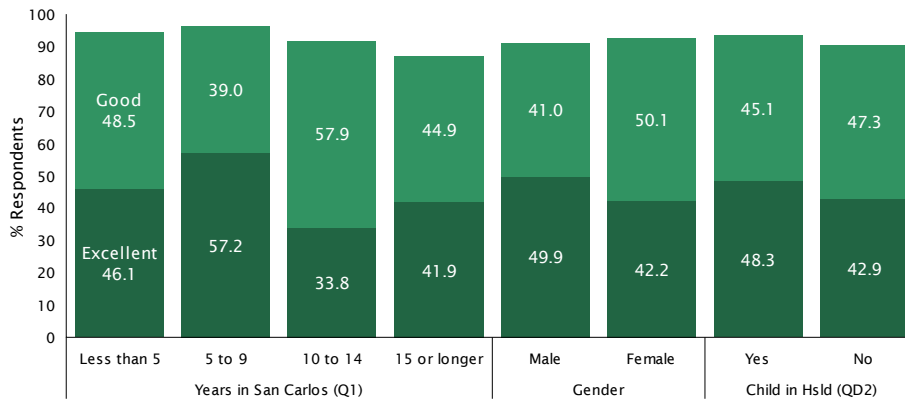
**FIGURE 1 QUALITY OF LIFE BY STUDY YEAR**



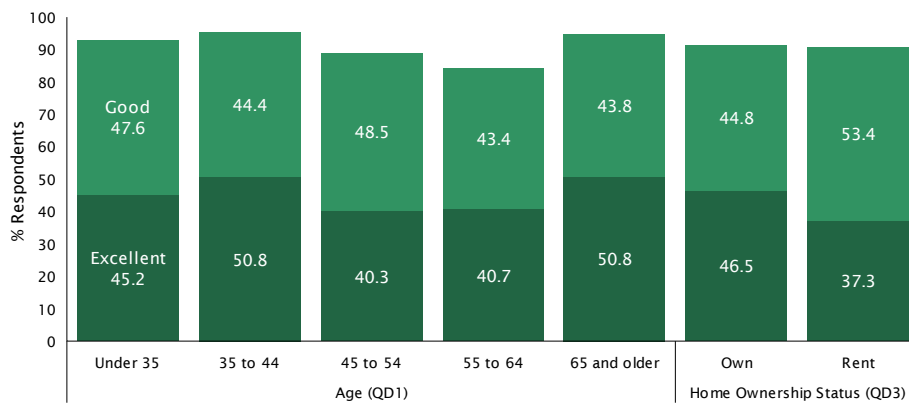
† Statistically significant change ( $p < 0.05$ ) between the 2016 and 2018 studies.

Figures 2 and 3 on the next page show how ratings of the quality of life in the City varied by years of residence in San Carlos, gender, presence of a child in the home, age, and home ownership status. Although there was some variation between subgroups, at least 84% of respondents in every subgroup rated the quality of life in the City as excellent or good. It is worth noting that residents who have lived in San Carlos 15 years or longer and those 55 to 64 years of age were less likely than their counterparts to provide a positive quality of life rating.

**FIGURE 2 QUALITY OF LIFE BY YEARS IN SAN CARLOS, GENDER & CHILD IN HSLD**



**FIGURE 3 QUALITY OF LIFE BY AGE & HOME OWNERSHIP STATUS**



**WAYS TO IMPROVE QUALITY OF LIFE** Respondents were next asked to indicate one thing city government could change to make San Carlos a better place to live, now and in the future. This question was asked in an open-ended manner, allowing respondents to mention any improvement that came to mind without being prompted by or restricted to a list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 4 on the next page.

Fourteen percent (14%) of respondents were either unsure of a change that would make San Carlos a better place to live (9%) or indicated they desired no changes from the City (5%)—both of which are indicative of a respondent who does not perceive any pressing issues or problems in the City that can be addressed by local government. Among specific changes mentioned, the most common were limiting growth and development (22%), improving and addressing parking issues (17%), reducing traffic congestion (15%), improving and maintaining infrastructure (8%), providing affordable housing (7%), and improving schools and the quality of education (5%). No other individual categories of improvement were mentioned by at least 5% of surveyed residents.

**Question 3** *If the City government could change one thing to make San Carlos a better place to live now and in the future, what change would you like to see?*

**FIGURE 4 CHANGES TO IMPROVE SAN CARLOS**

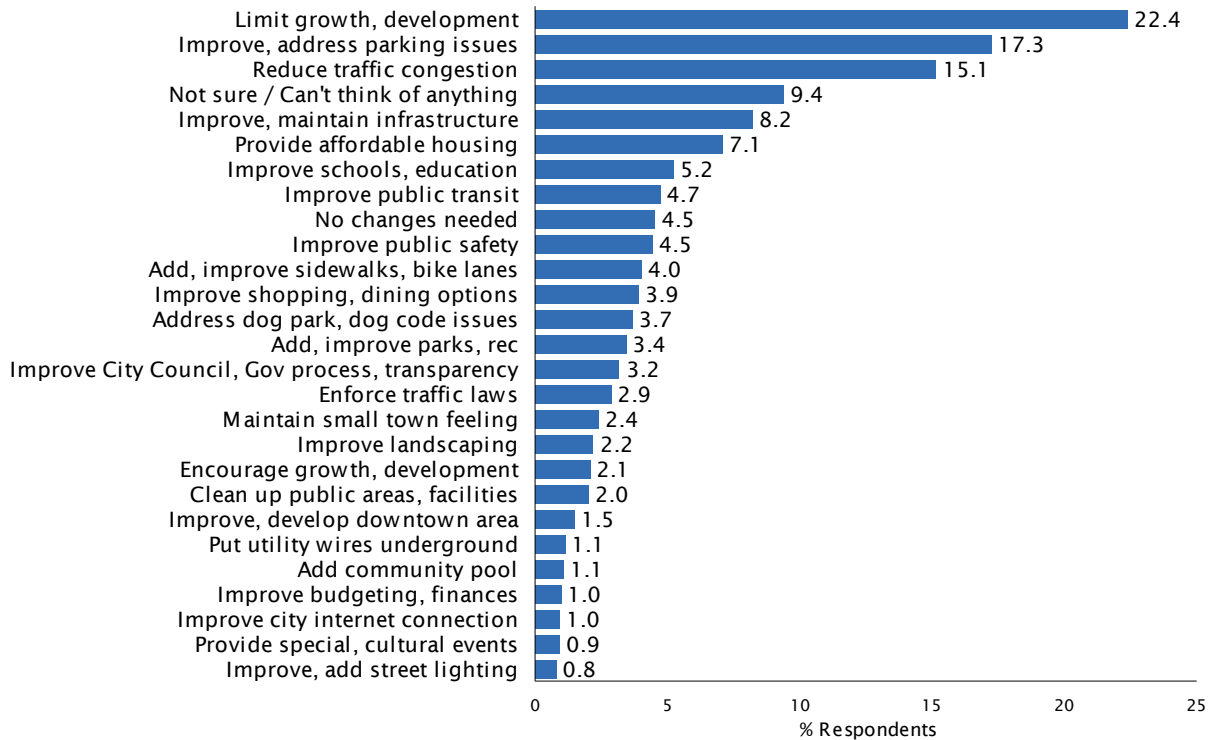


Table 1 presents the top five responses to this question from the past three study years. Four of the five responses were the same from 2016 to 2018, with limiting growth and development remaining the top mention in 2018 (ranked seventh in 2014). Improving and maintaining infrastructure ranked in the top five in 2018 (fifteenth in 2016) and improving public safety dropped to tenth most important. Improving parking and reducing traffic congestion were among the top five mentions in all three studies.

**TABLE 1 TOP CHANGES TO IMPROVE SAN CARLOS BY STUDY YEAR**

	Study Year		
	2018	2016	2014
Limit growth, development	Limit growth, development	Limit growth, development	Improve, address parking issues
Improve, address parking issues	Improve, address parking issues	Reduce traffic congestion	Reduce traffic congestion
Reduce traffic congestion	Reduce traffic congestion	Improve, address parking issues	No changes needed
Not sure / Can't think of anything	Not sure / Can't think of anything	Not sure / Can't think of anything	Not sure / Can't think of anything
Improve, maintain infrastructure	Improve, maintain infrastructure	Improve public safety	Improve schools, education

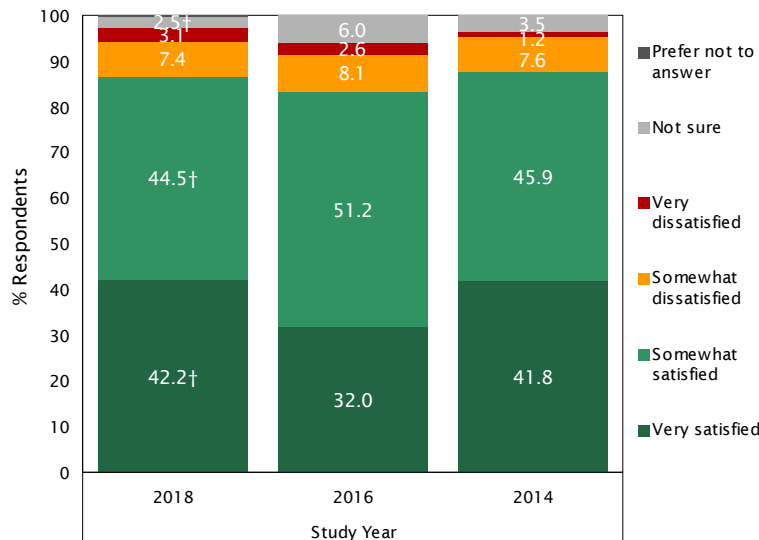
## CITY SERVICES

After measuring respondents' perceptions of the quality of life in San Carlos, the survey next turned to assessing their opinions about the City's performance in providing various municipal services.

**OVERALL SATISFACTION** The first question in this series asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City of San Carlos is doing to provide services. Because this question does not reference a specific program, facility, or service and requested that the respondent consider the City's performance in general, the findings of this question may be regarded as an *overall performance rating* for the City.

**Question 4** *Next, I would like to ask a series of questions about services provided by the City of San Carlos. Generally speaking, are you satisfied or dissatisfied with the job the City of San Carlos is doing to provide city services?*

FIGURE 5 OVERALL SATISFACTION BY STUDY YEAR



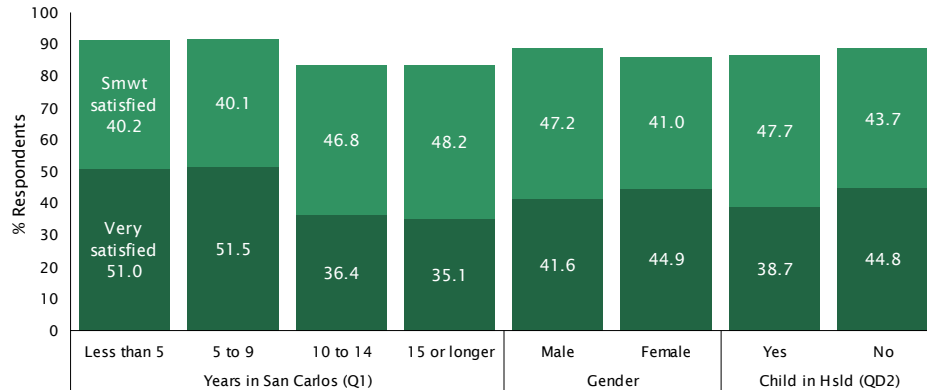
† Statistically significant change ( $p < 0.05$ ) between the 2016 and 2018 studies.

As shown in Figure 5, 87% of San Carlos residents indicated they were either very satisfied (42%) or somewhat satisfied (44%) with the City's efforts to provide municipal services. Approximately 11% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 3% indicated that they were unsure or unwilling to share their opinion. When compared with the 2016 study, there was a statistically significant increase in the percentage of residents who were *very satisfied* (+10%) and a decrease in the percentage *somewhat satisfied* (-7%), bringing the results back in line with the levels reported in 2014. Overall satisfaction (very plus somewhat satisfied) remained consistent from 2014 to 2018.

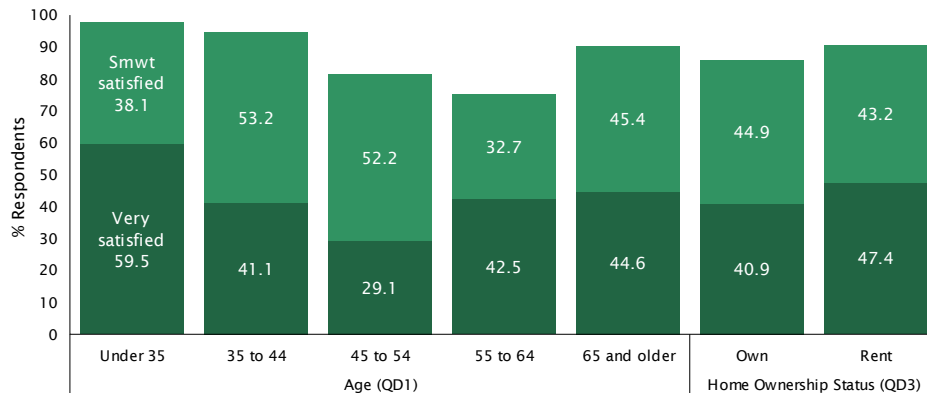
Figures 6 and 7 on the next page display how the percentage of respondents satisfied with the City's overall performance varied across several demographic subgroups. Although there was some variation in opinions across subgroups—e.g., residents who have lived in the City less than 10 years were much more likely than long-time residents (10+ years) to indicate that they were

satisfied with the City’s performance—the high levels of satisfaction exhibited by respondents as a whole (see Figure 5) were also shared by resident subgroups. With the exception of residents 55 to 64 years of age (75%), more than eight-in-ten residents in *every* identified subgroup indicated that they were satisfied with the City’s overall performance in providing municipal services.

**FIGURE 6 OVERALL SATISFACTION BY YEARS IN SAN CARLOS, GENDER & CHILD IN HSLD**



**FIGURE 7 OVERALL SATISFACTION BY AGE & HOME OWNERSHIP STATUS**



**SPECIFIC SERVICES** Whereas Question 4 addressed the City’s *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were first asked if they thought a service was extremely important, very important, somewhat important, or not at all important. The order of the items was randomized for each respondent to avoid a systematic position bias.

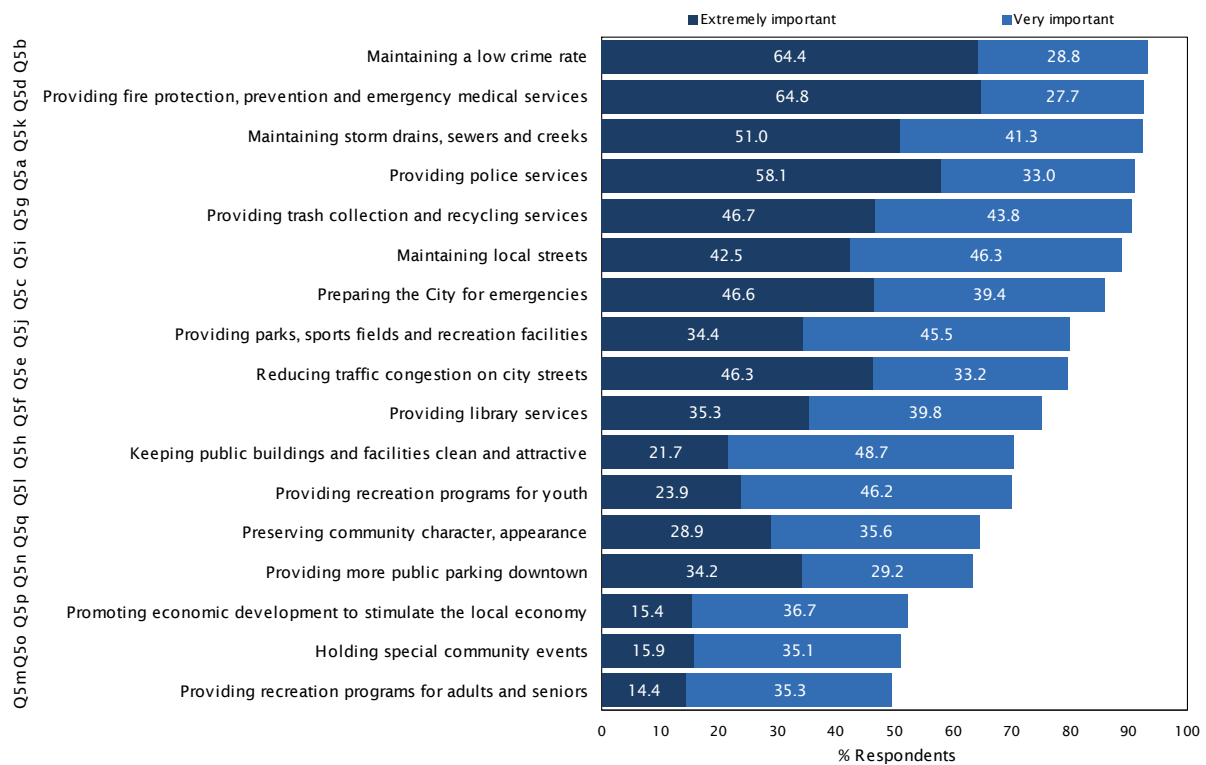
Figure 8 on the next page presents the services sorted by order of importance according to the percentage of respondents who rated a service as *at least* very important. In line with the results of the 2016 survey, San Carlos residents once again rated public safety and public works services as the most important. More specifically, maintaining a low crime rate (93% extremely or very important), providing fire protection, prevention, and emergency medical services (93%),

maintaining storm drains, sewers, and creeks (92%), providing police services (91%), providing trash collection and recycling services (90%), and maintaining local streets (89%) received the highest importance ratings from residents.

At the other end of the spectrum, providing recreational programs for adults and seniors (50%), holding special community events like summer concerts in the park, Night of Holiday Lights, Goblin Walk, and others (51%), and promoting economic development to stimulate the local economy (52%) were viewed as less important.

**Question 5** For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.

**FIGURE 8 IMPORTANCE OF SERVICES**



For the interested reader, Table 2 on the next page displays the percentage of respondents who viewed each service as extremely or very important from 2014 to 2018, as well as the difference from 2016. When compared with the 2016 survey, there was a statistically significant decrease in the importance assigned to seven of the fifteen services presented in both studies, with the largest declines evidenced for preserving community character and appearance through building and planning permits, inspections, and code enforcement (-8%), promoting economic development to stimulate the local economy (-7%), and holding special community events like summer concerts in the park, Night of Holiday Lights, Goblin Walk, and others (-6%).



