

# City of Foster City / Estero Municipal Improvement District 2011-2012 Final Budget Table of Contents

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# City of Foster City

## MISSION STATEMENT

**The employees of the City of Foster City are dedicated to providing excellence in service to our community in a positive and caring manner.**

## OUR VALUES

1. We, as employees of Foster City, value providing superior customer service for those who live in, work in and visit our community. This means that we:
  - Place an emphasis on understanding customers' needs.
  - Are dedicated to providing timely, courteous and responsive services.
  - Embrace commitment to customer service as a basic philosophy.
2. We, as employees of Foster City, value dealing with our community's concerns in a respectful and courteous manner. This means that we:
  - Value the relationship with our customers.
  - Are consistent and cooperative in responding to our customers' needs and concerns.
3. We, as employees of Foster City, value our professionalism and demonstrate this by providing quality service to all who live in, work in and visit our community. This means that we:
  - Deliver knowledgeable and efficient services
  - Commit to a complete and thorough delivery of services in responding to the needs of the community.
  - Fully appreciate that tax dollars are to be used to provide cost effective services.
4. We as employees of Foster City value honesty and integrity. This means that we:
  - Are committed to the highest ethical behavior in our dealings with each other and those we serve.

**We, as employees of Foster City, believe that the public and our colleagues deserve nothing less!**

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# Foster City Organization Chart

Foster City Residents



**City Council**

Audit Committee

Information Technology Advisory Committee

Parks and Recreation Committee

Planning Commission

Traffic Review Committee

Youth Advisory Committee

Ad Hoc Environmental Sustainability Task Force

City Manager  
City Treasurer

Assistant City Manager

City Attorney

City Clerk

Community Development Department

Financial Services Department

Fire Department

Human Resources Department

Parks and Recreation Department

Police Department

Public Works Department

# POLICY CALENDAR FOR CALENDAR YEAR 2011

The following projects and issues have been identified as priorities by the City Council. Several of these projects are multi-year in nature in terms of their ultimate completion while other projects are ongoing in nature. The City Council reserves the right to change priorities as needed throughout the year in response to new information or circumstances and that any such changes may affect the projects listed below.

1. Civic Center Master Plan
  - A. Consider the Sale or Lease of the 15-Acre Site Adjacent to the Government Center for a Mixed-Use Development
2. Capital Improvement Projects
  - A. Continue the Levee Pedway Repair Project and Complete Phase II (Portion between Foster City Blvd. and Lantern Cove)
  - B. Approve and Commence Installation of a Synthetic Soccer/Baseball Field at Sea Cloud Park and a Synthetic Soccer Field/Walking Track at Port Royal Park
  - C. Complete the Design for Several Multi-Project Traffic Improvement Projects
3. Municipal Code Amendments / General Plan Amendments / Ordinance Updates
  - A. Update the City of Foster City General Plan (e.g., Land Use/Circulation Element)
4. Private Development Projects
  - A. Continue to Process Land Use Approvals for the Chess/Hatch Redevelopment Project
  - B. Develop an Economic Development Strategy in Cooperation with the Chamber of Commerce
5. Economic/Budget Projects
  - A. Approve a Plan to Balance the General Fund Budget by FY 2013-2014
  - B. Place a Measure on the November 2011 Ballot to Increase the Transient Occupancy Tax from 8% to 10%
  - C. Monitor National, State and Local Economic Conditions including the Federal and State Budgets; Evaluate Economic, Federal and State Budget Impacts on the City/District/CDA Finances; Support or Oppose Federal and State Budget Proposals as Appropriate and Be Actively Engaged in Advocating for the Interests of the City/District/CDA
6. Environmental Related Projects
  - A. Actively Pursue Reliable and Uninterruptible Alternative Sources of Water and Promote Water Conservation
  - B. Continue Implementation of a Community-wide Environmental Sustainability Action Plan and a City Operations Environmental Sustainability Action Plan, Including Compliance with AB 32 and SB 375
  - C. Monitor Transportation Issues/Traffic Congestion Impacts for Foster City
7. Other Projects
  - A. Continue to Closely Monitor the City of San Mateo's Levee Improvements and Evaluate and Inform the Public Regarding the Impacts of Any Changes to the FEMA Flood Map Designation for Foster City
  - B. Monitor the San Francisco Bay Conservation and Development Commission's Proposed Bay Plan Amendment No. 1-08 Regarding Climate Change (Sea Level Rise), Evaluate Impacts on Foster City and Support or Oppose Proposals as Appropriate

# BUDGET MESSAGE

## FISCAL YEAR 2011-2012

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July 1, 2011

Honorable Mayor and Members of the City Council:

### INTRODUCTION

The Final FY 2011-2012 budget is the culmination of many hours of preparation. The City's Five-Year Financial Plan and Annual Budget documents are combined in one seamless document. We have done that by incorporating the City's Five-Year Financial Plan into the Financial and Personnel Summary section, as well as the individual department and non-department sections of this document.

The City's Five-Year Financial Plan is merely that – a five-year forecast of revenues and expenditures based upon the strategies and Policy Calendar adopted earlier this year. While the City Council will incorporate the Five-Year Financial Plan as part of this document, the City Council will only appropriate funds on an annual basis. Thus, the Annual Budget for FY 2011-2012 has been prepared.

The annual budget results in the actual appropriation of funds. Funding requests were carefully reviewed and considered prior to their inclusion in the recommended budget.

The budget is the primary policy document adopted by the City Council each year. It describes the City's goals and details how resources are allocated to achieve these goals. In addition, the budget serves as the annual financial plan, an operational guide and a communications tool.

### ELEMENTS OF THE BUDGET

The budget document is organized as follows:

1. **Introductory Items**  
Table of Contents  
Mission Statement  
City Government Organization Chart  
Policy Calendar for 2011
2. **Budget Message:** Includes the letter of transmittal from the City Manager submitting the recommended budget to the City Council, major initiatives/issues, organizational changes addressed in the budget and the City's current and projected financial position.
3. **Budget Guide:** Includes a description of the annual budget process, a glossary of budget terminology and the structure of the City's finances.
4. **Five-Year Financial Plan:** Includes a City-wide look at expenditure and revenue trends affecting the City over the course of the next five years.
5. **Financial and Personnel Summaries:** Includes financial information on projected revenues, expenditures, fund balances and reserves, personnel resources, and a summary of funds as well as fund descriptions and information on all revenue sources and expenditure projections.
6. **Department Operating Budgets:** Operating department

sections include the departmental mission statement, personnel summaries, five-year strategic plan (including values, goals and objectives) of the organization, key initiatives completed, initiatives and service level expectations for FY 2011-2012, and changes in financial resources required to accomplish the department goals. The account summaries include the following five major categories of department appropriations:

Employee Services represents permanent full-time and part-time salary costs, overtime, holiday pay and fringe benefits.

Services and Supplies represents legal, consulting, and other professional services, contract repair and maintenance, utility charges, training and memberships, equipment rentals, insurance and employment services. This category also represents items purchased for repair and maintenance, operational activities such as publications, uniforms, recreation supplies and office supplies.

Internal Service Charges represents vehicle replacement charges, equipment replacement charges, self-insurance charges, information technology service charges, building maintenance charges, longevity recognition benefits funding, and PEMHCA benefits funding.

Capital Outlay represents expenditures for fixed assets in excess of \$1,000 including land, buildings, furniture, equipment, and City vehicles.

Reallocation represents reallocation of department operating expenses to non-General Fund budgets such as Special Revenue Funds and Enterprise Funds.

Behind the account summaries are the detailed line item expenditures.

7. **Non-Department Budgets:** Includes historical and proposed expenditures for non-department General Fund, special revenue, assessment district, enterprise and internal service fund budgets.
8. **Community Development Agency Budget:** Includes the personnel summaries, five-year strategic plan of the Agency, key initiatives completed, initiatives and service level expectations for FY 2011-2012, and changes in financial resources required to accomplish the Agency goals. This section also includes resource requirements by funds, revenue report, and Agency account summaries and detailed line item expenditures for each fund.
9. **Capital Improvements:** Includes various tables showing the proposed capital projects for the upcoming fiscal year and for a five-year period, along with detailed descriptions of capital improvement projects.

#### FINANCIAL OVERVIEW

The City/District/Community Development Agency funds are all in sound financial condition and will have reserves at the beginning and the end of the fiscal year that meet or exceed the Council defined minimum reserve levels. However, the City's five-year financial forecast shows that General Fund expenditures and transfers will exceed revenues in FY 2011-2012 by approximately \$2.5 million, and that a structural deficit of approximately \$2.8 million exists unless further adjustments (expenditure reductions and/or revenue enhancements) are implemented. The Community Development Agency Project Area One hit its \$170 million revenue cap in FY 2010-2011 and stopped receiving tax increment revenues. Consequently, the District is expected to see an increase in property tax revenues

of \$4.1 million in FY 2011-2012 and thereafter. The City has stopped direct allocation of personnel to the Community Development Agency, which has increased the expenditures in the General Fund.

Based on City Council direction, the General Fund minimum reserve level has been established at 33.3% of annual operating expenditures. The five-year forecast shows the City being able to stay above this reserve level in each of the successive 5 years through the implementation of an action plan to make the necessary balanced budget adjustments.

Key elements of the City's financial overview are summarized as follows:

- General Fund Reserves – An ongoing structural deficit of \$2.8 million, if not addressed by FY 2013-2014, would find General Fund reserves at the end of FY 2015-2016 at \$6.5 million, which is 19% of annual operating expenditures, or \$4.7 million under the minimum reserve threshold. The five-year analysis indicates that the City will need to make around \$2.8 million in a combination of ongoing expenditure reductions and/or ongoing revenue enhancements by FY 2013-2014, in order to balance the budget and maintain reserve levels above the 33.3% minimum.
- CDA Reallocations – As Project Area One has reached its tax increment cap, the City has determined to cease further personnel reallocations to the CDA. Nominal charges of less than \$5,000 are levied on the remaining two project areas in recognition of the administrative oversight provided by City personnel to those remaining project areas. In addition, nearly \$60,000 in charges are levied by the General Fund on the Foster City Affordable Housing Reimbursement Agreement funds in accordance with the provisions of that agreement. Prior year reallocations from

the City's General Fund to the CDA totaled \$804,000.