**TABLE 2 IMPORTANCE OF SERVICES BY STUDY YEAR**

	Study Year			Change in Extremely + Very Important 2016 to 2018
	2018	2016	2014	
Maintaining storm drains, sewers and creeks	92.4	89.5	91.5	+2.9
Providing recreation programs for youth	70.0	68.8	68.6	+1.2
Preparing the City for emergencies	86.0	85.7	84.6	+0.3
Providing trash collection and recycling services	90.5	90.6	89.7	-0.1
Providing police services	91.1	91.5	93.2	-0.4
Providing library services	75.1	77.0	73.6	-1.9
Maintaining local streets	88.9	91.2	93.6	-2.3
Providing fire protection, prevention and emergency medical services	92.6	94.9	96.8	-2.3
Maintaining a low crime rate	93.1	96.0	95.5	-2.9†
Providing parks, sports fields and recreation facilities	79.9	82.9	78.8	-3.0†
Keeping public buildings and facilities clean and attractive	70.3	74.5	76.6	-4.2†
Providing recreation programs for adults and seniors	49.7	54.6	N/A	-4.9†
Holding special community events, summer concerts in the park, Night of Holiday Lights, Goblin Walk & others	51.0	56.8	58.3	-5.8†
Promoting economic development to stimulate the local economy	52.1	59.5	68.5	-7.4†
Preserving community character, appearance through building, planning permits, inspections, code enforcement	64.5	72.3	66.0	-7.8†
Reducing traffic congestion on city streets	79.5	N/A	N/A	N/A
Providing more public parking downtown	63.4	N/A	N/A	N/A

† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

Turning to the satisfaction component, Figure 9 on the next page sorts the same list of services according to the percentage of respondents who indicated they were either very or somewhat satisfied with the City’s efforts to provide the service. For comparison purposes between the services, only respondents who held an opinion (satisfied or dissatisfied) are included in the figure. Those who did not have an opinion were removed from this analysis. The percentage of respondents who provided an opinion (satisfied or dissatisfied) is presented in brackets beside the service label in the figure, while the bars represent the answers of those with an opinion.

At the top of the list, respondents were most satisfied with the City’s efforts to provide library services (98% very or somewhat satisfied), followed by hold special community events like summer concerts in the park, Night of Holiday Lights, Goblin Walk, and others (96%), provide fire protection, prevention, and emergency medical services (96%), keep public buildings and facilities clean and attractive (96%), provide trash collection and recycling services (95%), provide recreation programs for youth (95%), and provide recreation programs for adults and seniors (94%).

Respondents were less satisfied with the City’s efforts to reduce traffic congestion on city streets (41%), provide more public parking downtown (45%), maintain local streets (74%), and preserve community character and appearance through building and planning permits, inspections, and code enforcement (75%).

**Question 6** For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service. Are you satisfied or dissatisfied with the city's efforts to: \_\_\_\_\_, or do you not have an opinion?

**FIGURE 9 SATISFACTION WITH SERVICES**

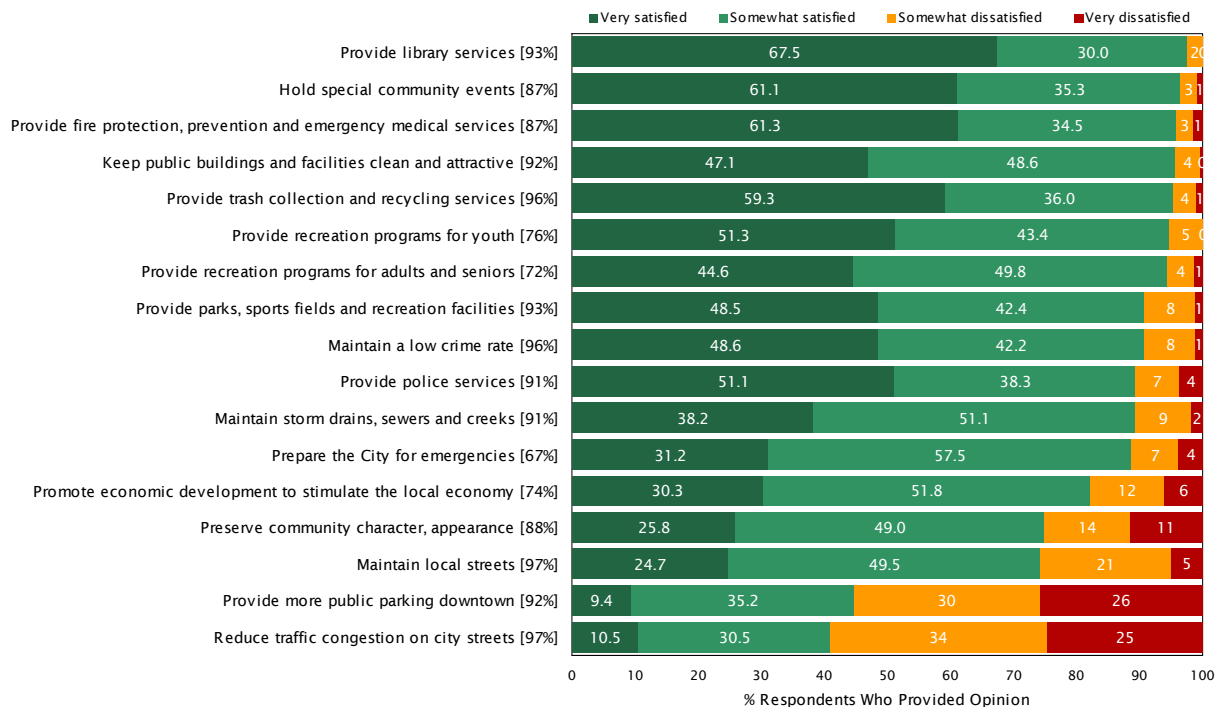


Table 3 displays the percentage of respondents who were satisfied with each service from 2014 to 2018, and the difference between the 2016 and 2018 studies. As shown in the right column, there were statistically significant increases in satisfaction for three of the fifteen services tested in both 2016 and 2018, with the largest increase evidenced for maintaining a low crime rate (+14%). Satisfaction with most services remained statistically unchanged from 2016.

**TABLE 3 SATISFACTION WITH SERVICES BY STUDY YEAR**

	Study Year			Change in Satisfaction 2016 to 2018
	2018	2016	2014	
Maintain a low crime rate	90.8	76.6	86.6	+14.2†
Provide police services	89.4	83.4	91.1	+6.0†
Provide recreation programs for adults and seniors	94.3	90.8	N/A	+3.6†
Provide parks, sports fields and recreation facilities	90.9	88.1	87.9	+2.7
Maintain local streets	74.2	71.6	78.3	+2.6
Keep public buildings and facilities clean and attractive	95.7	93.2	98.5	+2.5
Maintain storm drains, sewers and creeks	89.3	87.3	89.2	+2.0
Promote economic development to stimulate the local economy	82.2	81.3	82.3	+0.8
Prepare the City for emergencies	88.6	87.9	91.0	+0.7
Provide trash collection and recycling services	95.2	94.7	90.5	+0.5
Hold special community events, summer concerts in the park, Night of Holiday Lights, Goblin Walk	96.5	96.3	95.4	+0.1
Provide fire protection, prevention and emergency medical services	95.8	95.9	96.4	-0.1
Provide library services	97.5	97.8	96.7	-0.3
Provide recreation programs for youth	94.7	96.2	95.8	-1.5
Preserve community character, appearance through building, planning permits, inspections, code enforcement	74.9	76.4	82.6	-1.5
Provide more public parking downtown	44.6	N/A	N/A	N/A
Reduce traffic congestion on city streets	41.0	N/A	N/A	N/A

† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

## PERFORMANCE NEEDS & PRIORITIES

With a measure of the importance of a service to residents as well as a measure of satisfaction with the City's efforts to provide the service, True North is able to examine the relationship between these two dimensions and identify areas where the City has the greatest opportunities to improve resident satisfaction—and identify for which services the City is meeting, and even exceeding, the majority of residents' needs.

Rather than rely on *averages* to conduct this analysis, True North has developed an *individualized* approach to identifying priorities. This approach is built on the recognition that opinions will vary from resident to resident and that understanding this variation is required for assessing how well the City is meeting residents' needs.<sup>2</sup> Table 4 on the next page presents a grid based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* options, and the vertical scale corresponds to the four *satisfaction* options. The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

<i>Exceeding Needs</i>	The City is exceeding a respondent's needs if a respondent is satisfied and the level of expressed satisfaction is higher than the importance that the respondent assigned to the service.
<i>Meeting Needs, Moderately</i>	The City is moderately meeting a respondent's needs if the respondent is satisfied and the level of satisfaction is commensurate with the level of importance assigned to the service.
<i>Meeting Needs, Marginally</i>	The City is marginally meeting a respondent's needs if the respondent is satisfied with the City's efforts to provide the service, but their level of satisfaction is lower than the level of importance assigned to the service.
<i>Not Meeting Needs, Marginally</i>	The City is marginally <i>not</i> meeting a respondent's needs if the respondent is somewhat dissatisfied, but the service is also viewed as just somewhat or not at all important.
<i>Not Meeting Needs, Moderately</i>	The City is moderately <i>not</i> meeting a respondent's needs if A) a respondent is very dissatisfied with the City's efforts to provide the service, but the service is viewed somewhat or not at all important, or B) a respondent is somewhat dissatisfied and the service is very important.
<i>Not Meeting Needs, Severely</i>	The City is severely <i>not</i> meeting a respondent's needs if A) a respondent is dissatisfied and the service is viewed as extremely important, or B) a respondent is very dissatisfied and the service is viewed as very important.

2. Any tool that relies on the opinions of the average respondent will provide a limited and occasionally distorted picture of how well an agency is performing. The simple fact is that a city is not comprised of average residents—it is comprised of unique individuals who vary substantially in their opinions of the City's performance in different service areas. Thus, although the arithmetic average of these individuals' opinions is a useful statistic, it does not capture the variation in opinions that occurs among residents, and it is this variation that is critical for truly assessing how well the City is meeting the needs of its residents.

TABLE 4 RESIDENT SERVICE NEEDS & PRIORITIES MATRIX

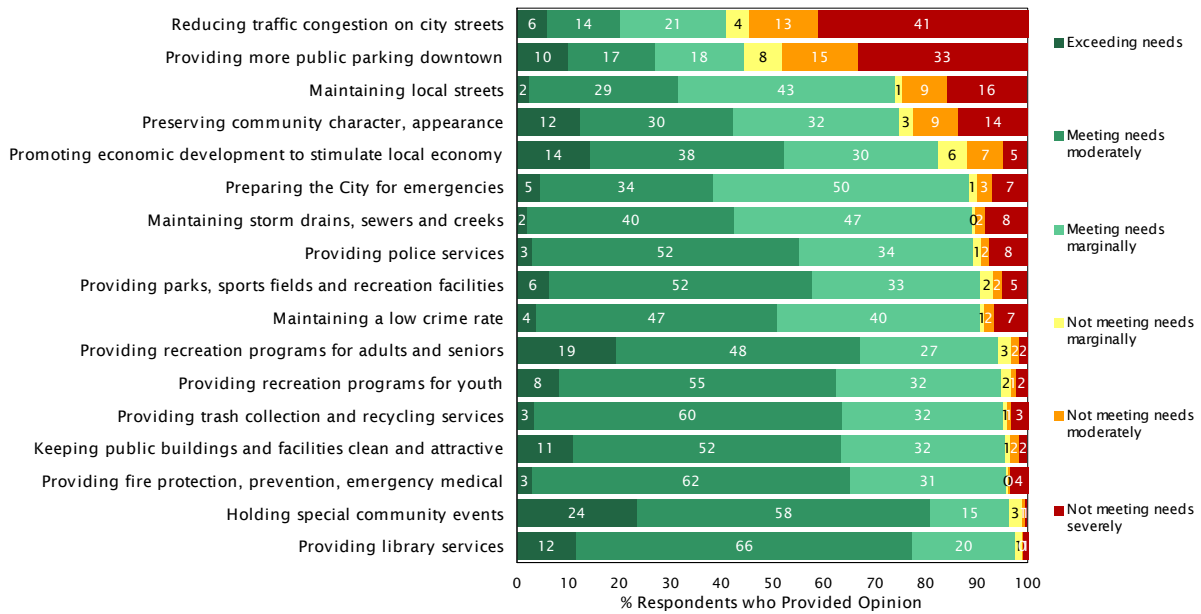
		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat satisfied	Exceeding needs	Meeting needs, moderately	Meeting needs, marginally	Meeting needs, marginally
	Somewhat dissatisfied	Not meeting needs, marginally	Not meeting needs, marginally	Not meeting needs, moderately	Not meeting needs, severely
	Very dissatisfied	Not meeting needs, moderately	Not meeting needs, moderately	Not meeting needs, severely	Not meeting needs, severely

Using this framework, True North categorized respondents individually for each of the 17 services tested in the study. Thus, for example, a respondent who indicated that reducing traffic congestion on city streets was somewhat important and they were very satisfied with the City’s efforts in this service area would be categorized in the *exceeding needs* group for this service. The same respondent may be grouped in the *marginally not meeting needs* group for another service (e.g., providing more public parking downtown) if they were somewhat dissatisfied with the City’s efforts to provide the service, but the service was viewed as only somewhat important.

Figure 10 on the next page presents the 17 services tested, along with the percentage of respondents who were grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 10 is consistent with that presented in Table 4. Thus, for example, in the service area of reducing traffic congestion on city streets, the City is exceeding the needs of 6% of respondents, moderately meeting the needs of 14% of respondents, marginally meeting the needs of 21% of respondents, marginally not meeting the needs of 4% of respondents, moderately not meeting the needs of 13% of respondents, and severely not meeting the needs of 41% of respondents.

As shown in the figure, the City is meeting the needs of at least three-quarters of residents for 13 of the 17 services tested. Operating from the management philosophy that, all other things being equal, the City should focus on improving those services that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted by order of priority. Thus, reducing traffic congestion on city streets is the top priority, followed by providing public parking, maintaining local streets, and preserving community character and appearance through building and planning permits.

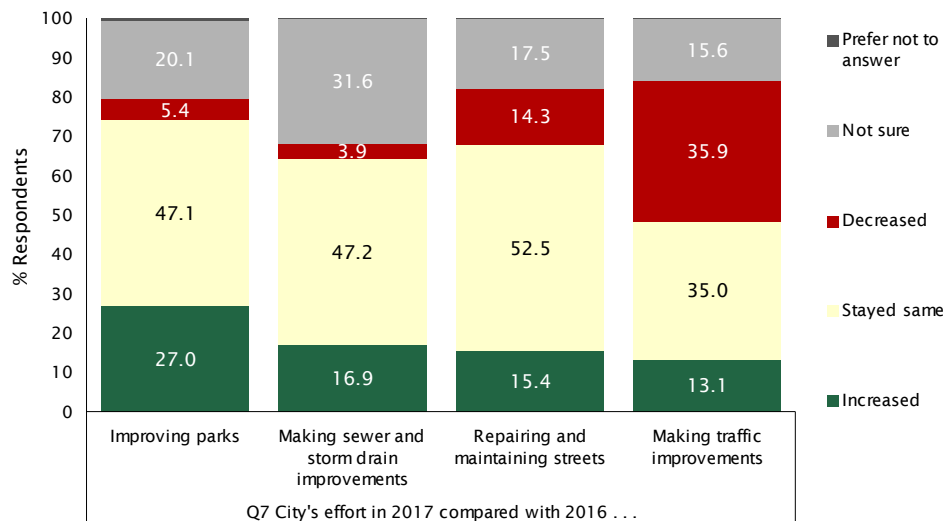
FIGURE 10 RESIDENT SERVICE NEEDS



**PERCEIVED CHANGES IN CITY'S EFFORTS** In 2016, the City of San Carlos focused additional resources on a variety of infrastructure projects, including improving traffic, streets, sewers, and storm drains, as well as parks. Question 7 was designed to gauge whether residents recognized the increased focus and resources devoted to these areas.

**Question 7** When compared to 2016, would you say that in 2017 the amount of effort the City of San Carlos put into \_\_\_\_\_ increased, stayed the same, or decreased?

FIGURE 11 CITY'S EFFORT IN 2017 COMPARED WITH 2016



Being perhaps the most visible of the capital improvements, just over a quarter of residents (27%) perceived that the City of San Carlos had increased its efforts with respect to improving parks in 2017, whereas 47% perceived that the level of effort was about the same as in 2016, 5% felt the City’s efforts had declined in the past year, and 20% were unsure.

For the remaining capital improvement areas, however, less than two-in-ten residents surveyed perceived a change in the City’s efforts. The most common response was that the level of effort had remained the same for repairing and maintaining streets (52%) and making sewer or storm drain improvements (47%). Residents were split with respect to their opinion on the City’s efforts in the area of making traffic improvements, with 35% reporting the level of effort had remained the same and 36% indicating it had declined.

Table 5 displays the percentage of respondents who perceived an increase in effort for each of the capital improvement areas from 2014 to 2018, and the difference between 2016 and 2018. As shown in the right column, there were statistically significant declines in the City’s perceived effort in improving parks (-10%) and making sewer and storm drain improvements (-7%) and opinions remained statistically unchanged for repairing and maintaining streets.

**TABLE 5 PERCEIVED INCREASE IN CITY’S EFFORT FROM PRIOR YEAR BY STUDY YEAR**

	Study Year			Change in % Increased 2016 to 2018
	2018	2016	2014	
Repairing, maintaining streets	15.4	18.2	14.6	-2.7
Making sewer, storm drain improvements	16.9	23.7	10.5	-6.7†
Improving parks	27.0	37.0	56.4	-10.0†
Making traffic improvements	13.1	N/A	N/A	N/A

† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

## PUBLIC SAFETY

Ensuring the personal safety of residents is the most basic function of local government. It is important to keep in mind, of course, that public safety is as much a matter of perceptions as it is a matter of reality. Regardless of actual crime statistics, if residents don't *feel* safe then they will not enjoy the many cultural, recreational, and shopping opportunities available in the City of San Carlos that will enhance their quality of life.

Accordingly, Question 8 was designed to measure how safe respondents feel in each of the four scenarios presented at the bottom of Figure 12 according to the scale shown to the right of the figure. The order of the items was randomized for each respondent to avoid a systematic position bias. As shown in the figure, residents' feelings of safety varied depending on the setting. Nearly all residents surveyed indicated they felt very or reasonably safe walking alone in their neighborhood (99%) and commercial and retail areas of San Carlos (98%) during the day. After dark, however, the corresponding percentages declined to 90% (neighborhood) and 87% (commercial and retail areas).

**Question 8** Next, I'd like to ask a few questions about personal safety and security in the City of San Carlos. When you are:\_\_\_\_\_, would you say that you feel very safe, reasonably safe, somewhat unsafe, or very unsafe?

FIGURE 12 PERCEPTION OF PUBLIC SAFETY

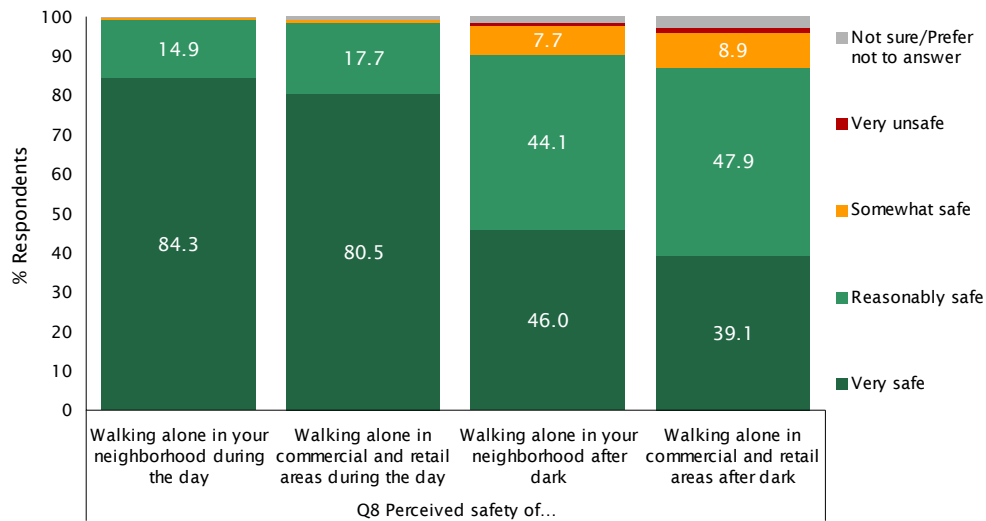


Table 6 on the next page displays the percentage of respondents who felt very or reasonably safe (among those who provided an opinion) in each scenario from 2014 to 2018, as well as the difference between the 2016 and 2018 studies. There was a statistically significant increase in overall feelings of safety walking alone in commercial and retail areas after dark (+6%). Feelings of safety remained consistent with the 2016 findings for the other three settings.

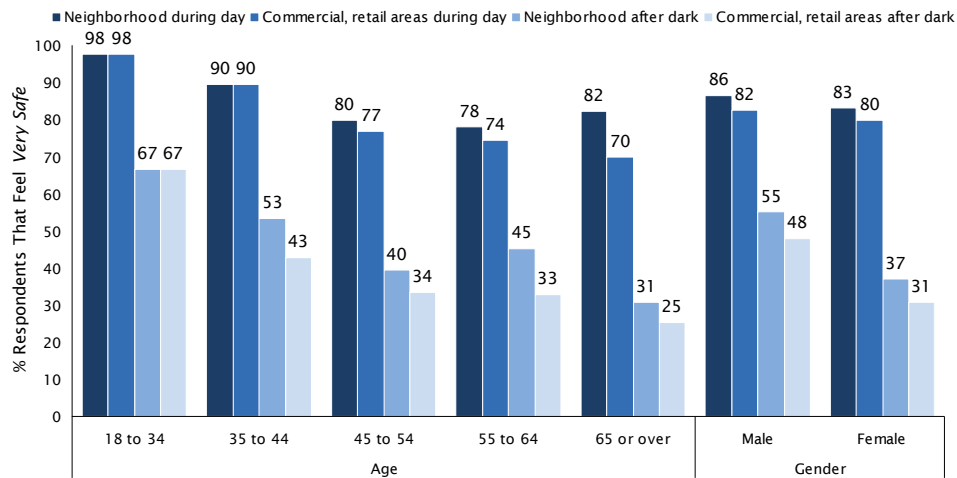
**TABLE 6 PERCEPTIONS OF PERSONAL SAFETY BY STUDY YEAR (AMONG THOSE WHO PROVIDED OPINION)**

	Study Year			Change in Very + Reasonably Safe 2016 to 2018
	2018	2016	2014	
Walking alone in commercial and retail areas after dark	89.7	83.2	82.3	+6.5†
Walking alone in your neighborhood after dark	91.6	89.6	86.4	+1.9
Walking alone in commercial and retail areas during the day	99.0	99.0	99.1	+0.1
Walking alone in your neighborhood during the day	99.5	99.7	99.6	-0.2

† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

As one might expect, feelings of safety are often related to respondent age and gender. Figure 13 displays the percentage of respondents who said they felt *very safe* in each scenario by their age and gender group. When compared with men, women reported comparable levels of feeling very safe in each setting during the day and were less likely than their male counterparts to feel very safe after dark. Research often shows that feelings of safety decrease with age and that is also the general trend in San Carlos, with younger individuals more likely than their older counterparts to feel very safe in each setting.

**FIGURE 13 PERCEPTION OF PUBLIC SAFETY BY AGE & GENDER (SHOWING % VERY SAFE)**





# TRAFFIC & TRAFFIC SAFETY

In nearly all California metropolitan areas, traffic congestion ranks among the most pressing problems that residents would like local and regional governments to solve. In the present study, *reducing traffic congestion* was the third most commonly-mentioned change cited by residents to make San Carlos a better place to live (see Figure 4 on page 14) and reducing traffic on city streets was the top-ranked priority service improvement for San Carlos among 17 services tested (see Figure 10 on page 22). Anticipating the importance of this issue, the survey included several follow-up questions related to traffic circulation.

**TRAFFIC CIRCULATION** The first question in this series measured perceptions of traffic circulation in the City *overall*, on major streets, in residential areas, and around schools. As shown in Figure 14, approximately four-in-ten residents (42%) rated overall traffic circulation in the City as excellent or good, with 31% providing similar ratings for traffic circulation on major streets and 25% rating traffic circulation around schools favorably. Circulation in residential areas was viewed more positively, with 68% of respondents citing it as excellent or good.

**Question 9** *Next, I'd like to ask you a few questions about traffic circulation. By traffic circulation, I mean the ability to drive around San Carlos without encountering long delays. Would you rate: \_\_\_\_\_ within the city as excellent, good, fair, poor or very poor?*

FIGURE 14 RATING TRAFFIC CIRCULATION IN THE CITY

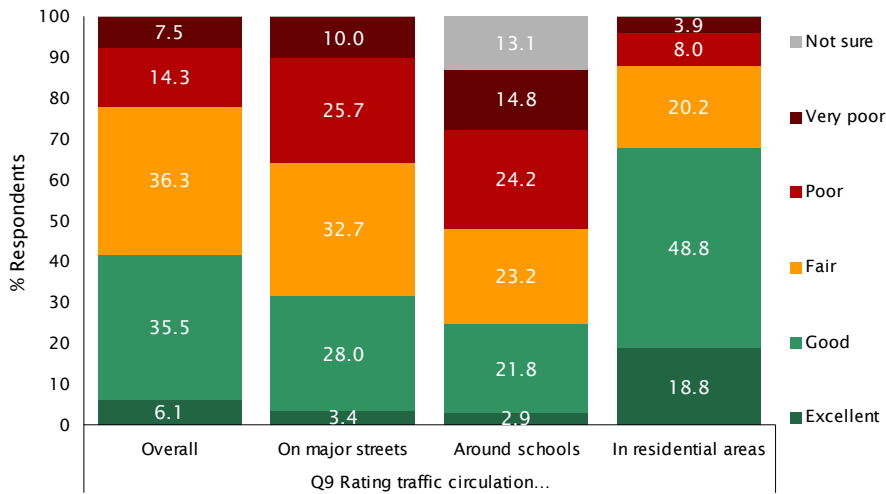


Table 7 provides the percentage of respondents who regarded traffic circulation as excellent or good *overall* and in each setting from 2014 to 2018. Compared with the 2016 survey, perceptions of traffic circulation declined, with statistically significant decreases in the percentage of residents who rated it as excellent or good *overall* (-13%) and on major streets (-8%).

TABLE 7 RATING TRAFFIC CIRCULATION IN THE CITY BY STUDY YEAR

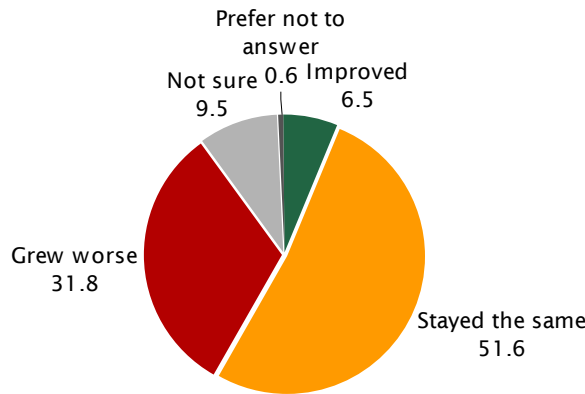
	Study Year			Change in Excellent + Good 2016 to 2018
	2018	2016	2014	
Traffic circulation in residential areas	67.7	70.9	77.7	-3.3
Traffic circulation on major streets	31.4	39.8	46.9	-8.4†
Overall traffic circulation	41.6	54.3	66.9	-12.6†
Traffic circulation around schools	24.7	N/A	N/A	N/A

† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

**TRAFFIC SAFETY** Regardless of their opinions regarding traffic circulation, all respondents were next asked about their opinions of traffic, bicycle, and pedestrian safety in the City. New to the 2018 study, the first of these questions asked residents to compare traffic safety in San Carlos over the past year and think about whether it has improved, grown worse, or stayed about the same. As shown in Figure 15, 7% of residents noted an improvement from 2016 to 2017 and the majority of residents (52%) felt traffic safety in San Carlos stayed the same, whereas 32% indicated it grew worse and 10% were unsure or unwilling to share their opinion.

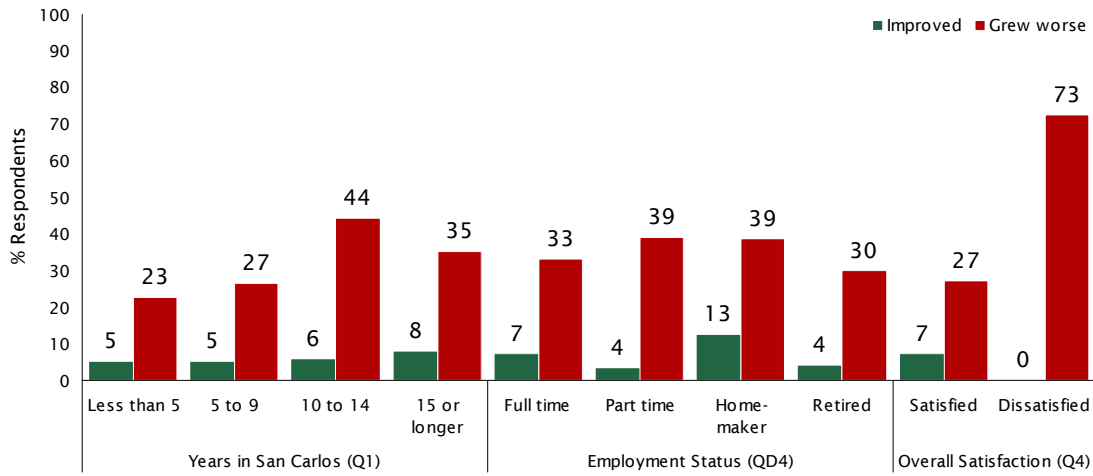
**Question 10** *When compared to 2016, would you say traffic safety in San Carlos improved, grew worse, or stayed about the same in 2017?*

FIGURE 15 TRAFFIC SAFETY COMPARED WITH 2016



For the interested reader, Figure 16 shows how perceptions of traffic safety over the past year varied by years in San Carlos, employment status, and satisfaction with the City’s overall performance. As one might expect, residents who were dissatisfied with the City’s overall performance were the most likely to cite that traffic safety has grown worse over the past year.

**FIGURE 16 TRAFFIC SAFETY COMPARED WITH 2016 BY YEARS IN SAN CARLOS, EMPLOYMENT STATUS & OVERALL SATISFACTION**



**BICYCLE SAFETY** The next question asked respondents if they felt that riding a bike on city streets in San Carlos is generally safe or unsafe. As shown in Figure 17, 48% of residents surveyed felt it is safe to ride a bike on city streets in San Carlos, whereas 33% said it is unsafe, and 19% were unsure or unwilling to share their opinion. Opinions of bicycle safety in 2018 were nearly identical to those reported in 2016.

**Question 11** *Would you say it is generally safe or unsafe to ride a bike on city streets in San Carlos?*

**FIGURE 17 OPINION OF BIKE SAFETY BY STUDY YEAR**

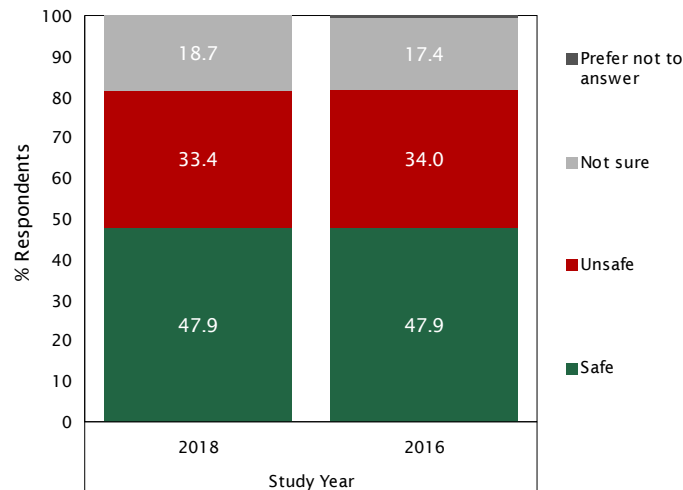
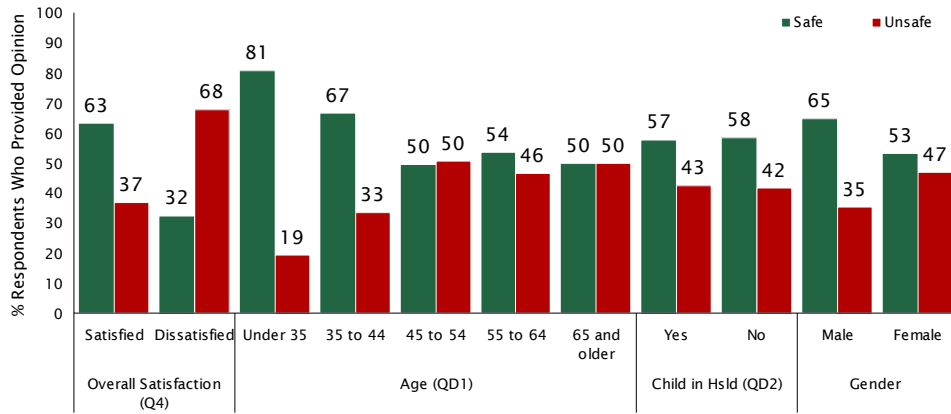


Figure 18 on the next page shows how ratings of bicycle safety in San Carlos varied by overall opinion of the City’s performance, age, presence of a child in the home, and gender *among those who provided an opinion* (safe or unsafe). Safety ratings were highest among residents who were satisfied with the City’s overall performance, residents under 45 years of age, and men.

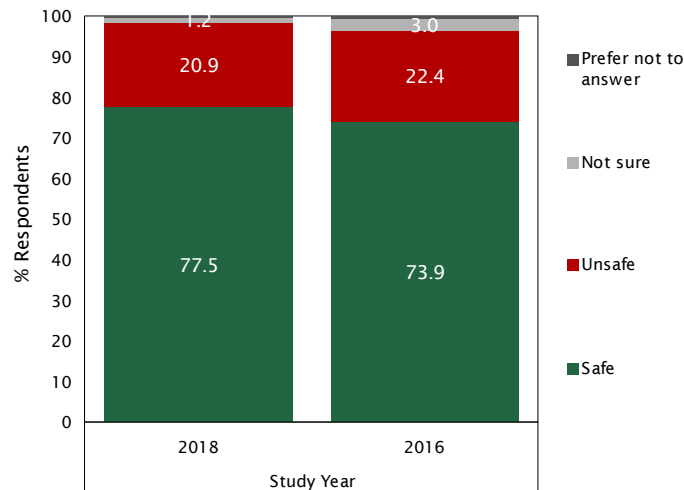
**FIGURE 18 OPINION OF BIKE SAFETY BY OVERALL SATISFACTION, AGE, CHILD IN HSLD & GENDER**



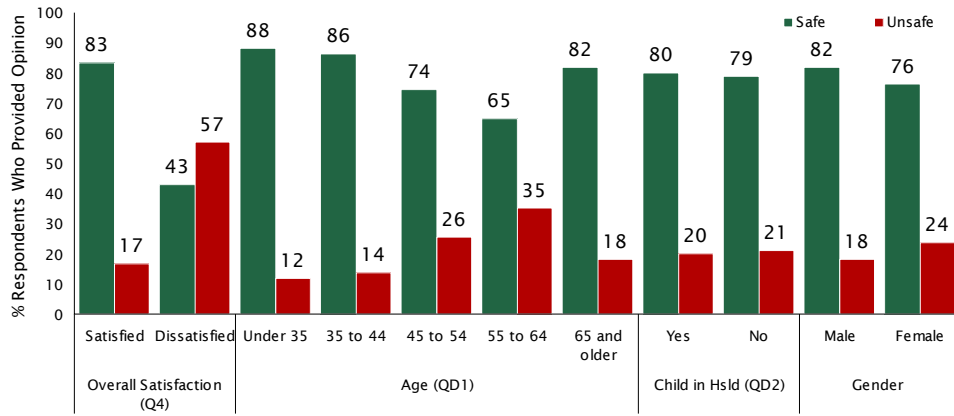
**PEDESTRIAN SAFETY** The last question in this series asked respondents if they felt it is generally safe or unsafe for pedestrians to cross city streets in San Carlos. As shown in Figure 19, and statistically consistent with the 2016 results, more than three-quarters of residents (78%) in 2018 felt it is safe for pedestrians crossing streets in San Carlos, whereas 21% said it is unsafe, and 2% were unsure or unwilling to share their opinion. Figure 20 shows how ratings of pedestrian safety in San Carlos varied by overall opinion of the City’s performance, age, presence of a child in the home, and gender *among those who provided an opinion* (safe or unsafe).

**Question 12** *Would you say it is generally safe or unsafe for pedestrians crossing city streets in San Carlos?*

**FIGURE 19 OPINION OF PEDESTRIAN SAFETY**



**FIGURE 20 OPINION OF PEDESTRIAN SAFETY BY OVERALL SATISFACTION, AGE, CHILD IN HSLD & GENDER**



## PARKS & RECREATION

By providing areas and opportunities to recreate, relax, and play, the City of San Carlos' parks, sports fields, and recreation facilities promote a sense of community in the City, improve property values, enhance the business climate and local economy, and generally contribute to a higher quality of life for residents and visitors. Question 13 in the survey sought to profile residents' perceptions of these amenities in the City.

Respondents were asked to rate the overall quality, safety, accessibility, appearance, and variety of San Carlos' parks, sports fields, and recreation facilities using a five-point scale of excellent, good, fair, poor, or very poor. Overall, more than eight-out-of-ten residents chose *excellent* or *good* to describe the overall quality (84%), appearance (85%), and safety (81%) of San Carlos' parks, sports fields, and recreation facilities. Similarly, more than seven-in-ten residents rated the accessibility of (76%) and variety of amenities available at (70%) parks, sports fields, and recreation facilities in San Carlos as excellent or good.

**Question 13** *How would you rate the:\_\_\_\_\_, parks, sports fields and recreation facilities in San Carlos? Would you say it is excellent, good, fair, poor or very poor?*

**FIGURE 21 RATING PARKS, SPORTS FIELDS & RECREATION FACILITIES**

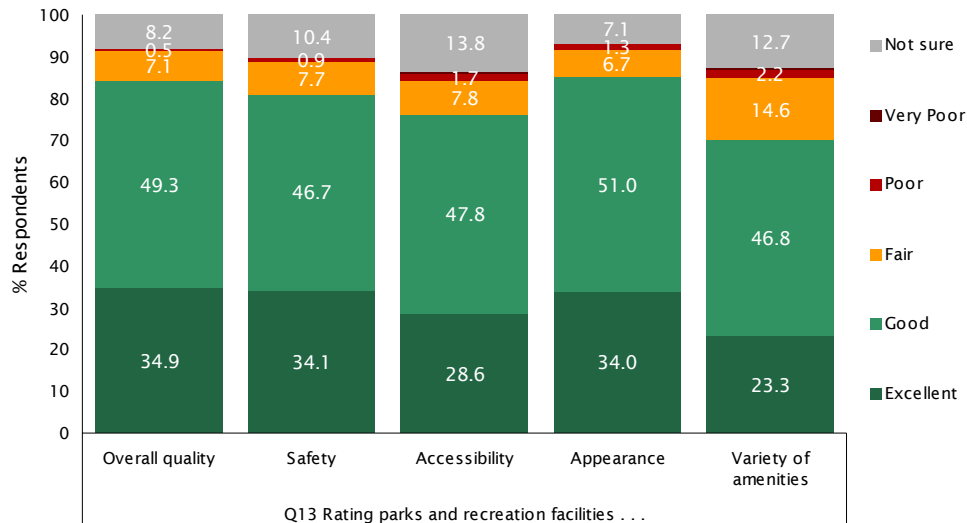


Table 8 provides the percentage of respondents who rated each of the aspects of parks, sports fields, and recreation facilities as excellent or good in each study year, among those who provided an opinion. There were no statistically significant changes from 2016 to 2018.