- Bargaining Units – Employees represented by the American Federation of State, County and Municipal Employees Local 829 (AFSCME) and employees covered by the terms of the Management Employees Compensation and Benefits Plan are in multi-year agreements that expire June 30, 2013. The Memoranda of Understanding with the Foster City Police Officers Association (FCPOA) and the International Association of Firefighters Local 2400 (IAFF) are one year agreements that expire June 30, 2012.
- Pension Costs – Employer contribution rates to the CalPERS pension plans for Miscellaneous and Public Safety plans are expected to be 16.642% and 28.437%, respectively. The Public Safety contributions have been reduced by 9.6% as a result of CalPERS' approval of the City's request to reamortize the side fund obligation over 30 years.
- Long-Term Capital Improvements Funding – The City's General Fund continues to transfer funds to the City Capital Investment Fund totaling \$1,342,000 to fund long-term capital improvement projects.
- Water and Wastewater Rates – Water revenue requirements will increase by 11% for FY 2011-2012 by maintaining fixed meter charges at current rates and requiring a 27% increase in the base consumption rate based upon a 38% increase in wholesale water rates charged by the San Francisco Public Utilities Commission. Wastewater rates will remain unchanged for FY 2011-2012.
- State Budget Assumptions – The Governor's May 2011 Revised Proposed Budget has formed the basis for the assumptions used in the City's budget. Income tax, sales tax, and vehicle license fees increases will lapse on June

30, 2011. The Legislature approved a budget on June 15, 2011 that was sent to the Governor, however the Governor vetoed the entire budget package on June 16, 2011 on the basis that the budget did not provide the long-term adjustments necessary to solve the State's ongoing budget deficit. The Governor's proposed tax extensions are still being met with opposition by Republican legislators. Unless a deal is worked out, it is likely that the referendum process will be used in an attempt to get those tax increases on the ballot in November 2011. Based upon the current budget proposals, SLESF/COPS grant funding is assumed to be eliminated, which previously provided \$100,000 per year to fund one partial Police Officer position and will negatively impact the General Fund by \$100,000. There are no assumptions relative to the Legislature's proposed elimination of redevelopment agencies incorporated into the budget as the bills that were approved have not been forwarded to the Governor for signature and face significant constitutional challenges.

#### HIGHLIGHTS FOR 2011-2012

As the nation, state, and region emerge from one of the worst economic recessions since the 1920's, recovery has been slow at best. With national unemployment at 9.1%, and California's unemployment rate at 11.9%, most economists believe that there will not be any significant economic recovery unless national unemployment falls below 7%, and California's unemployment falls below 8%. As we approach the start of a new fiscal year, the economy is showing renewed signs of stagnation. It is very likely that economic growth will remain below 2% for at least the next 4-5 years.

The State of California's fiscal status continues to be bleak. The State continues to wrestle with a structural deficit estimated at \$25.4 billion. The Legislature approved \$12 billion

in expenditure cuts for FY 2011-2012, yet legislators are at a stalemate on how to resolve the rest of the deficit (tax increases versus deeper spending cuts). The Governor has proposed the elimination of redevelopment agencies, and has proposed a ballot measure for the extension of various taxes that lapse on June 30, 2011. However, he has yet to garner the number of votes in the Legislature necessary to approve those initiatives.

The housing market in Foster City has softened in the past six months, with median housing prices falling by just over 1% from the prior year. The County Assessor's Office currently estimates assessed valuation growth of 2.12% for FY 2011-2012, yet there remains nearly \$616 million in assessed valuation at risk of reduction based on assessment appeals filed mainly by commercial property owners.

Sales tax revenues are expected to see modest growth of not more than 2% over the next several years, although local sales tax collections have increased over the past 6-9 months. Transient occupancy taxes have increased by 10% in the past year. Investment income remains at less than 1.5% yield with the lowest Treasury yields in well over 20 years.

The City has positioned itself well to weather this economic crisis, but will require prudent fiscal decisions over the coming years to meet the Council-adopted minimum General Fund reserves of at least 33.3% of annual budgeted operating expenditures. The General Fund starts FY 2011-2012 with a projected \$19.4 million in unrestricted reserves, nearly 63% of its annual operating expenditures. The City's General Fund will see an infusion of over \$4 million in property taxes that were formerly flowing directly to the Community Development Agency as a result of the Project Area One reaching its tax increment cap.

Significant development revenues are anticipated based upon

the agreements and approved project developments for the Pilgrim-Triton and Gilead Sciences Campus projects. However, development of the City-owned 15-acre site adjacent to City Hall has not occurred due to the current economic climate and the limited availability of financing for a project of this size. Therefore, no revenues that could be generated from this site are included in the five-year forecast. It should be noted that the City is currently marketing the site and, depending on the outcome of those efforts, it is possible for the City to realize revenues from this asset in the next five years.

The City has made approximately \$2 million in expenditure reductions and \$150,000 in revenue enhancements as part of the FY 2011-2012 proposed General Fund budget, yet still faces an ongoing structural deficit by FY 2013-2014 of nearly \$2.8 million per year. The City Council has established the goals of balancing the General Fund budget without the use of reserves by FY 2013-2014 and of maintaining reserves above the minimum level of 33.3% of annual budgeted operating expenditures. A detailed action plan to achieve these Council goals will need to be reviewed with a newly seated City Council starting in January 2012. Both expenditure reductions and revenue enhancements will be explored along with their associated service level impacts. The action plan will need to be reviewed with input from the community and from the employees and the labor groups who represent them. As an example of how to achieve these two goals, the five-year forecast shows ongoing budget adjustments of \$1.4 million per year in FY 2012-2013 and FY 2013-2014.

The proposed annual budget for FY 2011-2012 shows a net increase in General Fund expenditures of merely \$17,000 from the previous fiscal year. Significant changes in the FY 2011-2012 budget are presented in the following areas:

#### Community Development Agency

- Personnel reallocations from the City to the CDA have ceased given Project Area One reaching its tax increment cap
- Implementation of three agreements between the City and the Agency calling on the City to act on behalf of the Agency: 1) Public Improvements Reimbursement Agreement to construct various public improvements; 2) Affordable Housing Reimbursement Agreement to continue the affordable housing initiatives of the low- to moderate-income funds generated by the Agency; and, 3) Cooperative Services Agreement to allow the City to repay the Agency's obligation to the San Mateo Union High School District through FY 2015-2016

#### Community Development Department

- Elimination of one (1) Office Assistant II position, with duties reassigned primarily between the Building Permit Technician and the Management Assistant within the department

#### Fire Department

- Continued implementation of the Fire Command Shared Services Model with the City of San Mateo, including a 1/3 split of the Fire Chief position, the addition of a full-time Deputy Fire Chief, and the 1/3 split of one Battalion Chief position
- Increase of \$130,000 in training costs through the combining of training resources through the Central San Mateo County Training Division

#### Parks & Recreation Department

- Elimination of one (1) Parks Maintenance Worker II, utilizing the services of contractors and one part-time position and the successful implementation of synthetic

turf projects at Sea Cloud Park (S-3) and Port Royal Park

- Elimination of one (1) Recreation Coordinator as of December 31, 2011, reassigning duties amongst the remaining Recreation Coordinators, exploration of regionalized and shared services models for Adult Sports programs, outsourcing Youth Sports programs through contractors, and the reduction of other minor recreational programs
- Increase of \$101,000 in water charges as a result of the District's increased water consumption rates (see below)
- Increase of \$60,000 in diesel and gasoline fuel costs in the Vehicle Maintenance Internal Service Fund

#### Police Department

- Elimination of one (1) Police Corporal and two (2) Police Officer positions, realigning services within the Detective Bureau and the Patrol Division
- Elimination of one (1) Sr. Community Services Officer through a realignment of duties amongst the remaining Sr. CSO's
- Elimination of one (1) Police Records Specialist, reassigning duties amongst the remaining Police Records Specialists

#### Public Works

- Elimination of one (1) Senior Civil Engineer position in light of reduced engineering activities in the Engineering Division and reassignment and prioritization of engineering activities amongst the remaining Engineers

- Elimination of one (1) Public Works Superintendent position through the reallocation and streamlining of managerial functions in the Lagoons / Streets, Water and Wastewater Divisions
- Elimination of one (1) Public Works Maintenance Worker I/II position through reallocation and prioritization of workloads within the Lagoons / Streets Division

#### Support Departments (City Manager, City Clerk, Financial Services and Human Resources)

- Elimination of one (1) Office Assistant II position serving the Reception desk
- Elimination of one (1) Video Producer position, reducing FCTV service levels to include only productions of live City Council and Planning Commission meetings
- Elimination of one (1) part-time Clerical Assistant with duties reassigned to the remaining two (2) Clerical Assistants.
- Elimination of one (1) Transportation Intern, with reduced ongoing duties relative to transportation management reassigned to the Management Analyst.
- Reductions in replacement costs, extended useful lives, and technology changes that reduce total Information Technology internal service charges by \$232,000 in the Information Technology Internal Services Fund
- Use of excess reserves to reduce the Self-Insurance Internal Service Fund charges by \$150,000

#### Water Enterprise Operations

- The SFPUC is increasing its wholesale water rate by 38%, from \$1.90 / ccf to \$2.63 / ccf, with the potential to

increase it to \$2.72 / ccf in January 2012 depending upon water consumption patterns across the BAWSCA service area. These costs will be recovered through an increase in the base consumption rate that the District charges its customers to \$2.66 / ccf

- Expanded rebate programs will continue to be provided to customers in an effort to reduce water consumption by 20% by the year 2020
- Continued implementation of the radio read meter program for all water meters

Wastewater Enterprise Operations

- Reduction of \$200,000 in anticipated operational costs of the San Mateo Wastewater Treatment Plan, allowing the District to maintain its wastewater charges at current levels without the need for any increases

Shuttle Enterprise Operations

- Continued operation of the Blue and Red Lines with a fee of \$1 per ride or \$25 per month implemented for FY 2011-2012. Net of funding provided by C/CAG and San Mateo County Transportation Authority grants, the subsidy of \$99,000 for Shuttle operations will be provided from Measure M funds.

ORGANIZATIONAL CHANGES

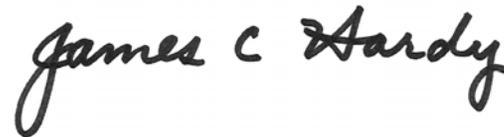
Based upon the organizational changes discussed in the preceding section, staffing levels as we enter FY 2011-2012 will be reduced by 12.5 full-time equivalents (FTE) from a total of 204 to a total of 191.5 FTE. This represents a 7% reduction from the FY 2010-2011 staffing level and a 10% reduction from the FY 2009-2010 staffing level of 213 FTE.

CONCLUSION

The City of Foster City, Estero Municipal Improvement District and Community Development Agency have been well managed and are in sound financial condition. This has served the City well in striving to maintain the highest service levels possible during these tough economic times. The City will need to exercise vigilance in its approach to the future beyond FY 2011-2012, and develop over the next several months a detailed action plan to address the structural budget deficit by FY 2013-2014. It is important to note that this City has a long history of being fiscally conservative, the result of wise policy decisions by current and former City Councils and excellent and talented staff that have committed themselves to the City's Mission and Values Statement to serving the community to the best of its ability.

On behalf of all the City employees, we look forward to providing the service levels funded in the Final Budget for FY 2011-2012.

Sincerely,



James C. Hardy  
City/District Manager

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## THE ANNUAL BUDGET PROCESS

Each year, the City undertakes its annual budget process in the context of a forward looking Five Year Financial Plan. The budget development phase begins in January with the preparation of budget instructions by the City Manager and goal setting sessions with the City Council. Through this process the City Council establishes a "Policy Calendar" that identifies goals for the upcoming year. Next, an analysis of future trends, events and issues that will impact City operations and finances over the five year forecast is reviewed to establish a preliminary budget strategy. Potential significant changes in revenues and expenditures are identified. Ultimately, through discussions involving City department staff, the City Manager, and the City Council, a valuable long-range financial and operational vision for the City emerges.