**TABLE 8 RATING PARKS, SPORTS FIELDS & RECREATION FACILITIES BY STUDY YEAR (AMONG THOSE WHO PROVIDED OPINION)**

	Study Year			Change in Excellent + Good 2016 to 2018
	2018	2016	2014	
Overall quality	84.2	83.3	85.9	+1.0
Appearance	84.9	84.3	85.3	+0.6
Accessibility	76.3	77.1	81.5	-0.7
Variety of amenities	70.1	70.9	N/A	-0.7
Safety	80.9	83.6	86.1	-2.7

# LOCAL GOVERNANCE & CUSTOMER SERVICE

Although much of the survey focused on residents’ satisfaction with the City’s efforts to provide specific services, San Carlos—like other progressive cities—recognizes there is more to good local governance than simply providing satisfactory services. Do residents perceive that the City is accessible and responsive to residents’ needs? Do residents feel that staff serves their needs in a professional manner? How well do residents trust the City, and do they view the City as fiscally responsible? Answers to questions like these are as important as service or policy-related questions in measuring the City’s performance in meeting residents’ needs. Accordingly, they were the focus of the next section of the interview.

**PERCEPTIONS OF CITY GOVERNMENT** The first question in this series was designed to profile respondents’ perceptions of city government on a variety of dimensions, including fiscal responsibility and responsiveness. For each of the four statements shown along the bottom of Figure 22, respondents were asked whether they agreed or disagreed with the statement, or if they had no opinion. The percentages shown in the colored bars are among those who provided an opinion.

Overall, 77% of residents said that they trust the City of San Carlos, 76% agreed that the City manages its finances well, 69% felt the City is responsive to residents’ needs, and 64% agreed that the City listens to residents when making important decisions.

**Question 14** Next, I'm going to read you a series of statements about the City of San Carlos. For each, I'd like you to tell me whether you agree or disagree with the statement.

**FIGURE 22 AGREEMENT WITH STATEMENTS ABOUT SAN CARLOS**

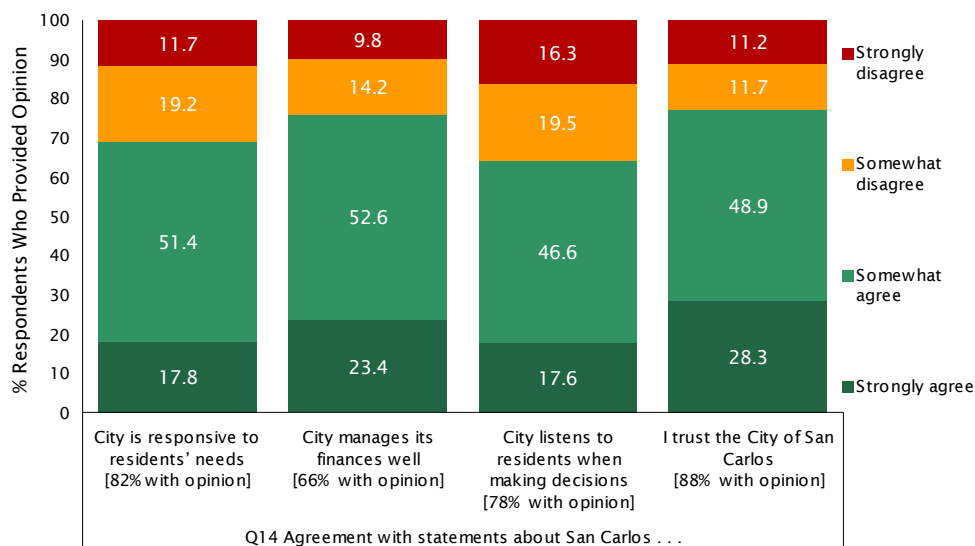


Table 9 provides the percentage of respondents who agreed with each of the statements from 2014 to 2018, among those who provided an opinion. Compared with 2016, there was a statistically significant increase in agreement with the statement ‘The City if responsive to residents’ needs’ (+7%).

**TABLE 9 AGREEMENT WITH STATEMENTS ABOUT CITY BY STUDY YEAR**

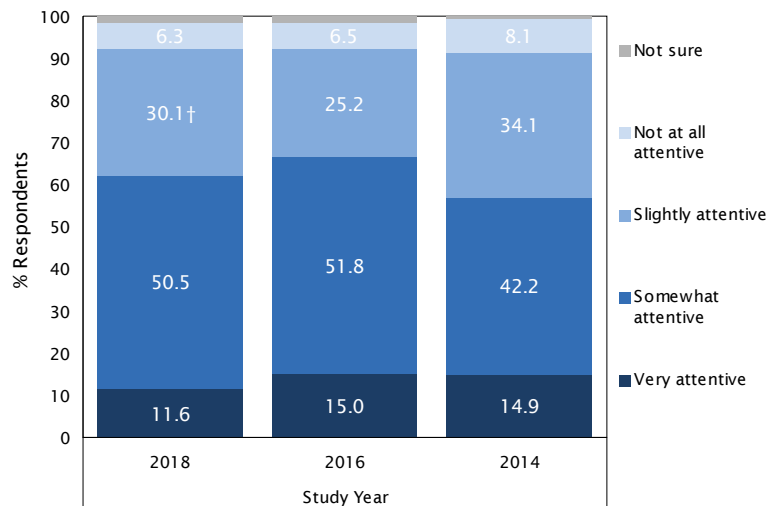
	Study Year			Change in Agreement 2016 to 2018
	2018	2016	2014	
The City is responsive to residents’ needs	76.0	68.6	76.2	+7.4†
The City listens to residents when making important decisions	64.2	61.2	71.5	+3.0
I trust the City of San Carlos	77.2	75.8	84.4	+1.4
The City manages its finances well	69.2	69.2	67.8	-0.0

† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

**ATTENTION PAID TO YOUR CITY GOVERNMENT** The next question in this series asked respondents to rate how attentive they are to the issues, decisions, and activities of the San Carlos city government using a scale of very attentive, somewhat attentive, slightly attentive, or not at all attentive. Overall, 12% of respondents claimed they are very attentive to matters of local government, 51% somewhat attentive, and 30% slightly attentive. An additional 8% of respondents stated they do not pay any attention to the activities of the City of San Carlos or were not sure. When compared with the 2016 study, there was a statistically significant increase in the percentage of residents who indicated they were *slightly attentive* in 2018 (see Figure 23).

**Question 15** *How much attention do you pay to the issues, decisions, and activities of your City government? Would you say that you are very attentive, somewhat attentive, slightly attentive, or not at all attentive?*

**FIGURE 23 ATTENTIVENESS TO CITY GOVERNMENT BY STUDY YEAR**

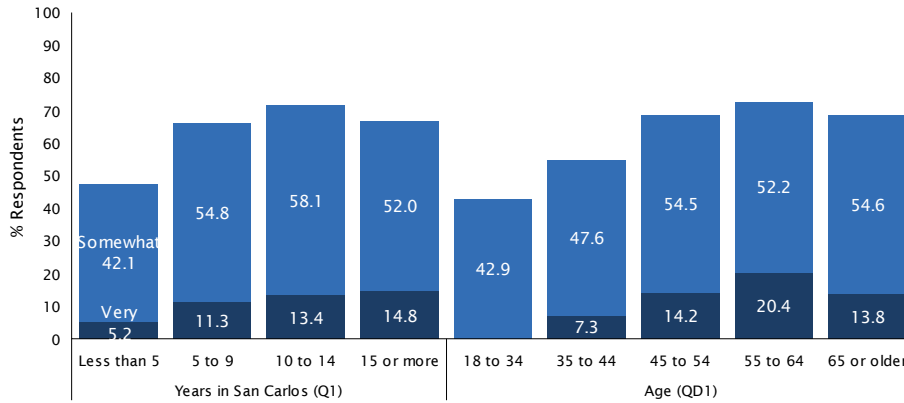


† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

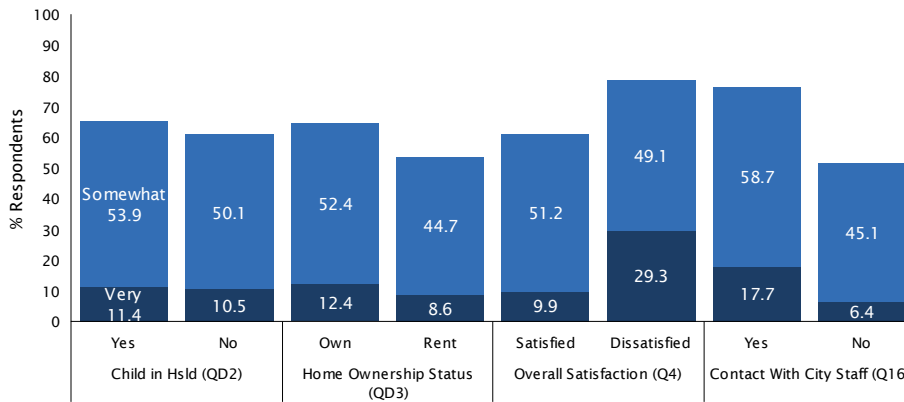


Figures 24 and 25 display how attentiveness to local government differed across a variety of demographic subgroups. Respondents who have lived in San Carlos at least five years, residents 45 years and older, home owners, respondents who reported being dissatisfied with the City’s overall performance, and those who had personal contact with a San Carlos staff member in the prior year were generally more likely than their counterparts to say they pay attention to issues, decisions, and activities of the San Carlos city government.

**FIGURE 24 ATTENTIVENESS TO CITY GOVERNMENT BY YEARS IN SAN CARLOS & AGE**



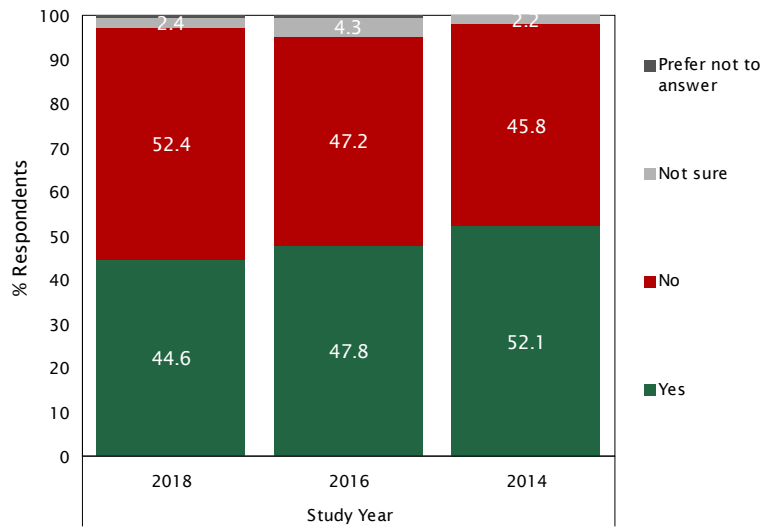
**FIGURE 25 ATTENTIVENESS TO CITY GOVERNMENT BY CHILD IN HSLD, HOME OWNERSHIP STATUS, OVERALL SATISFACTION & CONTACT WITH CITY STAFF**



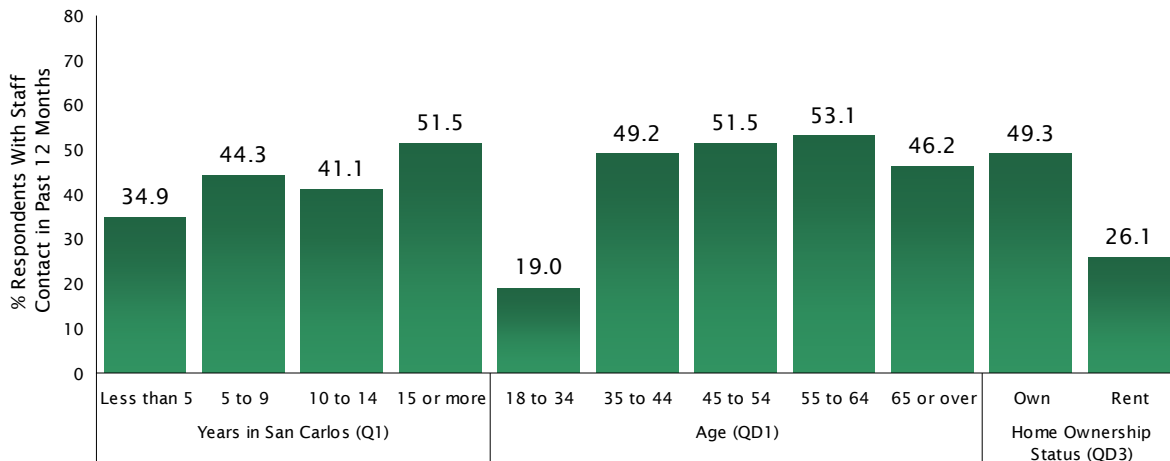
**CITY STAFF** The next question in this series asked if the respondent had been in contact with City of San Carlos staff in the 12 months prior to the interview. As shown in Figure 26, 45% of respondents indicated they had been in contact with staff in the past 12 months, statistically unchanged from the 2016 study. When compared with their respective counterparts, those who had lived in the City 15 years or more, those 35 years and older, and home owners were the most likely to report having contact with city staff in the past year (see Figure 27).

**Question 16** *In the past 12 months, have you been in contact with staff from the City of San Carlos?*

**FIGURE 26 CONTACT WITH CITY IN PAST 12 MONTHS BY STUDY YEAR**



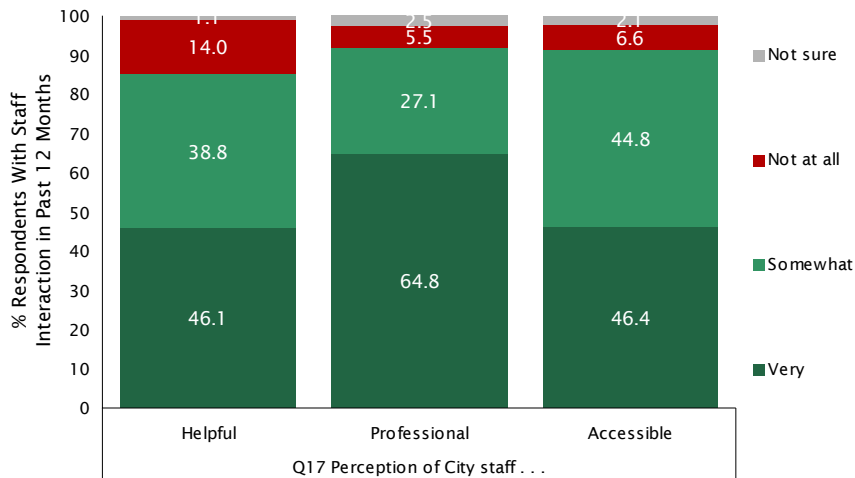
**FIGURE 27 CONTACT WITH CITY IN PAST 12 MONTHS BY YEARS IN SAN CARLOS, AGE & HOME OWNERSHIP STATUS**



Respondents who had contact with city staff in the past 12 months were asked to rate city staff on three dimensions: helpfulness, professionalism, and accessibility. As displayed in Figure 28 below, San Carlos residents rated city staff high on all three dimensions tested, with more than nine-in-ten residents rating staff as very or somewhat professional (92%) and accessible (91%) and more than eight-in-ten rating staff as helpful (85%). As shown in Table 10, there were no statistically significant changes from the 2016 study in the percentage of residents who provided the highest rating, among those who provided an opinion.

**Question 17** *In your opinion, was the staff at the City very \_\_\_\_\_, somewhat \_\_\_\_\_, or not at all \_\_\_\_\_. Read one item at a time, continue until all items are read.*

**FIGURE 28 OPINION OF CITY STAFF**



**TABLE 10 OPINION OF CITY STAFF BY STUDY YEAR (SHOWING % VERY AMONG THOSE WITH OPINION)**

	Study Year			Change in % Very 2016 to 2018
	2018	2016	2014	
Professional	66.5	65.9	69.6	+0.6
Helpful	46.6	47.4	47.1	-0.8
Accessible	47.4	54.4	50.2	-7.1

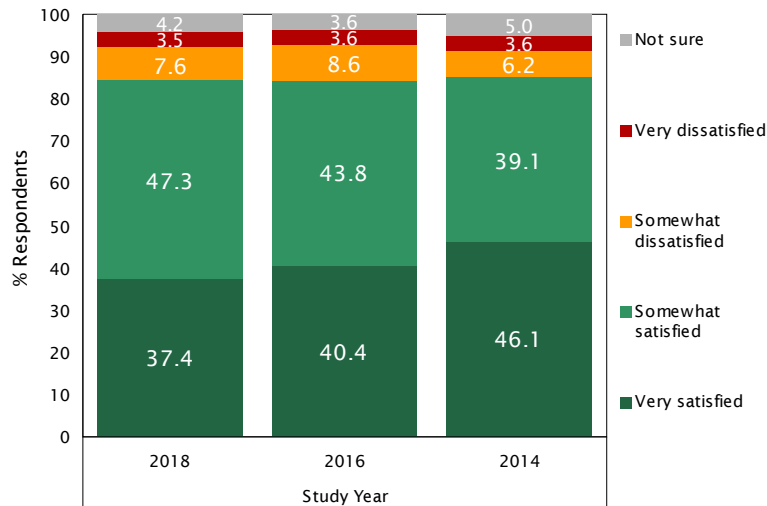
# COMMUNICATION

The importance of city communication with residents cannot be over-stated. Much of a city’s success is shaped by the quality of information that is exchanged in both directions, from the City to the community and from the community to the City. This study is just one example of San Carlos’ efforts to enhance the information flow to the City to better understand the community’s concerns, perceptions, and needs. Some of San Carlos’ many efforts to communicate with its residents include its newsletters, timely press releases, and its website. In this section, we present the results of several communication-related questions.

**OVERALL SATISFACTION WITH COMMUNICATION** Question 18 asked San Carlos residents to report their satisfaction with city-resident communication. Overall, 85% of respondents indicated they were satisfied with the City’s efforts to communicate with residents through newsletters, the Internet, television, and other means. The remaining respondents were either dissatisfied with the City’s efforts in this respect (11%) or unsure of their opinion (4%). There were no statistically significant changes from the 2016 study (see Figure 29).

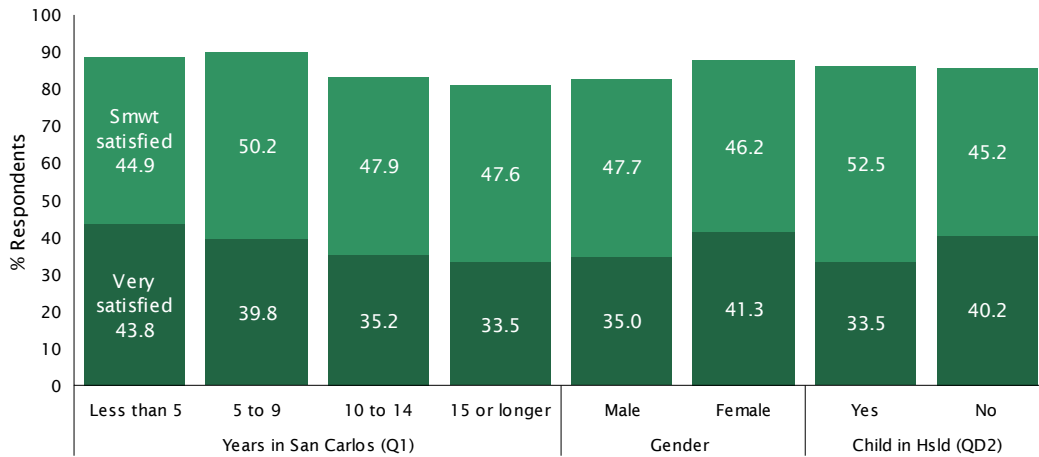
**Question 18** Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, television, and other means?

**FIGURE 29 SATISFACTION WITH COMMUNICATION BY STUDY YEAR**

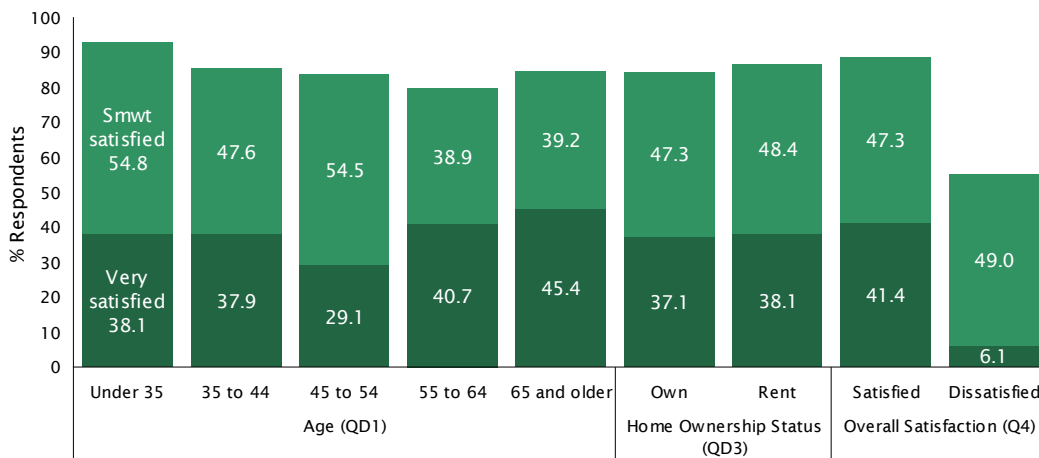


The next two figures display how satisfaction with the City’s efforts to communicate with residents varied by length of residence, gender, presence of a child in the home, age, home ownership status, and satisfaction with the City’s overall performance in providing services. Satisfaction with communication efforts was widespread, with at least 80% of respondents in all but one subgroup reporting they were either very or somewhat satisfied. As might be expected, residents who were dissatisfied with the City’s overall performance also reported less satisfaction with the City’s communication efforts.

**FIGURE 30 SATISFACTION WITH COMMUNICATION BY YEARS IN SAN CARLOS, GENDER & CHILD IN HSLD**



**FIGURE 31 SATISFACTION WITH COMMUNICATION BY AGE, HOME OWNERSHIP STATUS & OVERALL SATISFACTION**

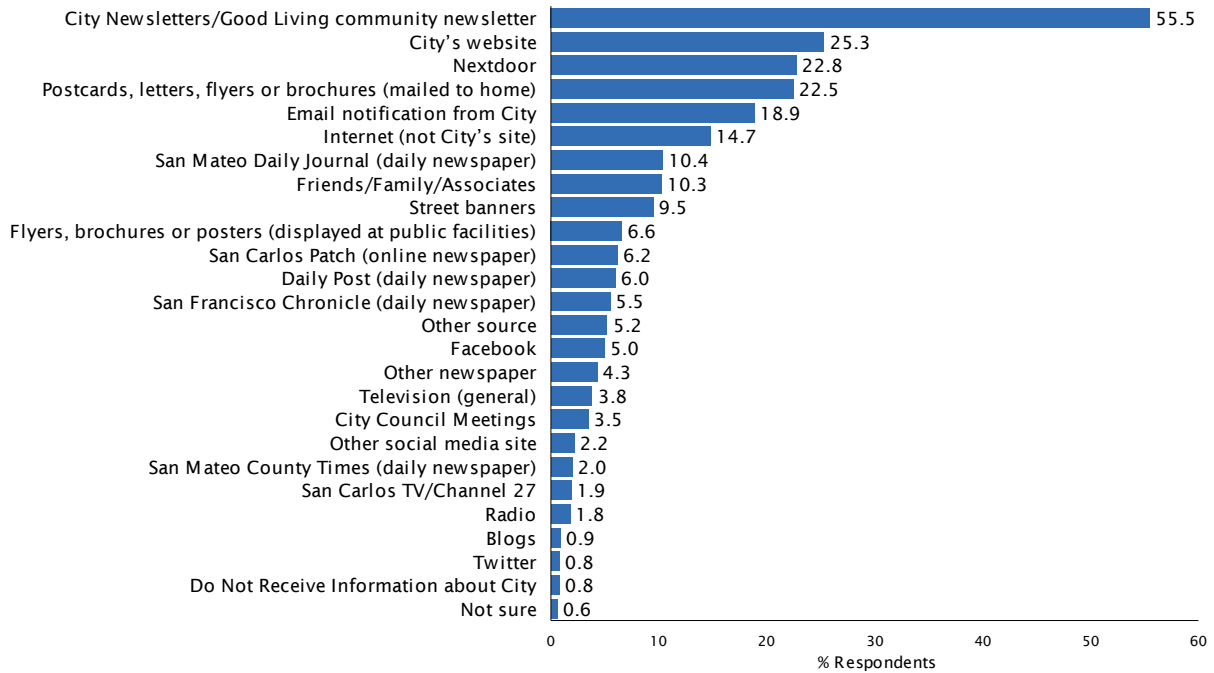


**SOURCES OF INFORMATION** To help the City identify the most effective means of communicating with residents, it is helpful to understand what information sources they currently rely on for this type of information. Question 19 asked respondents to identify the top three information sources they typically use to find out about City of San Carlos news, events, and programs. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 32 on the next page represent the percentage of residents who mentioned a particular source and thus sum to more than 100.

The most frequently-cited source for city information was city newsletters/Good Living community newsletter, mentioned by 56% of respondents. The City’s newsletters were followed by the City’s website (25%), the social media website and app Nextdoor (23%), postcards, letters, flyers, or brochures mailed to the home (22%), and email notifications from the City (19%). For the interested reader, Table 11 compares the top information sources cited in response to Question 19 in each study year. The top five sources remained the same from 2016 to 2018.

**Question 19** *What information sources do you use to find out about City of San Carlos news, events, and programs?*

**FIGURE 32 CITY INFORMATION SOURCES**



**TABLE 11 TOP CITY INFORMATION SOURCES BY STUDY YEAR**

	Study Year		
	2018	2016	2014
City Newsletters	City Newsletters	City Newsletters	City Newsletters
City's website	Postcards, letters, flyers or brochures (mailed to home)	City's website	City's website
Nextdoor (social media website/app)	Email notification from City	Street banners	Street banners
Postcards, letters, flyers or brochures (mailed to home)	Nextdoor (social media website/app)	Email notification from City	Email notification from City
Email notification from City	City's website	San Carlos Patch	San Carlos Patch

Figures 33 and 34 on the next page present the information source categories by age, presence of a child in the home, home ownership status, and satisfaction with the City's communication efforts. For ease of interpretation, the bars representing city-sponsored sources are displayed in shades of green, and non-City sources in shades of orange.

FIGURE 33 INFORMATION SOURCE CATEGORIES BY OVERALL & AGE

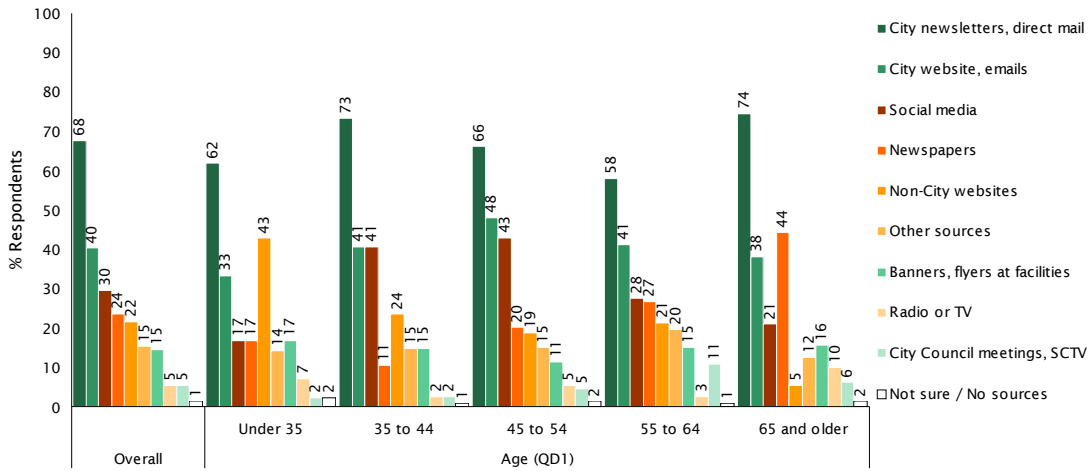
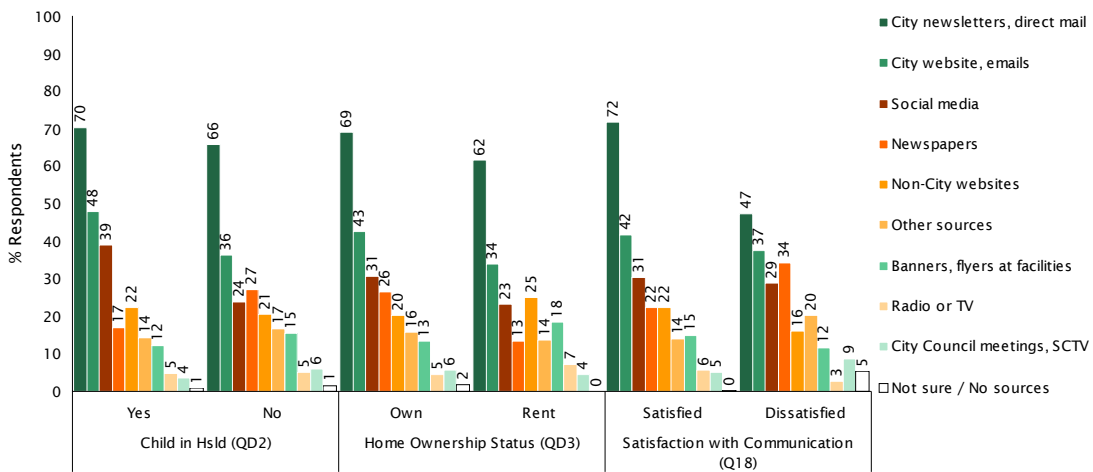


FIGURE 34 INFORMATION SOURCE CATEGORIES BY CHILD IN HSLD, HOME OWNERSHIP STATUS & SATISFACTION WITH COMMUNICATION



**COMMUNICATION PREFERENCES** The final communication-related question in this section presented residents with the methods shown to the left of Figure 35 on the next page, and asked whether each would be an effective way for the City to communicate with them. Overall, respondents indicated that postcards, letters, and newsletters mailed to the home (i.e., direct mail) was the most effective method (86% very or somewhat effective), followed by email and e-notifications<sup>3</sup> (86%), and the City’s website (70%). More than half of residents also indicated that social media like Facebook, Twitter, and Nextdoor (64%) and town hall meetings (55%) would be at least somewhat effective methods for the City to communicate with them. At the other end of the spectrum, television programs on Comcast Cable Channel 27 and AT&T Channel 99 (21%)

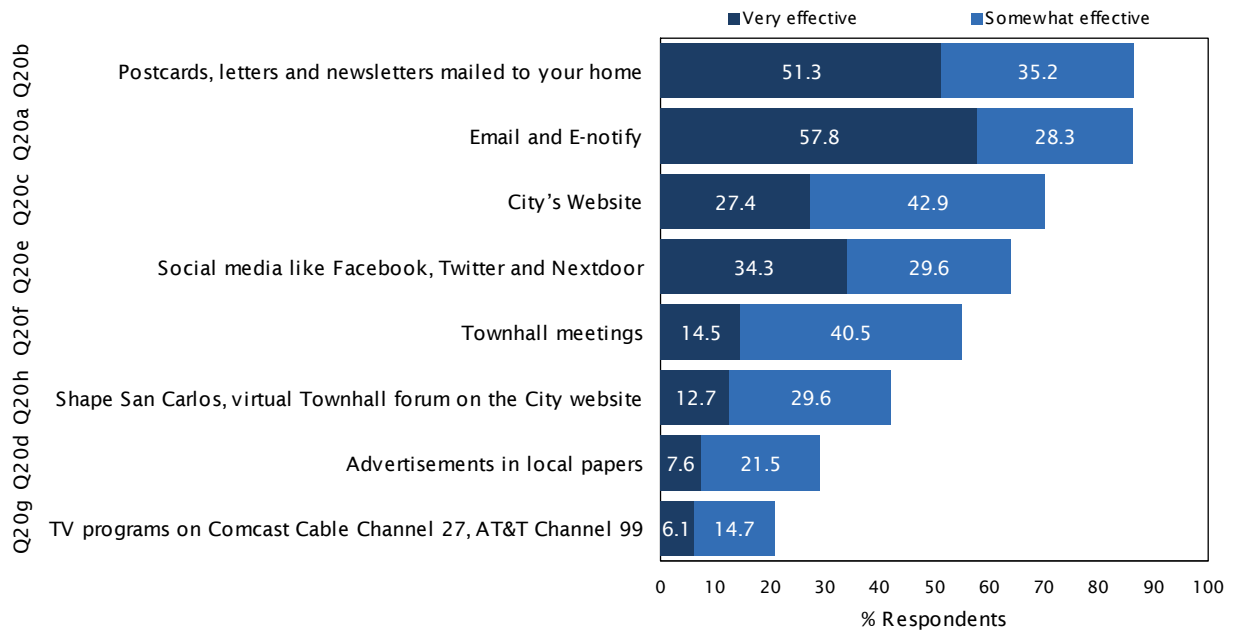
3. Note that although the percentage of respondents who cited email and e-notifications as very or somewhat effective was virtually identical to that found for direct mail, the percentage who identified email and e-notifications as *very effective* (dark blue bars in Figure 35) was higher.

advertisements in local papers (29%) were generally viewed by residents as less effective ways for the City to communicate with them.

From 2016 to 2018, the percentage of residents who rated email and e-notifications as *very* effective declined six percentage points (overall effectiveness remained virtually unchanged). The percentage of residents who felt each of the other seven methods of communication was *very* effective remained statistically unchanged from the last study (see Table 12).

**Question 20** *As I read the following ways that the City of San Carlos can communicate with residents, I'd like to know if you think they would be very effective, somewhat effective, or not an effective way for the City to communicate with you.*

**FIGURE 35 EFFECTIVENESS OF COMMUNICATION EFFORTS**



**TABLE 12 EFFECTIVENESS OF COMMUNICATION EFFORTS BY STUDY YEAR**

	Study Year			Change in % Very Effective 2016 to 2018
	2018	2016	2014	
Social media like Facebook, Twitter and Nextdoor	34.3	29.2	8.6	+5.0
Postcards, letters and newsletters mailed to your home	51.3	47.7	55.3	+3.6
City's Website	27.4	24.6	17.8	+2.8
Advertisements in local papers	7.6	5.0	25.5	+2.6
TV programs on Comcast Cable Channel 27, AT&T Channel 99	6.1	3.5	19.7	+2.5
Shape San Carlos, virtual Townhall forum on the City website	12.7	10.4	11.4	+2.3
Townhall meetings	14.5	13.7	16.5	+0.7
Email and E-notify	57.8	63.9	60.3	-6.1 †

† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.



Table 13 shows how the percentage of residents that rated each communication method as *very effective* varied depending on their satisfaction with the City’s overall efforts to provide municipal services and their age, with the top three methods within each subgroup highlighted green.

**TABLE 13 EFFECTIVENESS OF COMMUNICATION METHODS BY OVERALL SATISFACTION & AGE (SHOWING % VERY EFFECTIVE)**

	Overall Satisfaction (Q4)		Age (QD1)				
	Satisfied	Dissatisfied	18 to 34	35 to 44	45 to 54	55 to 64	65 or over
Email and E-notify	59.1	47.1	57.1	55.6	64.2	58.4	56.9
Postcards, letters and newsletters mailed to your home	53.0	36.8	50.0	42.7	54.5	52.2	57.7
Social media like Facebook, Twitter and Nextdoor	35.7	19.5	54.8	45.2	35.1	23.9	16.9
City’s Website	28.6	21.6	35.7	23.4	32.8	24.8	21.5
Townhall meetings	14.6	17.1	16.7	7.3	14.2	15.9	19.2
Shape San Carlos, virtual Townhall forum on the City website	12.9	12.7	19.0	8.9	9.0	14.2	13.1
Advertisements in local papers	7.8	4.8	11.9	2.4	4.5	7.1	13.1
TV programs on Comcast Cable Channel 27, AT&T Channel 99	6.3	5.9	9.5	1.6	6.0	5.3	9.2

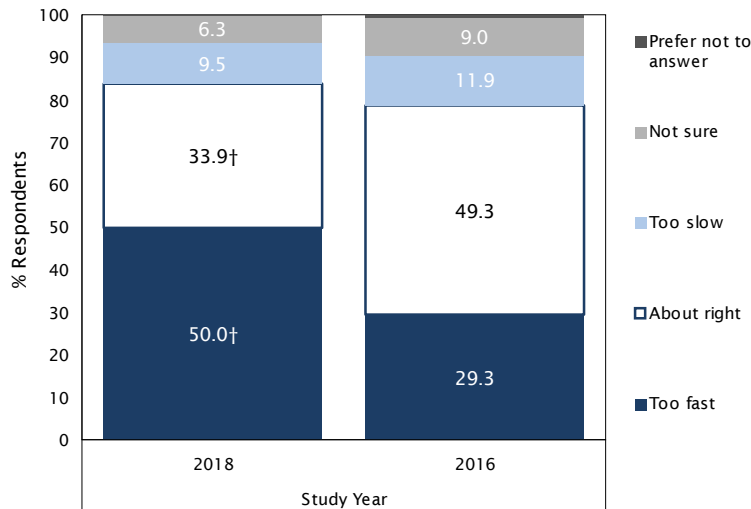
## DEVELOPMENT & LAND USE

The San Carlos Community Development Department and its Building, Housing, and Planning divisions play a vital role in sustaining a livable, vibrant, and economically sound community. The survey included several questions designed to measure residents' opinions on topics related to community development, including the pace of growth in San Carlos, current development types in the City, and potential redevelopment and zoning.

**PACE OF DEVELOPMENT** The first question in this series asked residents about their opinions of the pace of development in the City of San Carlos. Respondents were asked if, in the past three years, they felt that the rate of development in San Carlos has been too fast, about right, or too slow. Figure 36 shows that half of residents surveyed (50%) felt that development has occurred too fast, a statistically significant increase over the 29% reported during the 2016 survey. Just over a third of residents (34%) felt that development proceeded at about the right pace during this period (-15% from 2016). Statistically unchanged from 2016, approximately 9% felt that the City has grown too slowly and an additional 7% of respondents were unsure or unwilling to share their opinion on this matter.