The next step of the budget process involves the development of the City's annual budget. Unlike the "Big Picture" view of the Five Year Financial Plan, the annual budget provides a detailed plan of the City's proposed fiscal operation for the upcoming year. The City's annual budget is prepared on a July 1 to June 30 fiscal year basis. Inasmuch as the annual budget authorizes expenditures to be made, the annual budget process includes development, review, adoption, and monitoring.

The budget process for FY 11-12 started in July 2010 when City departments met to begin the development of a five-year financial plan that would solve a projected budget deficit in the City's General Fund by FY 2013-2014. Staff met with the City Council in a series of public and closed session meetings to receive budget direction from the City Council that culminated in two Budget Study Sessions in November 2010 to develop a

five-year plan to address the structural deficit. Upon the completion of that meeting, as well as a Budget Study Session on January 31, 2011 to establish the Policy Calendar and further budget direction, the City Manager provided budget preparation instructions to his Executive Team. Preliminary information relative to cash flow projections of the Community Development Agency, long-term (10-year) and near-term (5-year) capital improvement project plans, projected water and wastewater rates, and internal services funds operations was prepared and discussed with the City Council in March. Meanwhile, departments prepared their departmental budgets and submitted them to the City Manager for review. Departments met individually with the City Manager to review their service levels and funding needs. The City Manager and his Executive Team then reviewed a five-year forecast of budgeted operating and capital expenditures, along with estimated revenues, to determine that organizational goals would be met in the proposed budget and in light of the multi-year plan to address the General Fund structural deficit. Final recommendations and adjustments were made and the preliminary budget for all funds was prepared for presentation to the City Council.

The full preliminary budget is reviewed in May in a study session, which includes review of City general funds, special revenue funds, enterprise funds, internal service funds, and the Community Development Agency. Prior to June 30, the City Council holds a public hearing on the budget and adopts the final budget by resolution. The adopted budget takes effect on July 1, the first day of the new fiscal year.

After the budget is adopted, the budget is monitored under the City Manager's direction by the Finance Director and the Financial Services Department staff. Revenues are monitored to determine that financial resources are available to meet budgeted objectives. Department managers work to ensure that funds are expended as approved. Adjustments within or between departmental budgets are accomplished on an as-needed basis throughout the year. City Council approval is required for additional appropriations from fund balances or from new revenue sources.

The public is encouraged to participate in every phase of the budget process. All five-year plan and annual budget study sessions, meetings, and public hearings, including the Policy Calendar work session, are open to the public. By attending one or more of the study sessions or public meetings, citizens are able to be active participants in the City's budget process. Citizens can also be a part of the budget process by communicating their priorities to Councilmembers for inclusion in the budget process.

# **FISCAL YEAR 2011-2012 ANNUAL BUDGET FIVE YEAR FINANCIAL PLAN BUDGET CALENDAR**

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## **November 29 (Monday) and November 30 (Tuesday) Study Sessions at 5:30 p.m.**

- Review of Three-Year Plan to Balance the General Fund Budget by FY 2013-2014

## **January 31 (Monday) Study Session at 5:30 p.m.**

- Mid-year Financial Review for FY 2010-2011
- Policy Direction Regarding Preparation of FY 2011-2012 Annual Budget and Five-Year Financial Plan
- Review Non-profit Agencies Funding Process and any other Special Reports

## **February 7 (Monday) Regular City Council Meeting at 6:30 p.m.**

- Review of Comprehensive Annual Financial Report (CAFR) for FY 2009-2010

## **March 28 (Monday) Study Session at 5:30 p.m.**

- Review of Capital Improvement Projects, development of a long-term CIP funding plan
- Review of Enterprise Funds, Internal Services Funds; and, Community Development Agency Funds, including Tax Increment Projections
- Review Analysis of Water and Wastewater Rates for FY 2011-2012
- Review other Special Reports

## **May 9 (Monday) and 10 (Tuesday) Study Session at 5:30 p.m.**

- Review of Five-Year Financial Plan, Review of Preliminary FY 2011-2012 Budget (All Funds)
- Proposed Changes for Fees and Charges

## **June 6 (Monday) Study Session at 5:30 p.m.**

- Presentation of Funding Requests from Non-profit Agencies

## **June 6 (Monday) Regular City Council Meeting at 6:30 p.m.**

- Budget Public Hearing and Follow-up from All Prior Budget Study Sessions
- Public Hearing and Adoption of Water and Wastewater Rates for FY 2011-2012
- Public Hearing and Adoption of Master Fee Schedule for FY 2011-2012

## **June 20 (Monday) Regular City Council Meeting at 6:30 p.m.**

- Adoption of FY 2011-2012 Budget

## **June 30 (Wednesday)**

- FY 2010-2011 Budget and Five-Year Financial Plan Printed, Distributed and Posted Online

## GLOSSARY OF BUDGET TERMS

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**Account** - A separate financial reporting unit for budgeting, management or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.

**Adopted Budget** - Revenues and appropriations approved by the City Council in June for the following July 1 through June 30 fiscal year.

**Allocated Costs** - An expense charged by one department/division to another for services performed or expenditures of a general nature which are charged to one main account and allocated to other departments/divisions by a specified formula.

**Appropriation** - An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

**Assessed Valuation** - The value of property against which a tax is levied. Valuations are established by the County Assessor and reflect a percentage of the true or market value of a property.

**Bond** - The written evidence of the debt issued by the government entity (City, District, Community Development Agency, etc.). It bears a stated rate of interest and maturity date on which a fixed sum of money plus interest is payable to the holder.

**Budget** - A financial plan for a specific period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

**Budget Amendment** - A legal procedure utilized by the City Manager or City Council to revise a budget appropriation. Adjustments to expenditures within or between departmental budgets may be accomplished administratively by the City Manager. City Council approval is required for additional appropriations from fund balance or new revenue sources.

**Budget Deficit** – Generally, defined as the amount by which a fund's spending exceeds its income over a period of time. Specifically, it is the sum of expenditures and transfers out that exceed the sum of revenues, transfers in and other adjustments. It is normally determined as a result of a quarterly review.

**Budget Guidelines** - Guidelines developed by the City Manager, in consultation with the City Council, that describe the budget environment – e.g. revenue expectations and policy emphasis - for the forthcoming year; departments make their budget requests on the basis of the guidelines.

**CAFR** - Comprehensive Annual Financial Report containing audited financial statements and related materials.

**Capital Assets (fixed assets)** - Things the local government owns that cost a considerable amount of money and are intended to last a long time – for example, buildings, land, roads, bridges and sewer and water systems.

**Capital Improvement Program** - A plan for capital expenditures to provide for the acquisition, expansion or rehabilitation of an element of the City's physical plant to be incurred over a fixed period of several future years.

**Capital Outlay** - Expenditures relating to the purchase of equipment, land and other fixed assets which usually occur in a single fiscal year.

**Cash Flow** - A cash budget that projects the inflow, outflow, and net balance of cash reserves on a daily, weekly and monthly basis.

**Cost Recovery** - The establishment of user fees that are equal to the full or partial cost of providing services.

**Debt Service** - Principal and interest paid on bonds and notes.

**Department** - A major administrative segment of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. (e.g. Public Works Department)

**Division** – An area of activity organized as a functional unit within a department. (e.g. Engineering, Water Operations and Street & Lagoon Maintenance Divisions within the Public Works Department)

**Encumbrances** - A budgetary technique for recording unperformed contracts for goods and services. Use of encumbrances restricts the balance in each fund so that total commitments (expenditures plus encumbrances) will not exceed appropriations.

**Enterprise Funds** – Funds used to account for business-like operations of a governmental agency that are funded by customer services charges. The enterprise funds include Water Utility operations, Sewer Utility operations, and the Foster City Connections Shuttle.

**Expenditure** - Utilization of fund resources. Expenditures include operating expenses, debt service and capital outlays.

**Expenditure Category** - A basis for distinguishing types of expenditures. The major expenditure categories used by the City are employee services, services and supplies, internal service charges, capital outlay and reallocations.

**Fiscal Year** - A twelve-month time period signifying the beginning and ending period for recording financial transactions. The City has specified July 1 through June 30 as its fiscal year.

**Fund** - A set of separate, self balancing accounts to account for resources that are used for a specific purpose based on regulations or limitations.

**Fund Balance** - The net worth of a fund, which is the difference between the assets and liabilities of a fund at any given point in time.

**General Fund** - The fund used to account for the major operating revenues and expenditures of the City, except for those financial resources required to be accounted for in another fund category. General Fund revenues are derived primarily from property and other taxes. This fund is the most flexible but also the most vulnerable to economic influences.

**Goal** - Broad mission statement that defines the purpose of a department, based upon the needs of the community.

**Grant** - A payment of money from one governmental unit to another, from a governmental unit to a not-for-profit agency or from a private foundation to a governmental agency. Grants are often earmarked for a specific purpose or program.

**Infrastructure** - Basic public investments such as streets, storm drains, water and sewer lines, streetlights and sidewalks.

**Interest** - The amount paid for the use of money.

**Interfund Transfer** - The transfer of money from one fund to another in a governmental unit. Interfund transfers usually have to be approved by the governing body and are normally subject to restrictions in state and local law.

**Internal Service Funds** - A series of funds used to account for the services provided by one department to other departments on a cost reimbursement basis.

**Interim Financial Reports** - Quarterly or monthly comparisons of budgets with actual revenues and expenditures to date. These reports provide decision-makers with an early warning of potential expenditure overruns or revenue shortfalls.

**Line Item Budget** - A budget format in which departmental outlays are grouped according to the items that will be purchased, with one item or group of items on each line.

**Notes** - Short term promises to pay specified amounts of money, secured by specific sources of future revenue.

**Objective** - Desired output-oriented accomplishments that can be measured and achieved within a given time frame.

**Operating Budget** - A financial plan for the provision of direct service and support functions that provide basic governmental services. The operating budget contains appropriations for such expenditures as employee services, services and supplies, internal service charges, capital outlay and reallocations.

**Principal** - The face amount of a bond which the issuer promises to pay at maturity.

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing an objective.

**Public Hearing** - An open meeting which provides citizens with an opportunity to voice their views on the merits of proposals.

**Reserve** - An account used to designate a portion of the fund balance for a future use and is, therefore, not available for general appropriation.

**Resolution** - A legal and public declaration by the City Council of intent, policy or authorization.

**Revenue** - Increases in fund resources. Revenues include income from user fees, taxes, permits and other sources.

**Revenue Bond** - A bond on which the debt service is payable solely from the revenue generated from the operation of the project being financed.