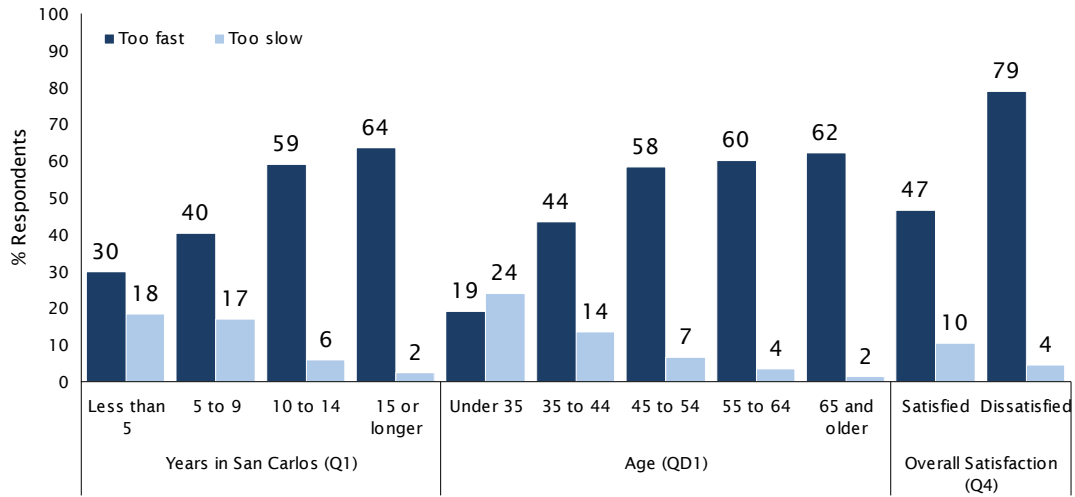
**Question 21** *Now I'd like to ask you a few questions about planning and policy issues. In the past three years, would you say the pace of development in San Carlos has been too fast, about right, or too slow?*

**FIGURE 36 PACE OF DEVELOPMENT BY STUDY YEAR**



As show in Figure 37 on the next page, attitudes about the pace of development in the City were strongly related to the number of years a resident has lived in the City and their age, such that as each dimension increased, so did the percentage who felt the pace of development in the past three years has been *too fast*. Similarly, residents who were dissatisfied with the City's overall performance were much more likely than their satisfied counterparts to report the pace as *too fast* (79% vs. 47%).

**FIGURE 37 PACE OF DEVELOPMENT BY YEARS IN SAN CARLOS, AGE & OVERALL SATISFACTION**



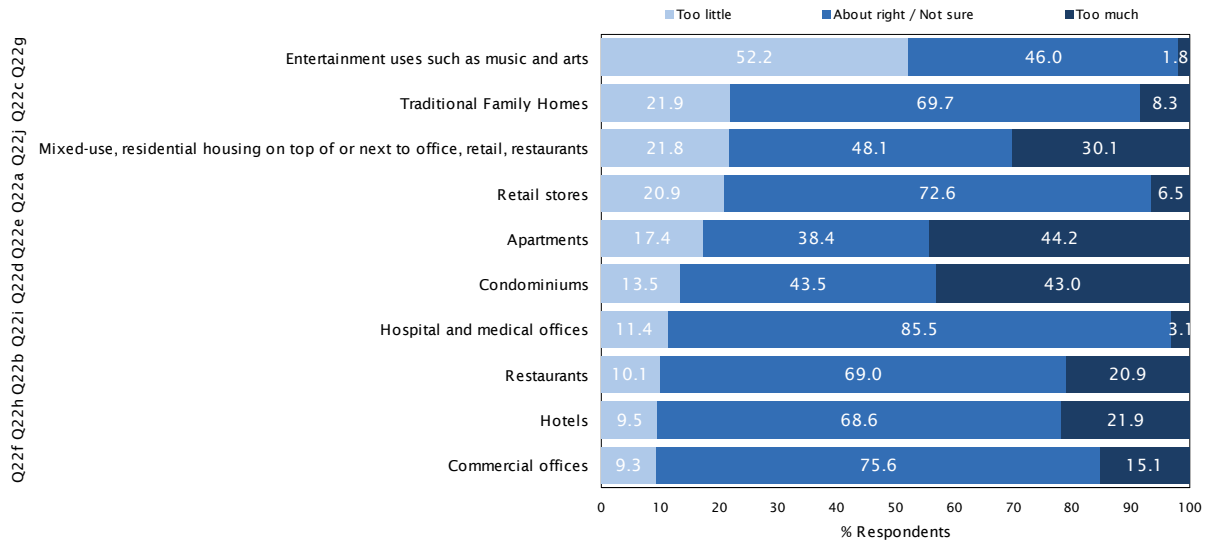
**DEVELOPMENT TYPES** Opinions about development often vary depending on the *type* of use being discussed. Question 22 sought to profile San Carlos residents’ opinions about a variety of different development types. For each of the development types shown on the left of Figure 38, respondents were asked if they felt there is currently too much, about the right amount, or too little in San Carlos.

As expected, residents expressed quite different opinions depending on the type of development. At the top of the figure, over half of residents (52%) indicated that there is currently too little development devoted to entertainment uses such as music and arts, compared with 46% who said it is about right or were unsure, and just 2% who said there is too much. On the other end of the spectrum, more than four-in-ten residents felt there is currently too much development devoted to apartments (44%) and condominiums (43%) and three-in-ten residents (30%) felt this same way about mixed-use developments. The predominant opinion for all other development types was that the current amount is about right. Nevertheless, opinions varied among residents who felt there was too much or too little. For example, although 73% felt there is about the right amount of development for retail stores, approximately one-fifth (21%) of San Carlos residents felt there is too little development of this type, compared with just 6% who said there is too much.

Table 14 on the next page compares the percentage of residents who felt there is too much of each development type in 2016 and 2018. Among the ten development types, there was a statistically significant decrease in the percentage of residents who felt there is too much development focused on hospital and medical offices (-3%) and an increase in the percentage who indicated there is too much development devoted to condominiums (+23%), apartments (+19%), hotels (+10%), mixed-use (+8%), and commercial offices (+5%).

**Question 22** *As I read the following list of development types, please tell me whether you feel there is currently too much, about the right amount, or too little of this type of development in San Carlos.*

**FIGURE 38 OPINION OF DEVELOPMENT TYPES IN CITY**



**TABLE 14 OPINION OF DEVELOPMENT TYPES IN CITY BY STUDY YEAR (SHOWING % TOO MUCH)**

	Study Year		Change in % Too Much 2016 to 2018
	2018	2016	
Condominiums	43.0	20.0	+23.0†
Apartments	44.2	25.0	+19.1†
Hotels	21.9	12.2	+9.6†
Mixed-use, residential housing on top of or next to office, retail, restaurants	30.1	21.9	+8.2†
Commercial offices	15.1	9.9	+5.2†
Retail stores	6.5	5.2	+1.3
Entertainment uses such as music and arts	1.8	1.8	-0.0
Restaurants	20.9	21.1	-0.2
Traditional Family Homes	8.3	9.1	-0.8
Hospital and medical offices	3.1	6.5	-3.4†

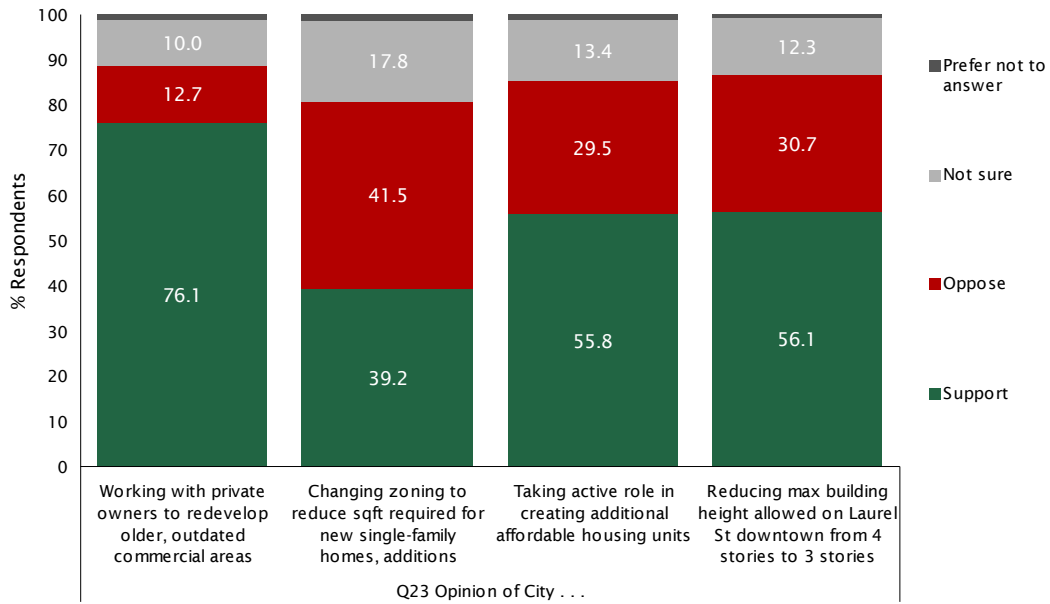
† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

Residents were next presented with four statements related to development and zoning and were asked whether they would support or oppose each one. Similar to other questions, the order of the items was randomized for each respondent to avoid a systematic position bias. Residents were by far the most supportive of the City of San Carlos working with private property owners to redevelop older, outdated commercial areas in the City (76%), a finding consistent with the 72% reported in 2016.

The other three statements were new to the 2018 study. The majority of residents supported reducing the maximum building height allowed on Laurel Street in downtown San Carlos from four stories to three stories (56%) and the City taking an active role in creating additional affordable housing units (56%). Residents were split on their opinion regarding changing zoning regulations to reduce the square footage required for new single-family homes and residential additions, with 39% indicating they would support and 42% stating they would oppose the City taking action in this area.

**Question 23** *In general, would you support or oppose: \_\_\_\_\_?*

**FIGURE 39 OPINION OF ZONING AND DEVELOPMENT POLICIES**



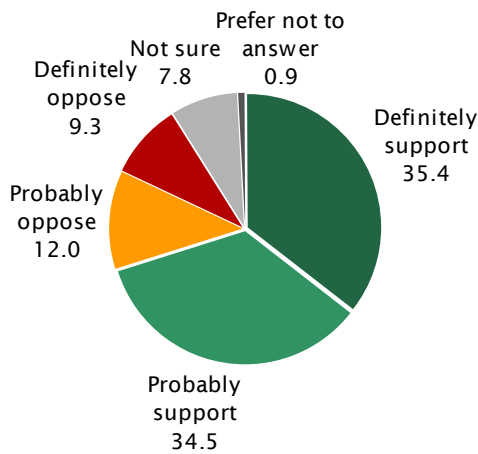
# POLICY & REVENUE

Given the economic and political climate in California and the nation, a series of questions was developed for the 2018 study to gauge residents views regarding certain big picture policy and revenue-related issues affecting the City of San Carlos.

**TRANSIENT OCCUPANCY TAX** The first question in this series reminded residents that the City of San Carlos has a transient occupancy tax for local hotels that is currently set at 10% and asked whether they would support increasing that rate by 3% in order to provide additional funding for general city services such as public safety and parks. Overall, 70% of residents surveyed indicated that they would support the proposed increase, whereas 21% stated that they would oppose increasing the transient occupancy tax, and approximately 9% were unsure or unwilling to share their opinion.

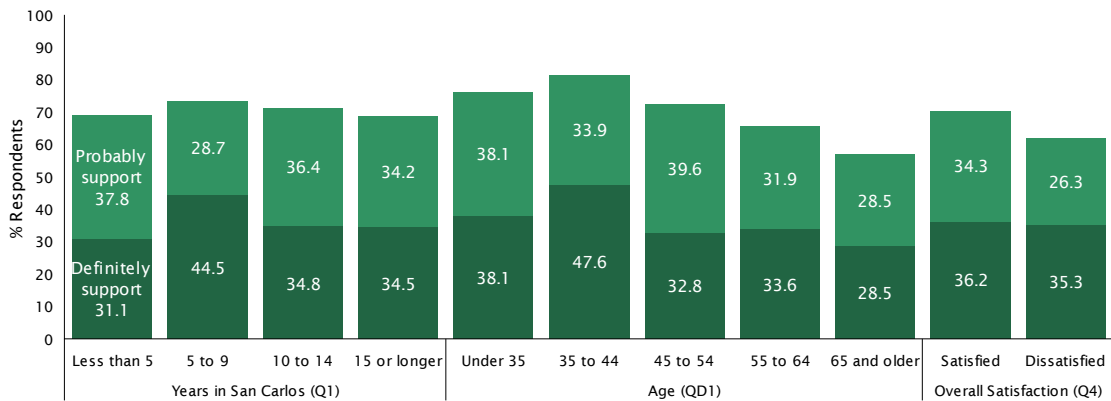
**Question 24** *The City of San Carlos has a transient occupancy tax for local hotels that is currently set at 10%. Would you support or oppose increasing the hotel tax rate by 3% in order to provide additional funding for general city services including public safety and parks?*

**FIGURE 40 SUPPORT FOR 3% TOT INCREASE**



For the interested reader, Figure 41 displays the percentage of respondents who would support increasing the transient occupancy tax by years in San Carlos, age, and overall satisfaction with the City's performance.

**FIGURE 41 SUPPORT FOR 3% TOT INCREASE BY YEARS IN SAN CARLOS, AGE & OVERALL SATISFACTION**



**PROPOSITION 64** The next question turned to Proposition 64 and the ability for cities to set their own policies related to the cultivation, manufacturing, sale, and distribution of medical and non-medical marijuana. As shown in Figure 42, 72% of residents would support the City of San Carlos establishing a 10% tax on the commercial cultivation, manufacturing, and testing of marijuana that occurs in the City, whereas 19% would oppose, and the remaining 9% were either unsure or declined to share their opinion. Residents were split regarding their opinion of the City allowing a limited number of marijuana retail dispensaries to locate within the City, with 47% indicating support and 44% citing opposition. An additional 9% were undecided or unwilling to share their viewpoint.

**Question 25** *With the passage of Proposition 64, local cities can set their own policies related to the cultivation, manufacturing, sale, and distribution of medical and non-medical marijuana. Would you support or oppose the City of San Carlos: \_\_\_\_\_?*

**FIGURE 42 OPINION OF PROP 64 POLICIES**

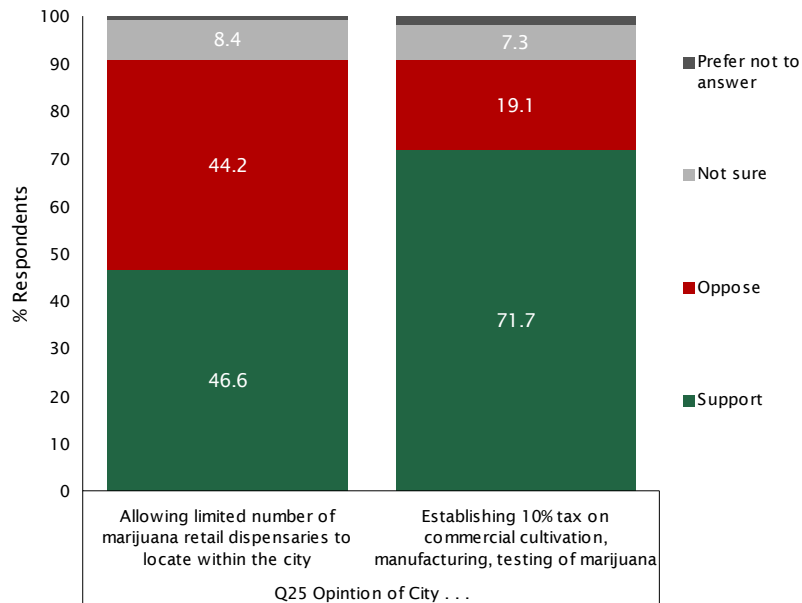
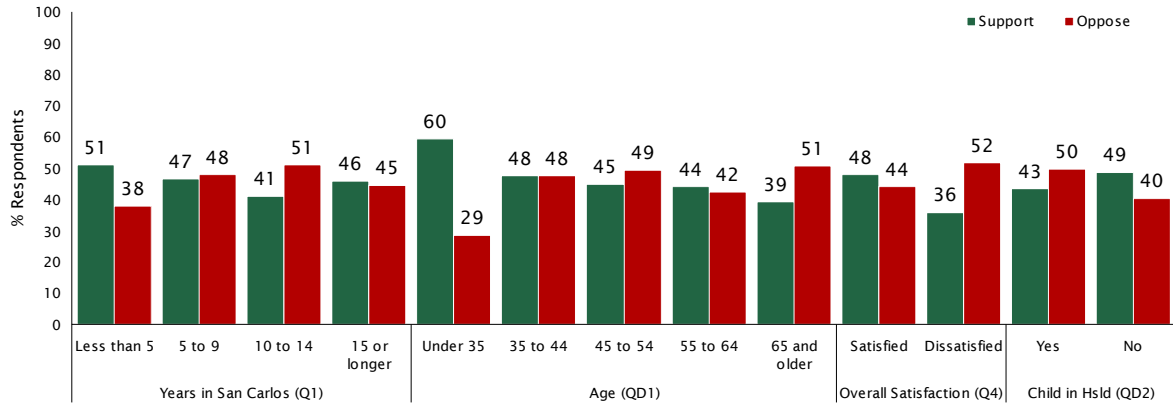


Figure 43 examines residents’ opinions regarding allowing a limited number of marijuana retail dispensaries to locate within the City by years in San Carlos, age, overall satisfaction with the City’s performance, and presence of a child in the household. Mirroring the overall results, many resident subgroups were evenly split in their opinion. However, differences were evidenced among newer residents (less than 5 years), residents under 35 years of age, and those without children who were more likely to support than oppose as well as respondents who have lived in San Carlos 10 to 14 years, residents 65 years and older, those who were dissatisfied with the City’s overall performance, and residents with children in the home who were more likely to oppose than support limiting dispensaries with the City.

**FIGURE 43 OPINION OF CITY LIMITING DISPENSARIES BY YEARS IN SAN CARLOS, AGE, OVERALL SATISFACTION & CHILD IN HSLD**



**FIREARM SALES** Switching gears, Question 26 asked respondents whether the City of San Carlos should allow the sale of firearms within city limits or whether gun stores should be banned from San Carlos. Over half of residents (58%) felt that gun stores should be banned, one third (33%) indicated that the sale of firearms should be allowed, and the remaining 9% were either unsure or unwilling to declare their opinion.

**Question 26** *Should the City of San Carlos allow the sale of firearms within city limits, or should gun stores be banned from San Carlos?*

**FIGURE 44 OPINION OF SALE OF FIREARMS WITHIN CITY LIMITS**

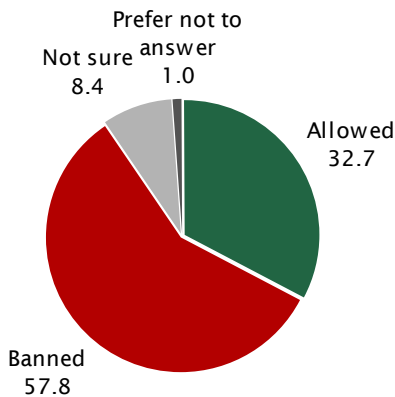
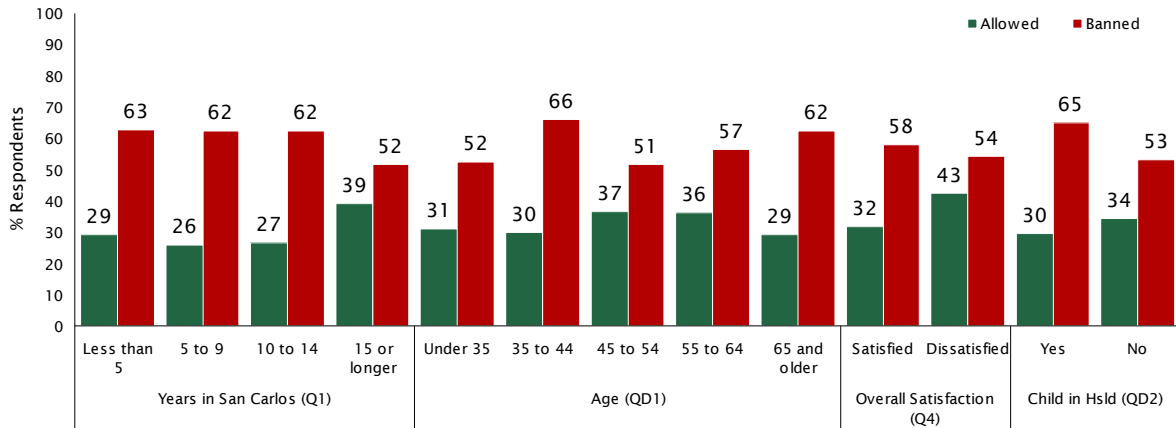


Figure 45 on the following page shows residents' opinions regarding the sale of firearms within city limits by length of residence, age, overall satisfaction with the City's performance, and presence of a child in the household. The majority of each identified subgroup reported that gun stores should be banned from San Carlos.