**Special Revenue Fund** - A fund used to account for revenues legally earmarked for a particular purpose.

**Subsidy** - Supplemental resources provided to ensure adequate funding when anticipated expenditures exceed revenues.

**Tax Rate** - The amount of tax levied for each \$100 of assessed valuation.

**User Fees** - Fees charged to users of a particular service provided by the City.

# STRUCTURE OF THE CITY'S, DISTRICT'S AND CDA'S FINANCES

Funds are the basic accounting and reporting entities in governmental accounting. The fund types that comprise the 2010-2011 budget are grouped into three major categories, Governmental Funds, Proprietary Funds, and Account Groups. The purpose of the various funds within each category is described below:

## GOVERNMENTAL FUNDS

### GENERAL FUND

The General Fund is used to account for all revenue and expenditures necessary to carry out basic governmental activities of the City/District that are not accounted for through other funds. For the City/District, the General Fund includes such activities as police, fire protection, planning, building inspection, engineering, recreation and community services, public works operation and maintenance, legal and administrative services and local maintenance districts.

### SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for revenues that are restricted by law or administrative action to expenditures for specified purposes. Special Revenue Funds used by the City/District are listed below:

*Traffic Safety Fund:* Revenues received by the City as its share of fines generated from violations of the State Motor Vehicle Code. Expenditure of these funds is restricted to traffic safety programs.

*Measure A Fund:* Revenues generated by a special one half cent sales tax that was approved by the voters of San Mateo County in 1988 and subsequently reauthorized by voters in 2004 for a period of an additional 25 years up to December 31, 2034. Expenditure of these funds is restricted to engineering construction and maintenance of City/District streets and transportation-related purposes.

*Gas Tax Funds (2105-2107.5; 2103):* Revenues apportioned to the City from State-collected gasoline taxes. Expenditure of these funds is restricted to engineering, construction and maintenance of City streets.

*Measure M:* Revenues generated by a special \$10 registration fee for each vehicle registered in San Mateo County for a period of 25 years that was approved by the voters of San Mateo County in November 2010. Expenditure of these funds is restricted to congestion mitigation programs (including roadway maintenance, pothole repairs, and traffic congestion management) and pollution mitigation programs (water pollution prevention).

*Park-In-Lieu Fees Fund:* Revenues received from residential property developers with which the City has negotiated fees, under the provisions of state law. Expenditure of these funds is restricted to improvements of local parks and recreation amenities that benefit residents of the new development.

*SLESF/COPS Grant Fund:* Revenues received from the State of California. Expenditure of these funds is restricted to funding personnel, equipment and program operating expenses associated with supplemental law enforcement

services such as anti-gang and community crime prevention programs, as well as traffic safety initiatives.

*CLEEP Grant Fund:* Revenues from the California Law Enforcement Equipment Program (CLEEP). Expenditure of these funds is restricted to the purchase of equipment that will improve Police services.

*CalOpps.org Fund:* Revenues and expenditures associated with a City-created a public sector recruitment and applicant tracking website for the benefit of public employers. Expenditure of these funds is restricted to programs and services associated with the activities of this endeavor.

*Proposition 42 Transportation Funds:* Revenues dedicated by the voters of California from sales tax on gasoline to state and local transportation programs. Expenditure of these funds is restricted to capital projects associated with maintenance of local roads.

*Foster City Foundation:* The Foundation is a separate 501(c)(3) non-profit corporation which allows individuals and organizations to donate funds on a tax-deductible basis for the benefit of the residents of Foster City. The City is the administrator of those funds, which are donated for specific purposes by donors to fund various City programs, services, and/or improvement projects.

*Foster City CDA Affordable Housing Reimbursement Agreement:* Revenues provided under the terms of an Affordable Housing Reimbursement Agreement between the City and the Agency, the purpose of which is for the City to administer affordable housing programs on the Agency's behalf, funded from net available tax increment from the Agency's project areas dedicated to low- to moderate-income housing programs.

*Foster City CDA Cooperative Services Agreement:* Revenues provided under the terms of a Cooperative Services Agreement between the City and the Agency, of which a primary purpose is for the City to act on the Agency's behalf to liquidate the provisions of a Settlement Agreement between the Agency and the San Mateo Union High School District with a stipulated payment schedule from tax increment generated by the Agency's Project Area One.

## **CAPITAL PROJECTS FUNDS**

Capital Projects Funds are used to account for resources used for the acquisition and construction of capital facilities or major capital equipment, except for capital facilities financed by proprietary fund types. Capital Project Funds used at the City/District are listed below:

*City Capital Projects Fund:* Revenues from City sources are used for development, construction or acquisition of approved capital projects funded by certain general obligation bonds, the sale of property, or other unrestricted revenue sources of the City.

*Foster City CDA Public Improvements Reimbursement Agreement:* Revenues from the property tax increments and City loan proceeds are used for further development under the terms of a Public Improvements Reimbursement Agreement between the City and the Agency.

## **PROPRIETARY FUND TYPES**

### **ENTERPRISE FUNDS**

Enterprise Funds are used to account for City/District operations that are financed and operated like private business enterprises. Use of this type of fund permits user charges to

finance or recover the cost of providing the enterprise's services to the general public on a continuing basis.

Enterprise Funds used at the City/District are listed below:

*Water Enterprise Funds:* Activities associated with providing water services including construction and maintenance of water distribution systems. There are four funds associated with the Water Enterprise:

- *Water Revenue* – Accounts for all of the revenues and the operational and maintenance expenditures associated with the retail sale of water to customers.
- *Water Reserve* – A fund that reserves 25% of annual budgeted operating expenditures as dictated by Estero Municipal Improvement District Board policy.
- *Water Rate Balancing Fund* – In FY 2006-2007 the District Board implemented a 10-year Rate Smoothing model to even out the rate increases necessary to pay for the anticipated wholesale water rate increases from the San Francisco Public Utilities Commission's Water System Improvement Project. Excess revenues are transferred from the Water Revenue fund to fund the balancing account, with the remainder transferred to the Capital Investment Water fund.
- *Capital Investment Water* – Captures funds that are spent towards capital improvements to the Water system, funded through monies collected from ratepayers that go towards current or future capital improvement projects.
- *Water Equipment Replacement* – Equipment replacement, acquisition and funding from water

revenues for replacement of equipment supporting water operations.

*Wastewater Enterprise Funds:* Activities associated with wastewater collection and treatment including construction of wastewater treatment plant facilities (shared with the City of San Mateo). There are four funds associated with the Wastewater Enterprise:

- *Wastewater Collection System (Sewer) Revenue* – Accounts for all of the revenues and the operational and maintenance expenditures associated with the wastewater collection system and treatment activities.
- *Wastewater Collection System (Sewer) Reserve* – A fund that reserves 25% of annual budgeted operating expenditures as dictated by Estero Municipal Improvement District Board policy.
- *Capital Investment Wastewater Collection System (Sewer)* – Captures funds that are spent towards capital improvements to the Wastewater Collection (sewer) system, funded through monies collected from ratepayers that go toward current or future capital improvement projects.
- *Wastewater Equipment Replacement* – Equipment replacement, acquisition and funding from wastewater revenues for replacement of equipment supporting wastewater operations.
- *Wastewater Expansion* – Accounts for collection of wastewater system expansion fees for vacant parcels representing new developments that will be connected to the system. Funds are transferred to the Capital Investment Fund (above) where they are spent on

Wastewater Collection (sewer) system expansion capital projects.

*Shuttle Fund:* Activities associated with an intracity shuttle to relieve traffic congestion in Foster City and to serve residents and businesses.

### **INTERNAL SERVICE FUNDS**

Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments on a cost reimbursement basis. Internal Service Funds used at the City/District are listed below:

*Vehicle Replacement Fund:* Vehicle replacement, acquisition and maintenance service charges and the related billings to various departments.

*Equipment Replacement Fund:* Equipment replacement, acquisition and the related billings to various departments for non-Enterprise fund assets.

*Self-Insurance Fund:* Charges to the various departments for general liability and property insurance premiums, defense costs and related administrative costs.

*Information Technology Fund:* Information technology-related acquisitions, maintenance service charges and the related billings to various departments.

*Building Maintenance Fund:* Management, maintenance, janitorial service, and some capital replacement for all City/District buildings and building-related equipment.

*Longevity Recognition Benefits Fund:* Benefits paid to retired employees in accordance with benefit plans approved in labor contracts and/or compensation and benefits plans, funded by

charges to operating departments based on salary costs and investment earnings.

*PEMHCA Benefits Plan Fund:* Benefits paid on behalf of retirees participating in the CalPERS' Public Employees' Medical and Hospital Care Act (PEMHCA) medical benefits plan.

### **COMMUNITY DEVELOPMENT AGENCY FUNDS**

The Community Development Agency's funds are broken out into the following areas:

#### **PROJECT AREA ONE FUNDS**

The following funds have been established to account for the activities associated with the project area established in the original Plan of the Agency in 1981.

*General Fund – Project Area One:* All non-housing related expenditures, including debt service payments to the City on the outstanding loan balance, are paid for out of this fund, which is funded by excess tax increments available from the Special Fund after bonded indebtedness obligations are met. This fund was closed out as of June 30, 2011 as the Project Area One reached its tax increment cap during FY 2010-2011, with residual assets transferred to the Foster City CDA Public Improvements Reimbursement Agreement and the Foster City CDA Cooperative Services Agreement Fund.

*Housing Fund – Project Area One:* All housing tax increment revenue is deposited into this fund annually. All housing related activities in Project Area One are paid for out of this fund. This fund was closed out as of June 30, 2011 as the Project Area One reached its tax increment cap during FY 2010-2011, with

residual assets transferred to the Foster City CDA Affordable Housing Reimbursement Agreement Fund.

### **MARLIN COVE FUNDS**

The following funds have been established to account for the activities associated with the redevelopment of the Marlin Cove Shopping Center as a multi-use project area established in 1999.

*General Fund – Marlin Cove:* All non-housing related tax increment revenues and expenditures associated with this project area are accounted for in this fund.

*Housing Fund – Marlin Cove:* All housing related tax increment revenues and expenditures, including transfers from excess Marlin Cove General Fund tax increment revenues as allowed by law, associated with this project area are accounted for in this fund.

### **HILLSDALE/GULL FUNDS**

The following funds have been established to account for the activities associated with the redevelopment of the old Port O' Call Shopping Center as a multi-family housing project area established in 1999.

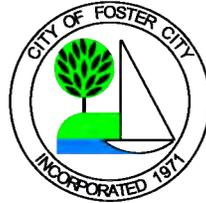
*General Fund – Hillsdale/Gull:* All non-housing related tax increment revenues and expenditures associated with this project area are accounted for in this fund.

*Housing Fund – Hillsdale/Gull:* All housing related tax increment revenues and expenditures, including transfers from excess Project Area One Housing Fund tax increment revenues as allowed by law, associated with this project area are accounted for in this fund.

CITY OF FOSTER CITY  
ESTERO MUNICIPAL IMPROVEMENT DISTRICT

# **FIVE YEAR FINANCIAL PLAN**

## **For the Five Years ended June 30, 2016**



### **CITY COUNCIL/DISTRICT BOARD**

Linda Koelling, Mayor / President  
Art Kiesel, Vice Mayor / Vice President  
Charlie Bronitsky  
Pam Frisella  
Rick Wykoff

### **SUBMITTED BY THE CITY/DISTRICT MANAGER**

James C. Hardy

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# FOSTER CITY COMMUNITY PROFILE

## Location

Foster City is located midway between San Francisco and San Jose on the western shoreline of the San Francisco Bay, east of U.S. 101, which provides convenient access to the San Francisco Airport and San Francisco to the north and Santa Clara County to the south. The City is bisected by State Route 92 (the J. Arthur Younger Freeway), which runs between Half Moon Bay to the west and Highway 880 to the east via the San Mateo-Hayward Bridge. The City encompasses 12,345 acres, of which 9,726 acres are part of San Francisco Bay and Belmont Slough, and 2,619 acres are land area.

## History

Foster City had its beginning as reclaimed marshlands devoted to dairy farming and evaporation ponds. At the turn of the 20<sup>th</sup> century, the approximately 2,600 acres of tidal marshes now occupied by Foster City were owned by Frank Brewer, and the land was called Brewer Island. Brewer eventually sold his land to the Leslie Salt Company and Schilling Estate Company.

During the late 1950's, T. Jack Foster, in association with Bay Area developer Richard Grant, purchased an option to acquire Brewer Island for the development of a complete community. In 1960, the California Legislature created the Estero Municipal Improvement District (EMID), the state's first such public agency. The District was granted most of the governing powers associated with an incorporated municipality, except the powers to zone and approve development and certain

police powers. A board of three directors representing the two landowners governed the District.

Because San Mateo County retained the authority to approve development permits, T. Jack Foster prepared a master plan for the development of Brewer Island (Foster City) and submitted it to the County in 1961. The plan envisioned a self-contained community with a variety of housing types, waterfront lots and parks, an internal lagoon for drainage and public recreation, marinas, offices, stores, industry, and public services. The ultimate "buildout" was to include 11,000 housing units and a population of approximately 35,000. The Town Center, to be focused on an interior lake, was to include a combination of community and regional commercial services, offices, government agencies, entertainment establishments, and parks.



One of the more difficult aspects of the plan for the City was how to handle drainage in an area that was basically flat and at sea level. The engineering firm of Wilsey and Ham developed a plan to raise the surface level of the island four to five feet and to dig a central drainage basin area that also would serve as a runoff storage area. This drainage basin is now the Foster City Lagoon.

The County Board of Supervisors approved the Foster City plan in 1961, and groundbreaking for the first reclamation and development projects took place in August. Due to the extensive fill, compaction, and construction of facilities that had to precede any building, three years passed before the first homes were completed.

The Estero Municipal Improvement District was authorized to issue \$82,130,000 in bonds in order to finance the improvements necessary for development of Brewer Island (of which \$78,437,000 was issued). The bonds provided enough funding to build the lagoon, water system, sewer system, roads, bridges, and other necessary improvements.

By the end of 1964, 200 families had moved into Foster City. By 1966 the community had grown to 5,000 residents. The first public buildings constructed included the Corporation Yard in the early 1960's and the Public Safety Building (the former Fire Station) in 1965.

As the City developed, residents came to realize that their lack of representation on the EMID Board made it difficult to affect Board decisions on development and taxation issues. In early 1967 residents reached a compromise with T. Jack Foster and Sons to introduce legislation increasing the Board's size from three to five. Foster City residents would elect the two new directors. The legislation also contained a provision for

eventual transition of the Board to full citizen representation by 1970, a year prior to the statutory deadline. At that time, the EMID Board began incorporation proceedings.

Foster City was incorporated in April 1971, with the newly elected City Council assuming the powers of the EMID Board. Nearly seven years after the first families moved to Foster City, residents gained full control over municipal governance.

In 1972 the City opened a new City Hall. In 1974, the Recreation Center opened in Central Park (now Leo J. Ryan Park) on the shores of the Lagoon. In 1976 the fourth and last of the bridges crossing the Foster City lagoon system was completed and it was named the Bicentennial Bridge. The Foster City Community Development Agency was formed in 1981 to assist the growth of the City. A new Police Station located at 1030 East Hillsdale Boulevard was dedicated in March 1985. The Recreation Center was remodeled and expanded in 1997. A new Library/Community Center building was also completed in 1997. The new Government Center with Fire Station, City Hall, and an addition to the Police Station was completed December 2002. The new Council Chambers was completed November 2003. The Teen Center (Vibe) moved from a temporary building to a permanent home by the Recreation Center in 2009.

### ***Government Services***

The Estero Municipal Improvement District, the City of Foster City, and the Foster City Community Development Agency provide governmental services to the citizens of Foster City. The members of the City Council serve as the policy-making body for all three governmental agencies. City voters elect Council members to staggered terms of four years each. The City Council meets regularly on the first and third Mondays of

each month at 6:30 p.m. in the Council Chambers at 620 Foster City Boulevard and may call additional special meetings. These meetings are televised on the City's government access station, FCTV Comcast Channel 27 or ATT Channel 99. All meetings of the City Council, Planning Commission and any committees are open to the public except when certain personnel matters and legal items are discussed.



Figure 2: Foster City Government Center

The City Council has appointed one commission, five standing committees and one ad hoc task force to advise it on matters of special interest:

- Ad Hoc Environmental Sustainability Task Force
- Audit Committee
- Information Technology Advisory Committee
- Parks and Recreation Committee
- Planning Commission
- Traffic Review Committee
- Youth Advisory Committee

### City of Foster City

Foster City was incorporated on April 27, 1971 and is a general law city as established by the California Government Code, Section 34102. It uses the Council-Manager form of

government. A City Manager is appointed by and responsible to the City Council to serve as Chief Administrative Officer overseeing personnel, developing the budget, proposing policy objectives, and implementing policies and programs adopted by the City Council. Nine departments report to the City Manager, which include:

- Five line departments, so-called because they provide direct services to the public: Community Development, Fire, Parks and Recreation, Police, Public Works; and
- Four support departments, which primarily serve to support the efforts of the line departments: City Manager, City Clerk, Financial Services and Human Resources.

### Estero Municipal Improvement District

As described in the History section, the Estero Municipal Improvement District (EMID) was created in 1960 and granted most of the governing powers associated with an incorporated municipality. EMID sold bonds to finance the major improvements needed for development of the City. EMID provides water and sewer service to Foster City and water service to Mariner's Island and is a separate legal entity with the City Council serving as its Board of Directors. The last of the EMID bonds was paid off on August 1, 2007.

### Community Development Agency

While Foster City has historically been a bedroom community, the City has made an effort to broaden its tax base and provide a more balanced mix of uses. A substantial amount of commercial and light industrial development has taken place in recent years, although residential growth has also continued. This commercial growth has been assisted by the

creation of the Community Development Agency (CDA) and the adoption in 1981 of a redevelopment plan and program, called the "Community Development Project Area." The City Council serves as the Agency's Board of Directors.

Construction was completed in 2002 on two new project areas that were added in 1999: the Marlin Cove and Hillsdale/Gull Redevelopment Project Areas. These redevelopment projects alleviated blighted conditions and provided 439 units of needed housing.

The Community Development Agency receives funding from a "tax increment" portion of the property tax. Pursuant to California Redevelopment Law, the tax increment is the increase in property taxes after the year the Project Area was established. The tax increment is distributed to the Community Development Agency and other agencies, subject to negotiated agreements. The Agency is obligated to spend a minimum of 20% of the tax increment funds it receives on affordable housing. The original Project Area had a tax increment cap of \$170 million, which was reached in FY 2010-11. The CDA will no longer receive tax increment from the original Project Area, but will continue to receive tax increment from the Marlin Cove (through 2029) and Hillsdale/Gull (through 2017) project areas.

## ***Cultural***

The Parks and Recreation Department sponsors a very popular annual Summer Concerts in the Park series. I also oversees a range of activities such as workshops, contests, concerts, and monthly showings in the Museum Gallery located in the Foster City Recreation Center, 650 Shell Boulevard.

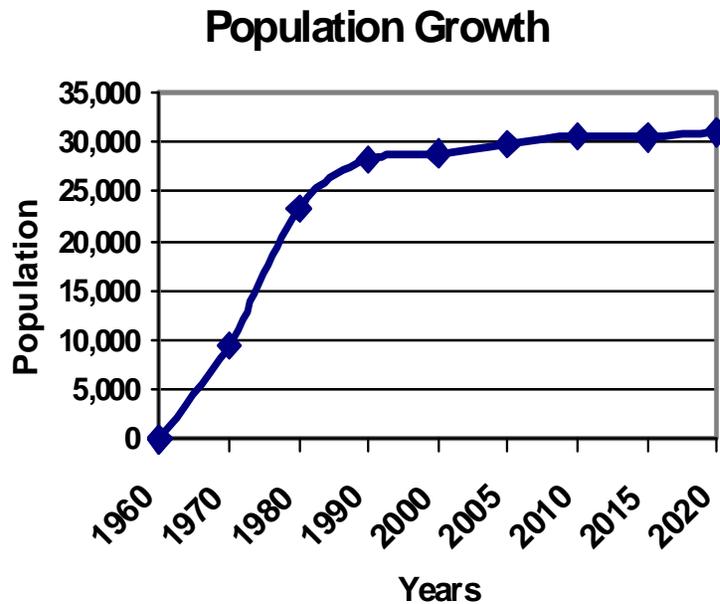
The Foster City Library, a branch of the San Mateo County Library, is located in the Civic Center complex at 1000 East Hillsdale Boulevard. This library building includes 18,500 sq. ft. of library space and a 9,000 sq. ft. Community Center.

The City is one of the sponsors of two annual community events: the Fourth of July Celebration and the Arts and Wine Festival. The Fourth of July Celebration is an all-day event co-sponsored by the Lions Club that includes fireworks, family games, food, demonstrations, and other activities. The Arts and Wine Festival is held the first weekend after Memorial Day and is co-sponsored by the Foster City Chamber of Commerce and the Rotary Club. The Festival includes carnival, midway games, demonstrations, arts and crafts, a talent show and other events.

## ***Population***

Foster City was virtually undeveloped in 1961 but experienced major growth in the 1970's and grew at a slower pace during the 1980's and 1990's. The City's population was determined to be 30,567 by the 2010 US Census.

The original Master Plan estimated a population at buildout of 35,000. Projections 2007 published by the Association of Bay Area Governments projects a population of 30,500 in 2015 and 31,000 in 2020.



## Housing

In late 2002, the 439 new multi-family units included as part of the redevelopment of Marlin Cove and Hillsdale/Gull (Miramar Apartments) were completed. As of 2005, Phase III of Promontory Point (East Hillsdale Blvd./Promontory Lane) was completed and added 31 housing units bringing the total number of units in the City to 12,480. Remaining housing growth will come through redevelopment of existing sites with new housing. The Pilgrim-Triton Master Plan was approved in 2008 to include up to 730 new housing units. The Specific Development Plan/Use Permit for 300 units in Phase I was approved in FY 2009-2010. Construction plans for Phase 1 were submitted and approved in FY 2010-2011.