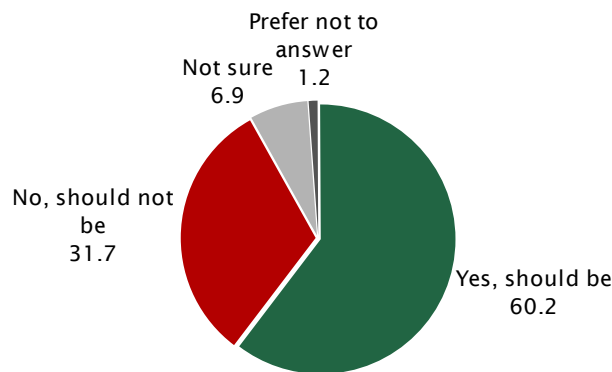
**FIGURE 45 OPINION OF SALE OF FIREARMS WITHIN CITY LIMITS BY YEARS IN SAN CARLOS, AGE, OVERALL SATISFACTION & CHILD IN HSLD**



**SANCTUARY CITY** The last question in this policy and revenue section of the survey asked residents how they felt about San Carlos being a sanctuary city, one that chooses not to spend any of its own budget, resources, or employee time assisting the federal government in identifying and deporting undocumented immigrants. Six-in-ten residents (60%) supported the idea of San Carlos as a sanctuary city, 32% felt that San Carlos should not be a sanctuary city, and an additional 8% were either unsure or declined to state.

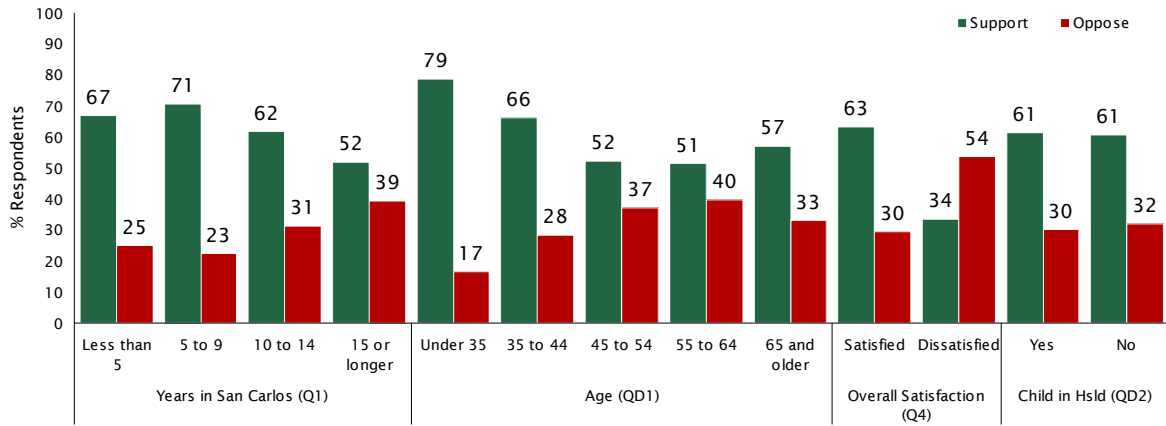
**Question 27** *Sanctuary cities are cities that limit their cooperation with the federal government on immigration issues. A sanctuary city is one that chooses not to spend any of its own budget, resources, or employee time assisting the federal government in identifying and deporting undocumented immigrants. In your opinion, should San Carlos be a sanctuary city?*

**FIGURE 46 OPINION OF SAN CARLOS AS A SANCTUARY CITY**



For the interested reader, Figure 47 on the next page displays residents’ opinions regarding San Carlos as a sanctuary city by length of residence, age, overall opinion of the City’s performance, and presence of a child in the household.

**FIGURE 47 OPINION OF SAN CARLOS AS A SANCTUARY CITY BY YEARS IN SAN CARLOS, AGE, OVERALL SATISFACTION & CHILD IN HSLD**



## FUNDING PRIORITIES

It is often the case that residents’ desires for public facilities and programs exceed a city’s financial resources. In such cases, a city must prioritize projects and programs based upon a variety of factors, including the preferences and needs of residents. Question 28 was designed to provide San Carlos with a reliable measure of how residents, as a whole, prioritize a variety of projects and programs to which the City could allocate future resources. The format of the question was straightforward: after informing respondents that the City does not have the financial resources to fund *all* of the service, programs, and projects that may be desired by residents, respondents were asked whether each project or program shown in Figure 48 should be a high, medium, or low priority for future city spending—or if the City should not spend money on the project at all. To encourage a sense of competition, respondents were instructed that not all of the projects and programs could be high priorities.

The seven projects and programs are sorted in Figure 48 from high to low based on the percentage of respondents who indicated that an item was *at least* a medium priority for future city spending. Among the projects and programs tested, making improvements to storm drains to reduce flooding (83% high or medium priority), accelerating the improvement of local streets (76%), and providing additional parking downtown (74%) were assigned the highest priorities, and were also the top three priorities in the 2016 survey. Comparatively, increasing the number of sports fields (30%) was considered less of a priority than the others tested.

**Question 28** *The City of San Carlos has the financial resources to provide some of the services, programs and projects desired by residents. Because it can't fund every project, however, the City must set priorities. As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.*

**FIGURE 48 FUNDING PRIORITIES**

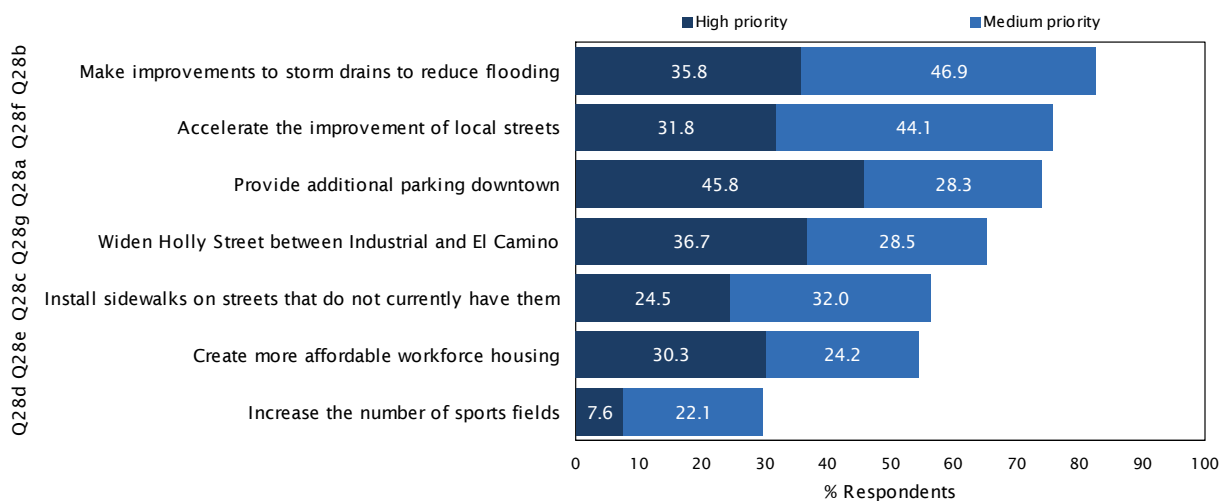


Table 12 displays the percentage of residents who considered each proposed improvement a *high priority* by study year. There was a statistically significant increase in the percentage of residents who viewed two of the four improvements tested in both 2016 and 2018 as a high priority: providing additional parking downtown (+8%) and creating more affordable workforce housing (+7%).

**TABLE 15 FUNDING PRIORITIES BY STUDY YEAR (SHOWING % HIGH PRIORITY)**

	Study Year		Change in % High Priority 2016 to 2018
	2018	2016	
Provide additional parking downtown	45.8	37.8	+8.1†
Create more affordable workforce housing	30.3	23.3	+7.0†
Make improvements to storm drains to reduce flooding	35.8	32.3	+3.5
Accelerate the improvement of local streets	31.8	31.9	-0.1
Widen Holly Street between Industrial and El Camino	36.7	NA	NA
Install sidewalks on streets that do not currently have them	24.5	NA	NA
Increase the number of sports fields	7.6	NA	NA

† Statistically significant change (p < 0.05) between the 2016 and 2018 studies.

For the interested reader, the next table provides the percentage of respondents who considered each proposed improvement a *high priority* by their overall satisfaction with the City’s performance and age (top three within each subgroup highlighted green).

**TABLE 16 FUNDING PRIORITIES BY OVERALL SATISFACTION & AGE (SHOWING % HIGH PRIORITY)**

	Overall Satisfaction (Q4)		Age (QD1)				
	Satisfied	Dissatisfied	18 to 34	35 to 44	45 to 54	55 to 64	65 or over
Provide additional parking downtown	46.1	45.6	40.5	36.3	41.0	50.4	61.5
Widen Holly Street between Industrial and El Camino	36.7	38.2	31.0	42.7	39.6	38.1	34.6
Make improvements to storm drains to reduce flooding	35.2	39.6	21.4	33.1	32.1	41.6	50.0
Accelerate the improvement of local streets	30.3	41.8	26.2	30.6	30.6	36.3	35.4
Create more affordable workforce housing	32.0	18.5	47.6	27.4	25.4	25.7	28.5
Install sidewalks on streets that do not currently have them	23.4	32.4	26.2	31.5	29.1	22.1	13.8
Increase the number of sports fields	7.0	10.2	4.8	8.9	15.7	5.3	3.8

# BACKGROUND & DEMOGRAPHICS

**TABLE 17 DEMOGRAPHICS OF SAMPLE BY STUDY YEAR**

	Study Year		
	2018	2016	2014
<i>Total Respondents</i>	<i>560</i>	<i>754</i>	<i>410</i>
<b>Q1 Years in San Carlos</b>			
Less than 5	26.5	20.1	20.2
5 to 9	16.8	16.6	16.7
10 to 14	13.0	14.4	16.2
15 or more	43.4	47.9	46.6
Prefer not to answer	0.2	1.0	0.2
<b>QD1 Age</b>			
18 to 34	18.4	17.1	16.5
35 to 44	19.8	19.1	21.2
45 to 54	20.8	19.2	19.3
55 to 64	19.4	15.2	16.3
65 or older	18.6	16.3	15.4
Prefer not to answer	3.0	13.0	11.2
<b>QD2 Child in household</b>			
Yes	36.3	38.2	44.0
No	59.8	57.9	52.2
Prefer not to answer	3.9	3.9	3.9
<b>QD3 Home ownership status</b>			
Own	78.1	82.9	80.6
Rent	20.7	13.1	19.1
Prefer not to answer	1.3	4.0	0.2
<b>Gender</b>			
Male	48.1	43.9	46.8
Female	48.1	49.7	48.5
Prefer not to answer	3.9	6.3	4.6

Table 17 presents the key demographic information collected during the survey by study year. Because of the probability-based sampling methodology used in this study, the results shown in the table are representative of adult residents in the City of San Carlos. The primary motivation for collecting the background and demographic information was to provide a better insight into how the results of the substantive questions of the survey vary by demographic characteristics (see Appendix A for more details).

## M E T H O D O L O G Y

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

**QUESTIONNAIRE DEVELOPMENT** Dr. McLarney of True North Research worked closely with the City of San Carlos to develop a questionnaire that covered the topics of interest and avoided many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects, and priming. Several questions included multiple individual items. Because asking items in a set order can lead to a systematic position bias in responses, the items were asked in a random order for each respondent.

Some questions asked in this study were presented only to a subset of respondents. For example, only respondents who had interacted with City staff in the past 12 months were asked to rate aspects of their experience with staff. The questionnaire included with this report (see *Questionnaire & Toplines* on page 58) identifies the skip patterns used during the interview to ensure that each respondent received the appropriate questions.

Many of the questions asked in the 2018 survey were tracked directly from the 2016 survey to allow the City to monitor its performance and/or residents' opinions on key issues over time.

**PROGRAMMING & PRE-TEST** Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts interviewers to certain types of keypunching mistakes should they happen during the interview. The survey was also programmed into a passcode-protected online survey application to allow online participation for sampled residents. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in the City of San Carlos prior to formally beginning the survey.

**SAMPLE, RECRUITING & DATA COLLECTION** A comprehensive database of San Carlos households was utilized for this study, ensuring that all households in San Carlos had the opportunity to participate in the survey. Households were recruited to participate in the survey through multiple recruiting methods. Using a combination of mailed and emailed invitations, households were initially invited to participate in the survey online at a secure, passcode-protected website designed and hosted by True North. Each household was assigned a unique passcode to ensure that only San Carlos residents who received an invitation could access the online survey site. Following a two-week period of online data collection, True North began placing telephone calls to land lines and cell phone numbers of households throughout the City that had yet to participate in the online survey as a result of the emailed or mailed invitation.

Telephone interviews averaged 18 minutes in length and were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM). It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would bias the sample. A total of 560 completed surveys were gathered online and by telephone between January 9 and January 23, 2018.

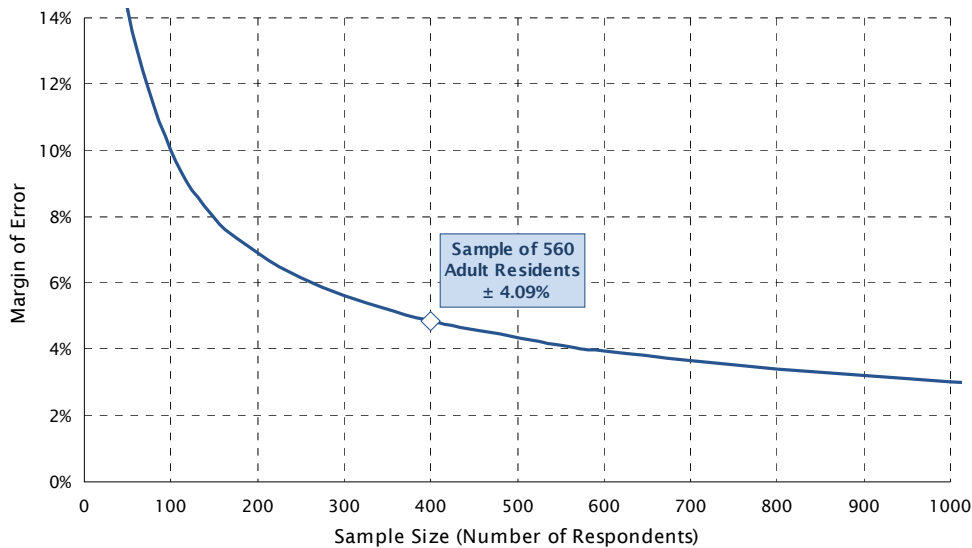
**MARGIN OF ERROR DUE TO SAMPLING** The results of the survey can be used to estimate the opinions of all adult residents of the City. Because not every adult resident of the City participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 560 adult residents for a particular question and what would have been found if all of the estimated 22,544 adult residents<sup>4</sup> had been interviewed.

For example, in estimating the percentage of adults who have been in contact with City of San Carlos staff in the past 12 months (Question 16), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of responses to the question. The appropriate equation for estimating the margin of error, in this case, is shown below:

$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

where  $\hat{p}$  is the proportion of adults who said had been in contact with staff (0.45 for 45% in this example),  $N$  is the population size of all adults (22,544),  $n$  is the sample size that received the question (560), and  $t$  is the upper  $\alpha/2$  point for the t-distribution with  $n - 1$  degrees of freedom (1.96 for a 95% confidence interval). Solving the equation using these values reveals a margin of error of  $\pm 4.07\%$ . This means that with 45% of survey respondents indicating they had contact with City staff in the past 12 months, we can be 95 percent confident that the actual percentage of *all* adult residents in San Carlos in contact with staff during this period is between 41% and 49%.

**FIGURE 49 MAXIMUM MARGIN OF ERROR**



4. Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

Figure 49 on the prior page provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response (i.e.,  $\hat{p} = 0.5$ ). For this survey, the maximum margin of error is  $\pm 4.09\%$  for questions answered by all 560 respondents.

Within this report, figures and tables show how responses to certain questions varied by demographic characteristics such as length of residence and age of the respondent. Figure 49 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

**DATA PROCESSING & WEIGHTING** Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing verbatim responses, and preparing frequency analyses and cross-tabulations. Where appropriate, tests of statistical significance were conducted to evaluate changes in responses between the 2016 and 2018 studies. The final data were weighted to balance the sample by age according to Census estimates.

**ROUNDING** Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and charts. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and pie charts for a given question.



# QUESTIONNAIRE & TOPLINES



City of San Carlos  
Community Satisfaction Survey Final Version  
Final Toplines (n=560)  
January 2018

## Section 1: Introduction to Study

Hi, my name is \_\_\_\_\_ and I'm calling on behalf of TNR, an independent public opinion research company. We're conducting a survey about important issues in San Carlos and we would like to get your opinions.

*If needed:* This is a survey about community issues in San Carlos- I'm NOT trying to sell anything and I won't ask for a donation.

*If needed:* The survey should take about 12 minutes to complete.

*If needed:* If now is not a convenient time, can you let me know a better time so I can call back?

*If needed:* If you prefer, you can also take the survey online at your convenience at: <insert URL>. Provide unique password.

*If the person says they are an elected official or is somehow associated with the survey, politely explain that this survey is designed to measure the opinions of those not closely associated with the study, thank them for their time, and terminate the interview.*

## Section 2: Screener for Inclusion in the Study - Phone Only

*Use if land line:* For statistical reasons, I would like to speak to the youngest adult male currently at home that is at least 18 years of age. *If there is no male currently at home that is at least 18 years of age, then ask:* Ok, then I'd like to speak to the youngest female currently at home that is at least 18 years of age.

*If there is no adult currently available, then ask for a callback time.*

**NOTE:** Adjust this screener as needed to match sample quotas on gender & age

*If respondent asks why we want to speak to a particular demographic group, explain:* Its important that the sample of people for the survey is representative of the adult population in the city for it to be statistically reliable. At this point, we need to balance our sample by asking for people who fit a particular demographic profile.

SC1	To begin, what is the zip code at your residence? <i>Read zip code back to them to confirm correct</i>			
	1	94070	100%	Go to Q1
	2	Any other ZIP Code	0%	Terminate

## Section 3: Quality of Life

I'd like to begin by asking you a few questions about what it is like to live in the City of San Carlos.