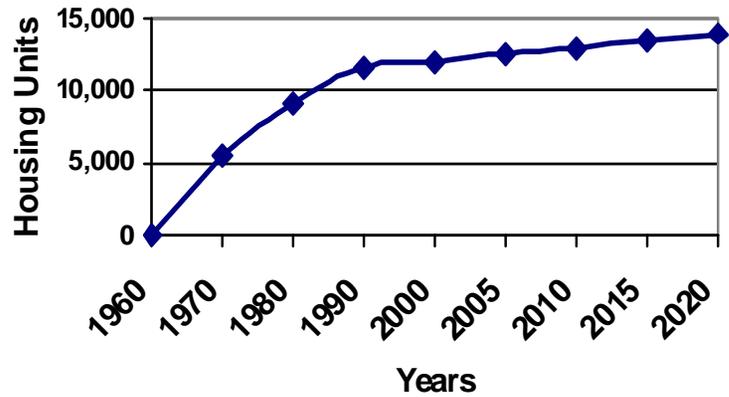
Figure 3: Miramar Apartments (Port O'Call)



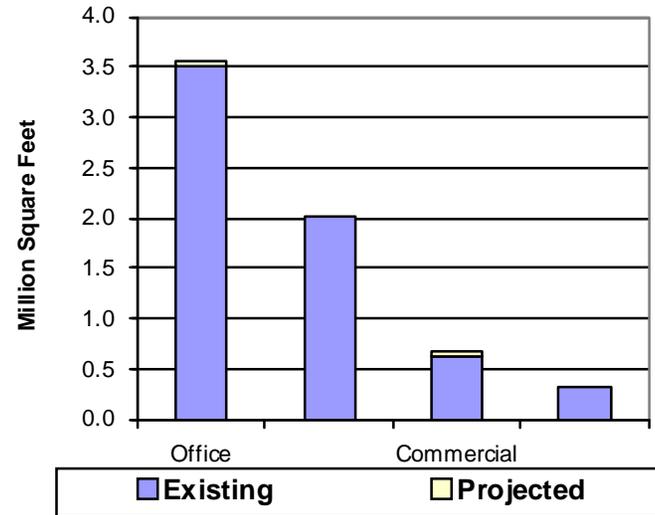
Figure 4: Marlin Cove Apartments

No new housing units were completed in 2010. Additional housing units are called for in the Housing Element in order to provide the City's share of the region's housing needs. The City adopted a revised Housing Element of the General Plan in February 2010 that identifies potential housing sites in order to meet the state requirements to plan for meeting the City's share of the region's housing needs for the planning period of 2007-2014.

**Historic & Projected Housing Unit Growth**



**Non-Residential Uses (million sq. ft.)**



**Land Use**

The benefits of providing a balance of land uses that serve a wide range of community needs have been recognized since the first Foster City Master Plan. Although construction during the early years of Foster City was largely residential, the City has actively pursued commercial and light industrial development over the past fifteen years to achieve a more balanced mix of uses. Commercial, office, and industrial development provide a healthy and stable tax base as well as job opportunities within the City.

Existing non-residential building stock includes 3.3 million sq. ft. of office, 2.0 million sq. ft. of industrial/research and development, 0.6 million sq. ft. of commercial and 509 hotel rooms.

The amount of office development is expected to increase over the next several years as older properties are redeveloped and the few remaining vacant sites are developed. The Pilgrim-Triton Master Plan that was approved in 2008 will, in phases, demolish about 296,000 sq. ft. of existing buildings on a 20-acre site and construct 296,000 sq. ft. of new office/commercial space and up to 720 housing units.

Also planned are new semi-public buildings as part of the North Peninsula Jewish Center (140,000 sq. ft.). The North Peninsula Jewish Center's Use Permit was approved in June 2000 and construction on Phase I buildings was completed in May 2004.



Figure 5: North Peninsula Jewish Campus

In February 2010, the City approved the expansion of the 40-acre Gilead campus to add about 570,000 net new square feet of offices and labs. The City is currently considering the Chess-Hatch Office Project that would demolish about 190,000 sq. ft. of office/warehouse and replace it with up to 850,000 sq. ft. of office.

## Shopping

After the redevelopment of the old Port O' Call Shopping Center with the Miramar Apartments, Foster City now has six retail shopping areas: four neighborhood commercial centers (Edgewater Place, Marlin Cove, Charter Square and Beach Park Plaza) and two more regional-serving areas: The Marketplace along East Hillsdale Boulevard and the area along Metro Center Boulevard that includes Costco Wholesale and Orchard Supply Hardware.

A small amount of additional retail (17,000 sq. ft.) has been provided on the first floor of the Parkside Towers development at the corner of Shell and East Hillsdale Boulevards. An additional 17,000 square feet of retail will be included in Phase I of the Pilgrim-Triton Project.

## Jobs

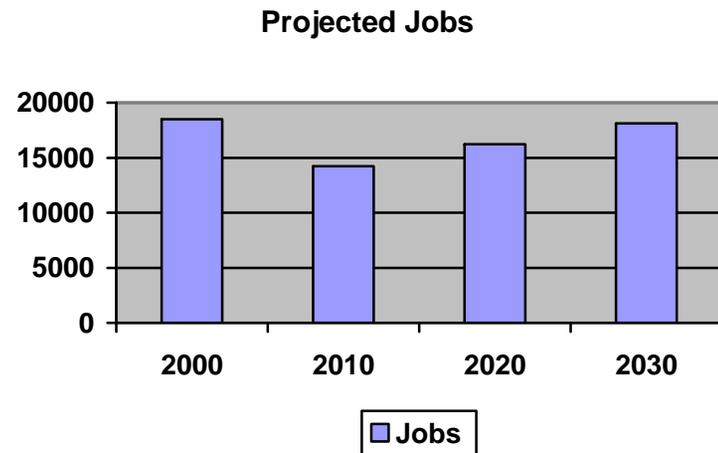
During the initial stages of Foster City's development, new growth was mainly residential or residential-serving in nature.

Since 1980, several major commercial and industrial developments have been completed, adding a substantial daytime work force population to the City and providing employment opportunities to Foster City residents. The largest employers as of April 2011 are indicated in the accompanying table.

<u>Largest Employers</u>	<u>No. of Employees</u>
VISA / Innovant	5,700
Gilead Sciences	1,600
Life Technologies	1,600
Sony Computer Entertainment America	800
Electronics For Imaging	600
IBM, Inc.	400

Source: Foster City Chamber of Commerce, 2011

Projections 2009 by the Association of Bay Area Governments noted a decrease in jobs between 2000 and 2005 and then projects increases in the number of jobs, from 14,230 in 2005 to 16,220 in 2020.



Source: Projections 2009, Association of Bay Area Governments

## ***Education***

The community is served by various private and public educational facilities. From a public education perspective, Foster City is served by the San Mateo-Foster City School District (elementary), the San Mateo Union High School District (high school), and the San Mateo Community College District (community college). There are six private preschools, three public and three private elementary schools, one private and one public middle (junior high) school in the city limits. High school students have the opportunity to attend one of the six public high schools in the District, as well as a variety of private high school institutions in the nearby area. The elementary schools and high schools serving Foster City youth continue to rank in the top quartile in educational achievement statewide. Finally, there are a variety of public and private colleges and universities within 40 miles of Foster City.

## ***Recreation***

Foster City prides itself on the wealth of recreational amenities and activities provided to the community. Foster City has one of the highest ratios of park acreage to population in the nation, boasting more than 100 acres of park and open space land including bike paths, dog exercise areas, a lighted softball field, soccer and youth baseball fields, tennis courts, basketball courts, picnic facilities, and a wildlife refuge. Leo J. Ryan Park, encompassing eight acres overlooking Central Lake, is home to the gazebo, amphitheater, stage area, and the William J. Walker Recreation Center. The City completed a major renovation of the Leo J. Ryan Park in 2005.

The City's lagoon system offers more than 200 acres of surface area, winding five miles throughout the City, for sailboat and windsurfing enthusiasts.

The City's Parks and Recreation Department offers a wide variety of classes year-round – from morning preschool programs to creative arts, sports, and fitness programs for children, teens, adults and seniors. The Senior Center offers a variety of programs geared specifically for seniors. "The Vibe" Teen Center hosts activities for the youth, including a skateboard park. Finally, two bocce ball courts round out the amenities provided at the Recreation Center campus.

Active sports enthusiasts can join any number of organized team sports, including basketball, softball, soccer and volleyball.

Finally, the City offers over 25,000 square feet of meeting space at its Recreation Center and Community Center that is available for lease to the public.

# FIVE-YEAR FINANCIAL FORECAST (FY 2011-2012 to 2015-2016)

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The City has prided itself in prudently managing its financial resources through long-term financial strategies and conservative financial decisions. By exercising stewardship and long-range financial planning, the City has managed to be debt free and build-up healthy reserves in its General Fund, Capital Improvement Funds, Internal Service Funds, and in its Enterprise operations.

At June 30, 2007, just as one of the worst economic recessions hit the nation, state, and the San Francisco Bay Area, the City had \$17.8 million in General Fund reserves, or nearly 66% of its annual operating expenditures. Four years later the City approaches FY 2011-2012, the City expects to start the next five years with \$19.4 million in reserves, or 63% of its annual operating expenditures. During this time, the City has been able to fully fund its post-employment benefit obligations other than its pension plans, its equipment replacement funds, has paid off all outstanding bonds to become debt free, and has begun to set aside funds towards its long-term capital improvement needs. In short, Foster City is in a comparatively strong financial position as it enters its next five year financial plan.

However, the City Council and staff of the organization will face critical fiscal decisions in order to maintain General Fund reserves above its minimum reserve policy of 33% of annual operating expenditures. The City faces a structural deficit of \$2.8 million that, based upon City Council direction, needs to be cured by FY 2013-2014. This structural deficit exists even after the City has taken steps in FY 2011-2012 to reduce the structural deficit by \$2.15 million with approximately \$2 million

in expenditure reductions, and nearly \$150,000 per year in enhanced revenues.

The nation's unemployment rate as of May 2011 was 9.1%, while California's unemployment rate for April 2011 was 12.1%. While unemployment has reduced by nearly 0.6% since the prior year, economic recovery is slow, and this is being noted at the state and local level.

The State of California has struggled to pass budgets the past four fiscal years. The State has sought to balance part of its budgetary woes on the back of cities and redevelopment agencies, and through various accounting gimmicks rather than through systemic fixes to its ongoing deficit. Governor Brown is currently attempting to fix the state budget through expenditure cuts and recommended tax extensions to fund remaining services. Proposition 25, passed by voters in November 2010, allows the state to pass a budget with a simple majority. However, revenue enhancements still require a 2/3 vote of the Legislature. Proposition 22, passed by voters in November 2010, prevents the state from raiding city and redevelopment agency revenues. Nevertheless, the state continues to seek ways to shift responsibilities for government services to the local level and has proposed the elimination of redevelopment agencies.

At the local level, the recent trend of deteriorating revenues has slowed or reversed itself in certain situations. Nevertheless, the City has yet to see any significant growth in its revenue streams.

- Property Taxes: The subprime mortgage meltdown of 2008 triggered this recession. Home prices declined nearly 15% from 2007 levels, and showed gains through 2009. However, the median home price in Foster City in calendar year 2010 fell by 1.6% from the prior year. Home sales have slowed in FY 2010-2011. Property tax appeals filed by property owners through May 31, 2011 place nearly \$616 million in assessed value at risk, much of which is in commercial real estate. Property tax revenue growth is at historic lows.
- Sales and Use Tax: Sales taxes have fallen slightly in FY 2010-2011 from the prior year, yet have shown signs of slight recovery in the past six months.
- Transient Occupancy Taxes: Transient occupancy taxes have increased 10% due primarily to higher occupancy rates.
- Investment Earnings – The economic recession has forced the Treasury and Federal Reserve to keep interest rates low as a means of spurring economic growth. Investment returns have remained at a stagnant 1.5%, with LAIF investment returns at historic lows and long-term investment securities that have decreased their yields to 2.0% for 5-year bonds. The City's yield fell to 1.0% during FY 2009-2010, and stands at 1.43% as we head into the new fiscal year.

The expenditure side of the ledger has been relatively stable, with conscious cost-cutting measures employed to offset revenue declines. Future trends may have the impact of placing significant pressures on the City's reserves.

- Personnel Costs: Personnel costs (salaries and benefits) account for 79% of total General Fund expenditures. Therefore, the prudent management of

employee costs will be important to the financial future of the City.

- Retirement Costs: Public employee retirement funds have taken a beating in this investment market. PERS' investment portfolio lost 25% of its value in fiscal year 2009, yet experienced gains of 13% in fiscal year 2010, and are on track to gain 14% in fiscal year 2011. Rate increases in 2011-2012 are expected to be 3-4%, and increases ranging from 2-4% over the following two years depending upon market performance through the next 6-12 months. CalPERS's approval of the City's request to reamortize its unfunded liabilities associated with Public Safety retirement plans reduced the public safety rates by 9.6%, but extend the repayment of those liabilities over 30 years. In addition, the City Council has established a "pay as you go" policy for funding its other post employment benefit ("OPEB") liabilities, but has pre-funded those obligations through existing reserves.
- Services, Supplies, and Internal Service Charges: These expenditure categories have seen relatively little growth in the past 3 years, an average annual growth of less than 4% per year over that time.

The City faces a long-term structural deficit of \$2.8 million. The City's reserve levels built up over the years will allow the City to methodically and strategically develop an action plan to solve this structural imbalance. It will be vital to explore expenditure reductions through reduction in select service levels, shared services with other governmental entities, opportunities for reorganization and operational changes, use of contractual services, and managing employee costs. It will be equally important to explore revenue enhancements as part of the budget balancing solutions.

Continued vigilance will be necessary for those things that are outside the control of the City: property values and the rate of turnover provide continued growth in the property tax revenue base over the long-term; local, regional, national, and worldwide economies affecting the City's financial stability; the State government's financial situation leading it to find ways to shift services to the local level; significant unemployment that will curb economic expansion, inflation, interest rates, and make economic recovery a protracted process. These trends have been considered in the preparation of the "Summary of Key Assumptions Used in Preparation of the Five-Year Financial Plan", located within this section of the budget.

The next 5 years will be critical in the City's effective management of its financial resources. The City will need to pay close attention to the following trends over the next several years:

- The economic recession is technically over at the national level, with very slow recovery expected thereafter (well less than the historical 4-8% growth rate patterns in the early 2000's).
- With the CDA's Project Area One reaching its tax increment cap of \$170 million in April 2011, the District will see an infusion of over \$4 million in property taxes that were previously collected by the CDA.
- Development is expected to be slow over the next five years, with the exception of the Pilgrim-Triton and Gilead Sciences Campus developments that are moving forward and with whom the developers have demonstrated the financial ability to proceed.
- The development on the City's 15-acre site has not occurred, along with the ability to generate revenues from the site. This site, however, is an important asset in the financial future of Foster City.

- The rates paid by the City to fund employee retirement plans through CalPERS are expected to increase over the next three years due to investment returns falling below expectations and demographic changes of a workforce that is working and living longer.
- Water and Wastewater operations will continue to be self-funded, with significant rate increases in the costs of obtaining water from San Francisco Public Utilities Commission due to reduced consumption and the nature, extent and timing of their major capital improvement programs to improve the reliability of the Hetch Hetchy Water System.
- Water supply availability will be a key issue in the community, with the need to implement stronger water conservation programs in the form of education, water rate structures, and rebate programs to instill conservation.
- The five-year projections of the City's General Fund at proposed service levels and existing revenue levels in FY 2011-2012 would find General Fund reserves falling close to the minimum reserve level by FY 2013-2014 if no action is taken on the structural deficit, which will be approximately \$2.8 million per year in that year. An example of balanced budget adjustments is included in the five-year forecast to achieve the Council's goals of balancing the budget without the use of reserves by FY 2013-2014 and staying above the minimum reserve level of 33.3% of annual budgeted operating expenditures. A specific action plan to address this structural deficit will need to be reviewed by a newly seated City Council starting in January 2012.
- Aging infrastructure costs will require funding of nearly \$1.34 million per year on a long-term basis. The five-year forecast includes this annual transfer from the City General Fund to the Capital Investment – City Fund.

- Significant decisions regarding land use planning and redevelopment opportunities will be made by the City Council in the coming years that will have a direct impact on the City's long-term financial health and the types and levels of services that the community will enjoy.
- On a positive note, the City / District / CDA are debt free from all bonded indebtedness.

City leaders have made prudent financial decisions throughout the City's history that have served it well. The City will be reducing current service levels in FY 2011-2012 through the elimination of thirteen (13) positions, ten (10) of which are vacant. The City will need to take definitive steps to cure the remaining \$2.8 million structural General Fund deficit by FY 2013-2014 and maintain reserve levels above the minimum level of 33.3% of annual budgeted operating expenditures. A process of community engagement will be required to determine the public interest in the level and extent of services provided in Foster City. Strategic public policy decisions regarding service levels will be required in order to maximize service levels to the fullest extent possible, and revenue enhancement strategies will need to be considered to offset potential reduction of service levels. Maintaining the City's sound financial health has been, and will continue to be, of prime importance for the long-term sustainability of the community.

## **City of Foster City**

### **Summary of Key Assumptions Used in Preparation of the Five-Year Financial Plan for the Five Years Ended June 30, 2016**

The attached City of Foster City Five-Year Financial Plan covers the five year period ending June 30, 2016. The analysis makes key assumptions that, based on historical trends and current information received from various sources, are considered most likely to be incurred. The key assumptions made in the preparation of the Plan are listed here. Several sources were used in preparing these assumptions:

- Budget information from the State Department of Finance
- Consumer price index adjustments and unemployment rate trends from the Bureau of Labor Statistics
- Residential property value trends from the National Association of Realtors, California Association of Realtors, and MLS Listings.
- Consumer spending and interest rate trends as compiled by the Federal Reserve Bank
- Property assessment valuations from the County Assessor's office
- Anticipated commercial and residential developments in the City through the Community Development Department
- Unemployment rates from the Bureau of Labor Statistics and the California Employment Development Department
- Market rates realized on existing investment securities
- Availability of Federal and State Grants
- Pending and current legislation affecting local government revenues and costs
- Known one-time revenues and expenditures

#### **Overall Economic Forecast**

Most economists believe that the United States and California are emerging from one of the worst recessions since the 1920's. Yet the pace of recovery has been lethargic at best, with unemployment continuing to hover at 8.8% nationwide and 12.0% in California. Revenue streams are either trending downwards or remain stagnant. The overriding assumption used in this forecast is that Foster City's revenues will experience very modest (less than 2%) annual growth.

#### **Revenue Assumptions**

Assumptions made in determining significant revenue amounts are listed below:

##### **Property Taxes**

- Foster City has largely been exempt from the foreclosure and short-sale trends that were experienced in the rest of the country during the recession. Yet home sales volumes have slowed in FY 2010-2011 when compared to the prior year. Commercial property continues to be depressed in value, and there is nearly \$638 million in assessed value at risk based on AV appeals with the County Assessor's Office, with many commercial properties requesting AV reductions of over 50%. Historically, property taxes have grown annually at 5-10%. Yet, under the provisions of Proposition 13, AV on existing homes will increase by only 0.753%. The Foster City CDA Project Area One reached its tax increment cap in FY 2010-2011, which means that the tax increment

that was formerly apportioned directly to the Agency now reverts back to the taxing agencies, including the City / District. An infusion of \$4.1 million in property tax revenues is added to the base for FY 2011-2012 and future years. Given the state of the market, Proposition 13 increases, and turnover in homes yielding higher AV, an increase of 1.7% in FY 2011-2012 is incorporated into the projections, less a \$450,000 potential loss from assessment appeals in progress. Future years in the five-year forecast plan on increases of 2% per year, significantly less than historical averages, is projected based on assumptions that the CPI index upon which Proposition 13 is based will increase by 2.5% per year (subject to a 2% cap per year). Additional property tax revenue associated with development of the Pilgrim-Triton and Gilead Sciences projects, as discussed below, are also incorporated into the five-year forecast.

#### Sales & Use Tax

- Sales tax revenues are expected to remain at the same levels estimated in the prior year, net of the loss of a significant sales tax generator that is expected to reduce ongoing sales taxes by \$120,000 per year. Growth of 2% is expected in FY 2012-2013 and thereafter.

#### Transient Occupancy Tax

- Current tax rate of 8% is assessed to people staying in the City's two hotels -- Crowne Plaza and Marriott Courtyard. New and renewed airline contracts with the Crowne Plaza and refurbishment of the Courtyard have helped TOT revenues exceed expectations in FY 2010-2011. Modest growth of 1.5% is expected in FY 2011-2012, with 2% growth in FY 2012-2013 and thereafter. The City is currently exploring placing a tax measure on the November 2011 ballot that could potentially raise the tax rate from 8% to 10%, which could generate

approximately \$300,000 in additional TOT revenues. No assumptions have been made with respect to the passage of any potential TOT ballot measure.

#### Investment Earnings

- Yields on the City's investment portfolio as of 4/21/2010 was 1.45%. Fixed investments continue to trade at or near all-time lows as the Fed continues to keep investment rates low. The daily yield on the City's LAIF deposits is near an all time low of 0.45%. Until such time that unemployment rates drop to below 10% in California or 8% nationwide, interest rates and corresponding fixed investment yields are expected to remain low. No significant growth in investment yield rates is anticipated in the five-year period. Fluctuations in investment earnings will be based upon expected fund balance surpluses or deficits in each year.

#### Loan Repayments from CDA

- All outstanding loan obligations of the CDA to the City were repaid in FY 2010-2011. This revenue stream is no longer incorporated in the budget, however property tax revenues to the City will increase given that Project Area One has reached its tax increment cap (see "Property Taxes" above).

#### Development and Park-in-Lieu Fees

- The Pilgrim-Triton Development Project, Phase I, commenced in FY 2010-2011. Phases II and III are currently not expected to occur in the five-year forecast pending economic recovery and indications of interest by those developers to move forward with plans and construction. The related property tax, permit fees, water and wastewater connection fees, and Park in Lieu fees that would be assessed as part of this development will be incorporated when the developers indicate interest in

moving forward with Phases II and III, but are currently not reflected in the five-year forecast.