Q1	How long have you lived in San Carlos?		
	1	Less than 1 year	4%
	2	1 to 4 years	22%
	3	5 to 9 years	17%
	4	10 to 14 years	13%
	5	15 years or longer	43%
	99	Don't Know/ Prefer not to answer	0%

San Carlos Resident Survey

January 2018

Q2	How would you rate the overall quality of life in San Carlos? Would you say it is excellent, good, fair, poor or very poor?		
	1	Excellent	44%
	2	Good	47%
	3	Fair	8%
	4	Poor	0%
	5	Very Poor	1%
	98	Don't Know	0%
	99	Prefer not to answer	0%
Q3	If the city government could change one thing to make San Carlos a better place to live now and in the future, what change would you like to see? Verbatim responses recorded and grouped into categories shown below.		
	Limit growth, development		22%
	Improve, address parking issues		17%
	Reduce traffic congestion		15%
	Not sure / Can't think of anything		9%
	Improve, maintain infrastructure		8%
	Provide affordable housing		7%
	Improve schools, education		5%
	Improve public transit		5%
	No changes needed		5%
	Improve public safety		4%
	Add, improve sidewalks, bike lanes		4%
	Address dog park, dog code issues		4%
	Improve shopping, dining options		4%
	Add, improve parks, rec		3%
	Improve City Council, Gov process, transparency		3%
	Enforce traffic laws		3%
	Improve, develop downtown area		2%
	Clean up public areas, facilities		2%
	Maintain small town feeling		2%
	Improve landscaping		2%
	Encourage growth, development		2%
	Improve, add street lighting		1%
	Improve city internet connection		1%
	Put utility wires underground		1%
	Improve budgeting, finances		1%

San Carlos Resident Survey

January 2018

Provide special, cultural events	1%
Add community pool	1%

**Section 4: City Services**

Next, I would like to ask a series of questions about services provided by the City of San Carlos.

**Q4** Generally speaking, are you satisfied or dissatisfied with the job the City of San Carlos is doing to provide city services? *Get answer, then ask:* Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?

1	Very satisfied	42%
2	Somewhat satisfied	44%
3	Somewhat dissatisfied	7%
4	Very dissatisfied	3%
98	Don't Know	3%
99	Prefer not to answer	0%

**Q5** For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.

*Make sure respondent understands the 4 point scale.*

	<i>Randomize</i>	Extremely Important	Very Important	Somewhat Important	Not at all Important	No Opinion	Prefer not to answer
A	Providing police services	58%	33%	8%	1%	0%	0%
B	Maintaining a low crime rate	64%	29%	6%	0%	0%	0%
C	Preparing the City for emergencies	47%	39%	13%	1%	0%	0%
D	Providing fire protection, prevention and emergency medical services	65%	28%	6%	1%	0%	0%
E	Reducing traffic congestion on city streets	46%	33%	18%	3%	0%	0%
F	Providing library services	35%	40%	19%	5%	1%	0%
G	Providing trash collection and recycling services	47%	44%	8%	1%	1%	0%
H	Keeping public buildings and facilities clean and attractive	22%	49%	27%	2%	1%	0%
I	Maintaining local streets	43%	46%	10%	0%	0%	0%
J	Providing parks, sports fields and recreation facilities	34%	46%	16%	3%	0%	0%
K	Maintaining storm drains, sewers and creeks	51%	41%	7%	0%	0%	0%
L	Providing recreation programs for youth	24%	46%	22%	6%	2%	0%
M	Providing recreation programs for adults and seniors	14%	35%	38%	11%	1%	0%
N	Providing more public parking downtown	34%	29%	27%	9%	0%	0%

San Carlos Resident Survey

January 2018

O	Holding special community events like summer concerts in the park, Night of Holiday Lights, Goblin Walk & others	16%	35%	37%	11%	1%	0%
P	Promoting economic development to stimulate the local economy	15%	37%	36%	11%	2%	0%
Q	Preserving community character and appearance through building and planning permits, inspections and code enforcement	29%	36%	27%	7%	1%	0%
Q6	For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service. Are you satisfied or dissatisfied with the city's efforts to: _____, or do you not have an opinion? <i>Get answer. If 'satisfied' or 'dissatisfied', then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>						
	<i>Randomize</i>	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	No Opinion	Prefer not to answer
A	Provide police services	47%	35%	6%	3%	8%	1%
B	Maintain a low crime rate	47%	41%	8%	1%	3%	0%
C	Prepare the City for emergencies	21%	38%	5%	3%	32%	1%
D	Provide fire protection, prevention and emergency medical services	53%	30%	2%	1%	12%	1%
E	Reduce traffic congestion on city streets	10%	30%	33%	24%	3%	0%
F	Provide library services	63%	28%	2%	0%	7%	0%
G	Provide trash collection and recycling services	57%	35%	4%	1%	3%	0%
H	Keep public buildings and facilities clean and attractive	43%	45%	4%	0%	8%	1%
I	Maintain local streets	24%	48%	20%	5%	2%	0%
J	Provide parks, sports fields and recreation facilities	45%	40%	7%	1%	6%	0%
K	Maintain storm drains, sewers and creeks	35%	47%	8%	2%	8%	0%
L	Provide recreation programs for youth	39%	33%	4%	0%	23%	1%
M	Provide recreation programs for adults and seniors	32%	36%	3%	1%	27%	1%
N	Provide more public parking downtown	9%	32%	27%	24%	7%	1%
O	Hold special community events like summer concerts in the park, Night of Holiday Lights, Goblin Walk & others	53%	31%	2%	1%	12%	1%
P	Promote economic development to stimulate the local economy	22%	38%	9%	5%	25%	1%
Q	Preserve community character and appearance through building and planning permits, inspections and code enforcement	23%	43%	12%	10%	11%	1%

San Carlos Resident Survey

January 2018

Q7		When compared to 2016, would you say that in 2017 the amount of effort the City of San Carlos put into _____ increased, stayed the same, or decreased?				
<i>Randomize</i>		Increased	Stayed Same	Decreased	Not Sure	Prefer not to answer
A	Repairing and maintaining streets	15%	52%	14%	18%	0%
B	Making traffic improvements	13%	35%	36%	16%	0%
C	Making sewer and storm drain improvements	17%	47%	4%	32%	0%
D	Improving parks	27%	47%	5%	20%	0%

**Section 5: Public Safety**

Q8		Next, I'd like to ask a few questions about personal safety and security in the City of San Carlos. When you are: _____, would you say that you feel very safe, reasonably safe, somewhat unsafe, or very unsafe?					
<i>Randomize</i>		Very Safe	Reasonably Safe	Somewhat Unsafe	Very Unsafe	No Opinion	Prefer not to answer
A	Walking alone in your neighborhood after dark	46%	44%	8%	1%	1%	0%
B	Walking alone in commercial and retail areas during the day	81%	18%	1%	0%	1%	0%
C	Walking alone in commercial and retail areas after dark	39%	48%	9%	1%	3%	0%
D	Walking alone in your neighborhood during the day	84%	15%	1%	0%	0%	0%

**Section 6: Traffic & Parking**

Q9		Next, I'd like to ask you a few questions about traffic circulation. By <u>traffic circulation</u> , I mean the ability to drive around San Carlos <u>without</u> encountering <u>long</u> delays. Would you rate: _____ within the city as excellent, good, fair, poor or very poor?						
<i>Read in Order</i>		Excellent	Good	Fair	Poor	Very Poor	No Opinion	Prefer not to answer
A	Overall traffic circulation	6%	36%	36%	14%	7%	0%	0%
B	Traffic circulation on major streets	3%	28%	33%	26%	10%	0%	0%
C	Traffic circulation in residential areas	19%	49%	20%	8%	4%	0%	0%
D	Traffic circulation around schools	3%	22%	23%	24%	15%	13%	0%

San Carlos Resident Survey

January 2018

Q10	When compared to 2016, would you say traffic <b>safety</b> in San Carlos improved, grew worse, or stayed about the same in 2017?		
	1	Improved	7%
	2	Grew worse	32%
	3	Stayed about the same	52%
	98	Not sure	9%
	99	Prefer not to answer	1%
Q11	Would you say it is generally safe or unsafe to <b>ride a bike</b> on city streets in San Carlos?		
	1	Safe	48%
	2	Unsafe	33%
	98	No opinion	19%
	99	Prefer not to answer	0%
Q12	Would you say it is generally safe or unsafe for <b>pedestrians</b> crossing city streets in San Carlos?		
	1	Safe	78%
	2	Unsafe	21%
	98	No opinion	1%
	99	Prefer not to answer	0%

**Section 7: Parks & Recreation**

Q13	How would you rate the:_____ parks, sports fields and recreation facilities in San Carlos? Would you say it is excellent, good, fair, poor or very poor?							
		Excellent	Good	Fair	Poor	Very Poor	Not Sure	Prefer not to answer
		<i>Read item A first, then randomize</i>						
A	Overall quality of	35%	49%	7%	0%	0%	7%	1%
B	Safety of	34%	47%	8%	1%	0%	9%	2%
C	Accessibility of	29%	48%	8%	2%	0%	12%	2%
D	Appearance of	34%	51%	7%	1%	0%	6%	1%
E	Variety of amenities in	23%	47%	15%	2%	0%	11%	2%

San Carlos Resident Survey

January 2018

Section 8: Local Governance & Customer Service								
<p>Q14 Next, I'm going to read you a series of statements about the City of San Carlos. For each, I'd like you to tell me whether you agree or disagree with the statement.</p> <p>Here is the (first/next) one: _____. Do you agree or disagree, or do you not have an opinion? <i>If agree or disagree, ask: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?</i></p>								
	<i>Randomize</i>		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Prefer not to answer
A	The City is <b>responsive</b> to residents' needs	15%	42%	16%	10%	17%	1%	
B	The City manages its <b>finances</b> well	15%	35%	9%	6%	33%	1%	
C	The City <b>listens</b> to residents when making important decisions	14%	36%	15%	13%	20%	1%	
D	I <b>trust</b> the City of San Carlos	25%	43%	10%	10%	11%	1%	
<p>Q15 How much attention do you pay to the issues, decisions and activities of <b>your</b> City government? Would you say that you are very attentive, somewhat attentive, slightly attentive, or not at all attentive?</p>								
	1	Very attentive						12%
	2	Somewhat attentive						51%
	3	Slightly attentive						30%
	4	Not at all attentive						6%
	98	Not sure						1%
	99	Prefer not to answer						1%
<p>Q16 In the past 12 months, have you been in contact with staff from the City of San Carlos?</p>								
	1	Yes	45%		Ask Q17			
	2	No	52%		Skip to Q18			
	98	Not sure	2%		Skip to Q18			
	99	Prefer not to answer	1%		Skip to Q18			
<p>Q17 In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____. <i>Read one item at a time, continue until all items are read.</i></p>								
	<i>Randomize</i>		Very	Somewhat	Not at all	Not sure	Prefer not to answer	
A	Helpful	46%	39%	14%	1%	0%		
B	Professional	65%	27%	6%	1%	1%		
C	Accessible	46%	45%	7%	1%	1%		

San Carlos Resident Survey

January 2018

Section 9: Communication		
Q18	Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, television, and other means? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>	
	1	Very satisfied 37%
	2	Somewhat satisfied 47%
	3	Somewhat dissatisfied 8%
	4	Very dissatisfied 4%
	98	Not sure 4%
	99	Prefer not to answer 0%
Q19	What information sources do you use to find out about City of San Carlos news, events, and programs? <i>Don't read list. Record up to first 3 responses.</i>	
Newsletters and Newspapers		
	1	City Newsletters/Good Living community newsletter 56%
	2	<i>San Francisco Chronicle</i> (daily newspaper) 5%
	3	<i>San Mateo County Times</i> (daily newspaper) 2%
	4	<i>San Mateo Daily Journal</i> (daily newspaper) 10%
	5	<i>Daily Post</i> (daily newspaper) 6%
	6	<i>Other newspaper</i> 4%
	7	<i>San Carlos Patch</i> (online newspaper) 6%
TV, Radio & Meetings		
	8	San Carlos TV/Channel 27 2%
	9	Television (general) 4%
	10	City Council Meetings 4%
	11	Radio 2%
Internet & Email		
	12	City's website 25%
	13	Internet (not City's site) 15%
	14	Email notification from City 19%
	15	Blogs 1%
Social Media		
	16	Facebook 5%
	17	Twitter 1%
	18	Next Door 23%
	19	Instagram 0%



San Carlos Resident Survey

January 2018

20	Other social media site	2%
<b>Mail/Posters/Other</b>		
21	Postcards, letters, flyers or brochures (mailed to home)	22%
22	Flyers, brochures or posters (displayed at public facilities)	7%
23	Street banners	10%
24	Friends/Family/Associates	10%
25	Other	5%
26	Do Not Receive Information about City	1%
98	Not sure	1%
99	Prefer not to answer	1%
Q20	As I read the following ways that the City of San Carlos can communicate with residents, I'd like to know if you think they would be very effective, somewhat effective, or not an effective way for the City to communicate with you.	
	<i>Randomize</i>	
		Very Effective    Somewhat Effective    Not Effective    Not Sure    Prefer not to answer
A	E-mail and E-notify	58%    28%    7%    6%    2%
B	Postcards, letters and newsletters mailed to your home	51%    35%    9%    4%    1%
C	City's Website	27%    43%    20%    8%    1%
D	Advertisements in local papers	8%    21%    58%    11%    1%
E	Social media like Facebook, Twitter and Next Door	34%    30%    25%    9%    2%
F	Townhall meetings	14%    41%    31%    13%    2%
G	Television programs on Comcast Cable Channel 27 and AT&T Channel 99	6%    15%    60%    17%    2%
H	Shape San Carlos - a virtual townhall forum on the City's website	13%    30%    33%    22%    2%

**Section 10: Development & Land Use**

Now I'd like to ask you a few questions about planning and policy issues.

Q21	In the past three years, would you say the pace of development in San Carlos has been too fast, about right, or too slow?	
1	Too fast	50%
2	About right	34%
3	Too slow	9%
98	Not sure	6%
99	Prefer not to answer	0%

San Carlos Resident Survey

January 2018

Q22 As I read the following list of development types, please tell me whether you feel there is <u>currently</u> too much, about the right amount, or too little of this type of development in San Carlos.						
	<i>Randomize</i>	Too Much	About Right	Too Little	Not Sure	Prefer not to answer
A	Retail stores	6%	66%	21%	5%	2%
B	Restaurants	21%	65%	10%	3%	1%
C	Traditional Family Homes	8%	64%	22%	4%	2%
D	Condominiums	43%	35%	13%	8%	1%
E	Apartments	44%	31%	17%	7%	1%
F	Commercial offices	15%	59%	9%	15%	1%
G	Entertainment uses such as music and arts	2%	36%	51%	9%	2%
H	Hotels	22%	54%	9%	14%	2%
I	Hospital and medical offices	3%	75%	11%	9%	1%
J	Mixed-use, by which I mean residential housing units built on top of - or next to - office, retail and restaurant businesses	30%	37%	21%	10%	2%
Q23 In general, would you support or oppose: _____?						
	<i>Randomize</i>	Support	Oppose	Not Sure	Prefer not to answer	
A	The City of San Carlos working with private property owners to redevelop older, outdated commercial areas in the city	76%	13%	10%	1%	
B	Changing zoning regulations to <i>reduce</i> the square footage required for new single-family homes and residential additions	39%	42%	18%	1%	
C	The City taking an active role in creating additional affordable housing units	56%	30%	13%	1%	
D	Reducing the maximum building height allowed on Laurel Street in downtown San Carlos from 4 stories to 3 stories	56%	31%	12%	1%	

San Carlos Resident Survey

January 2018

Section 11: Policy & Revenue				
Q24	The City of San Carlos has a transient occupancy tax for local hotels that is currently set at 10%. Would you support or oppose increasing the hotel tax rate by 3% in order to provide additional funding for general city services including public safety and parks? <i>Get answer, then ask:</i> Would that be definitely (support/oppose) or probably (support/oppose)?			
	1	Definitely support	35%	
	2	Probably support	34%	
	3	Probably oppose	12%	
	4	Definitely oppose	9%	
	98	Not sure	8%	
	99	Prefer not to answer	1%	
Q25	With the passage of Proposition 64, local cities can set their own policies related to the cultivation, manufacturing, sale, and distribution of medical and non-medical marijuana. Would you support or oppose the City of San Carlos: ____?			
		<i>Read in Order</i>	Support	Oppose
			Not Sure	Prefer not to answer
A	Allowing a limited number of marijuana retail dispensaries to locate within the city		47%	44%
B	Establishing a 10% tax on the commercial cultivation, manufacturing, and testing of marijuana that occurs in the city		72%	19%
Q26	Should the City of San Carlos allow the sale of firearms within city limits, or should gun stores be banned from San Carlos?			
	1	Allowed	33%	
	2	Banned	58%	
	98	Not Sure	8%	
	99	Prefer not to answer	1%	
Q27	Sanctuary cities are cities that <i>limit</i> their cooperation with the federal government on immigration issues. A sanctuary city is one that chooses not to spend any of its own budget, resources, or employee time assisting the federal government in identifying and deporting undocumented immigrants. In your opinion, should San Carlos be a sanctuary city?			
	1	Yes	60%	
	2	No	32%	
	98	Not Sure	7%	
	99	Prefer not to answer	1%	

San Carlos Resident Survey

January 2018

**Section 12: Funding Priorities**

The City of San Carlos has the financial resources to provide some of the services, programs and projects desired by residents. Because it can't fund every project, however, the City must set priorities.

Q28 As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.

Here is the (first/next) one:\_\_\_\_\_. Should this item be a high, medium or low priority for the City – or should the City not spend any money on this item?

		High Priority	Medium Priority	Low Priority	Should not spend money	No Opinion	Prefer not to answer
	<i>Randomize</i>						
A	Provide additional parking downtown	46%	28%	19%	6%	1%	1%
B	Make improvements to storm drains to reduce flooding	36%	47%	12%	1%	3%	1%
C	Install sidewalks on streets that do not currently have them	24%	24%	24%	24%	24%	24%
D	Increase the number of sports fields	8%	22%	48%	19%	3%	1%
E	Create more affordable workforce housing	30%	24%	24%	18%	2%	1%
F	Accelerate the improvement of local streets	32%	44%	21%	2%	1%	1%
G	Widen Holly Street between Industrial and El Camino	37%	29%	19%	11%	4%	1%

**Section 13: Background & Demographics**

Thank you so much for your participation. I have just a few background questions for statistical purposes.

D1 In what year were you born? Year of birth recoded into age categories shown below.

	18 to 24	5%
	25 to 34	13%
	35 to 44	20%
	45 to 54	21%
	55 to 64	19%
	65 and older	19%
	Prefer not to answer	3%

San Carlos Resident Survey

January 2018

D2	Do you have one or more children under the age of 18 living in your household?	
	1	Yes 36%
	2	No 60%
	99	Prefer not to answer 4%
D3	Do you own or rent your residence in San Carlos?	
	1	Own 78%
	2	Rent 21%
	99	Prefer not to answer 1%
D4	Which of the following best describes your employment status? Would you say you are employed full-time, part-time, a student, a homemaker, retired, or are you in-between jobs right now?	
	1	Employed full-time 58%
	2	Employed part-time 9%
	3	Student 7%
	4	Homemaker 2%
	5	Retired 17%
	6	In-between jobs 2%
	98	Don't Know 0%
	99	Prefer not to answer 5%

Those are all of the questions that I have for you! Thanks so much for participating in this important survey! This survey was conducted for the City of San Carlos

**Post-Interview Items**

D5	Gender	
	1	Male 48%
	2	Female 48%
	3	Prefer not to answer 4%

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## GLOSSARY OF TERMS

**AB1X26:** The Dissolution Act signed by Governor Brown to dissolve all redevelopment agencies by February 1<sup>st</sup>, 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 1<sup>st</sup> through June 30<sup>th</sup>) 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