- With respect to the financial information received from the developers of the Gilead Sciences Campus development, as well as the active pursuit of all land use approvals, design review, and plan submittal towards a building permit, it is assumed that construction of Phase I will occur in FY 2011-2012. The related property tax, permit fees, and water and wastewater connection fees that would be assessed as part of this development are incorporated based on the timing and construction values estimated as part of the project.
- The 15-acre site adjacent to the Government Center is assumed to remain vacant until a developer is identified and a land lease and/or land sale agreement is executed. No revenues related to this site are incorporated in this five-year forecast.

#### Water and Wastewater Revenues

- Water Rates -- The City currently serves approximately 8,400 utility customers. Due to planned water rate increases of 38% charged by the SFPUC, water rates assume an 11% revenue increase in FY 2011-2012, with increases of 11% in FY 2012-2013, 10% in FY 2013-2014, 9% in FY 2014-2015, and 6% in FY 2015-2016. These costs are expected to cover increased costs associated with the Hetch Hetchy Water System improvements and local infrastructure improvement projects. The conservation-based water rate model implemented in FY 2010-2011 continues to generate excess revenues from customers with high-end water consumption patterns, which funds an expanded water rebate program in an effort to achieve a 15% water conservation level by 2012.

- Wastewater Rates – Wastewater rates assume no increases for FY 2011-2012 through FY 2013-2014. The five-year forecast assumes an 8% increase in FY 2014-2015, and a 2% increase required in FY 2015-2016, in order to cover planned lift station rehabilitation projects in FY 2015-2016.

#### State Budget

- The State Legislature approved nearly \$12 billion in cuts in March 2011 in an attempt to solve the State's \$25.4 billion deficit. The Legislature also approved a budget package on June 15, 2011 that was vetoed by the Governor the next day as it did not solve the long-term deficit in the State's operating budget. The Governor continues to seek enough votes to support a ballot measure to extend tax increases for another five years. The Legislature approved bills to abolish redevelopment agencies, but has not forwarded those bills to the Governor pending further budget deliberations. The Agency has taken specific actions to attempt to avert any negative impact on its resources, yet the outcome of the bills that were approved by the Legislature is uncertain and faces significant legal challenges. Voter approval of Proposition 22 in November 2010 protects the City from any direct takeaway of funds by the State. However, the failure to extend taxes as indicated above will have a direct impact on Foster City in the following ways which have been incorporated into the Final Budget:

- *SLESF/COPS Funding* – The SLESF/COPS grant program was proposed for elimination in the most recent budget package proposals. It is assumed that the \$100,000 funding it receives from the State to offset law enforcement programs in Foster City will be eliminated, thereby placing a burden on the City's General Fund.

- *Booking Fees* – The County will have the ability to charge booking fees to Cities for any criminals that are booked into County jails. The Governor’s proposal to reduce state prison costs by releasing low-level offenders was dealt a blow by a court ruling indicating that it may be unlawful to release those prisoners. Bookings at the County will likely increase, and with the potential of no further funding from the State level, the five-year forecast assumes that the County will charge booking fees to the City amounting to \$20,000 per year.

### Expenditure Assumptions

Assumptions made in determining significant expenditures are listed below:

#### Service Levels and Capital Improvement Projects

- The City will see slight service level changes in FY 2011-2012. FCTV services will be reduced such that no original productions other than live City Council and Planning Commission meetings will be produced and aired. Some recreation programs will be reduced, eliminated or provided in a different way starting in January 2012. A total of thirteen (13) positions will be eliminated in FY 2011-2012, ten (10) positions of which are vacant. Proposed Capital Improvement Projects in the Five-Year forecast are shown as funded and incorporated into the Plan. Long-term funding of Capital Improvement Projects implemented in FY 2010-2011 continues in the five-year forecast for the City’s General Fund and the Water and Wastewater Enterprise Funds.

#### Employee Services

- Fifteen (15) employee positions are being eliminated as the City enters FY 2011-2012, thirteen (13) of which are full-time positions. Five positions – one Video Producer,

one Sr. Civil Engineer, one Recreation Coordinator, one Clerical Assistant, and one Transportation Intern – will require the layoff of personnel. The reduction of the Video Producer position will bring FCTV service levels to a “core services” level as indicated above. The Sr. Civil Engineer position is reflective of the completion of a significant number of capital improvement projects and the reduced capital improvement project activity expected on a go-forward basis. One Recreation Coordinator position in Parks & Recreation is being eliminated as of January 1, 2012, with some services and programs being reduced and/or delivered under a regional / shared services model. The elimination of one (1) part-time Clerical Assistant position in the City Clerk Department will require reassigning the duties amongst the remaining two (2) Clerical Assistants. Finally, the elimination of the Transportation Intern will require that residual transportation management initiatives be handled by the Management Assistant in the City Manager’s Office.

- The remaining ten (10) positions are currently unfilled. The City Clerk Department has eliminated the Office Assistant II (Receptionist) position at City Hall, which is being covered by personnel in the City Clerk, Financial Services and Community Development Departments. The Police Department is eliminating five positions: 1-Police Corporal, 2-Police Officers, 1-Sr. Community Services Officer, and 1-Police Records Specialist. All positions were vacant, and work is being redistributed throughout the department with a focus in maintaining public safety as the department’s top priority. The Fire Department is adding a Deputy Fire Chief position and sharing a Battalion Chief as part of a 3-year plan to share management responsibilities with the City of San Mateo. The Community Development Department will eliminate

its vacant Office Assistant II position, with workload redistributed to the Management Assistant and the Building Permit Technician. Public Works is eliminating a Public Works Superintendent and a Public Works Maintenance Worker I/II in an effort to streamline operations and make for a more cost-effective delivery of services in the maintenance divisions. The Parks & Recreation Department is eliminating a Parks Maintenance Worker II position with some part-time assistance until the new synthetic turf fields at Sea Cloud Park and Port Royal Park are completed.

- With the exception of the planned reduction of a Public Works Maintenance Worker I/II position in FY 2012-2013 as the water meter replacement program nears completion, the five-year forecast does not include any further or specific staff reductions pending an evaluation of a plan to cure the City's structural deficit by a newly seated City Council in January 2012.
- Much of the City's workforce falls under collective bargaining agreements. A negotiated agreement with the AFSCME, IAFF and FCPOA bargaining groups, along with the compensation plan for the unrepresented Management employees (which was amended to reflect the voluntary foregoing of scheduled salary increases for FY 2011-2012 and 2012-2013), have been incorporated into the budget for FY 2011-2012. The five-year forecast assumes no increases in wages or benefits, other than anticipated CalPERS increases (see below).
- CalPERS investment returns for FY 2010-2011 are currently showing a 14.1% increase in portfolio value after a 13.3% increase in FY 2009-2010, which followed a 24.8% decrease the preceding year. The past three years growth is a net gain of only 2.3%, far less than the

actuarial assumption of an annual 7-3/4% gain. The rate-smoothing policy implemented by the CalPERS board in FY 2006-2007 and revised in FY 2009-2010 helped avert significant spikes in employer rates, however if the fund falls below 70% funding in FY 2010-2011, and 80% funding in FY 2011-2012, the rates could spike again. The current actuarial assumptions and projections call for increases in our PERS rates of 4.0%, 1.3%, and 2% for Public Safety employees, and 3.1%, 0.7% and 2.4% for Miscellaneous employees, for FY 2011-2012, 2012-2013, and 2013-2014 respectively. The City / District received approval of a fresh start on the amortization of the unfunded actuarial liability for public safety employees over 30 years. This reduced the employer contribution rate by approximately 9.6% of salary for FY 2011-2012. The contribution rate for Public Safety employees for FY 2011-2012 will be approximately 28.5%, and for Miscellaneous Employees will be 16.642%. Long-term Public Safety employee pension costs will see significant reductions by the implementation of a two-tiered retirement system for all Public Safety employees and managers under the 2.0% @ 50 retirement plan for any new employees hired after January 1, 2012.

#### Supplies and Services, Capital Outlay, Internal Service Charges, and Reallocations

- An estimate of 2.5% increase in annual expenditures was used based on long-term CPI trends, which is consistent with investment rates in 10-year Treasury Inflation Protected Securities, a leading indicator of long-term CPI expectations.

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**City of Foster City, California**  
 Summary -- All Funds  
 Five Year Financial Plan for the Years Ended June 30, 2016

Revenues by Source:	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Governmental Fund Type Revenues</b>						
Property taxes	\$ 14,231,000	\$ 15,847,000	\$ 16,412,700	\$ 16,816,100	\$ 17,299,500	\$ 17,862,700
Other taxes	\$ 7,118,000	\$ 7,638,000	\$ 7,784,000	\$ 7,935,000	\$ 8,089,000	\$ 8,247,000
Licenses and permits	\$ 1,537,400	\$ 1,336,700	\$ 1,484,400	\$ 1,640,500	\$ 1,232,000	\$ 1,257,000
Intergovernmental	\$ 2,988,000	\$ 2,767,000	\$ 2,767,000	\$ 3,217,000	\$ 2,767,000	\$ 2,767,000
Charges for current services	\$ 1,715,200	\$ 2,142,800	\$ 2,233,000	\$ 2,288,800	\$ 2,232,000	\$ 2,263,000
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 1,267,500	\$ 1,745,700	\$ 1,771,500	\$ 1,796,300	\$ 1,822,200	\$ 1,850,200
Other	\$ 21,113,700	\$ 5,486,700	\$ 414,700	\$ 418,700	\$ 427,700	\$ 426,700
<b>Proprietary Fund Type Revenues</b>						
Sales & service charges	\$ 15,598,000	\$ 16,592,000	\$ 17,696,000	\$ 19,088,000	\$ 21,054,000	\$ 22,034,000
Connection fees	\$ 447,500	\$ 64,800	\$ 272,400	\$ 392,200	\$ -	\$ 330,500
Vehicle, equipment rental and other user charges	\$ 5,942,849	\$ 5,699,005	\$ 5,982,000	\$ 6,154,000	\$ 6,331,000	\$ 6,513,000
Interest and rentals	\$ 633,000	\$ 846,700	\$ 827,000	\$ 839,000	\$ 857,000	\$ 870,000
Other	\$ 125,600	\$ 134,100	\$ 23,600	\$ 23,600	\$ 23,600	\$ 23,600
<b>Total Revenues</b>	<b>\$ 72,717,749</b>	<b>\$ 60,300,505</b>	<b>\$ 57,668,300</b>	<b>\$ 60,609,200</b>	<b>\$ 62,135,000</b>	<b>\$ 64,444,700</b>
Expenditures (see attached)	\$ 53,829,051	\$ 62,501,260	\$ 65,679,492	\$ 60,247,346	\$ 62,643,805	\$ 69,287,183
Net revenues over (under) expenditures before transfers	\$ 18,888,698	\$ (2,200,755)	\$ (8,011,192)	\$ 361,854	\$ (508,805)	\$ (4,842,483)
Loan Principal Payment from CDA	\$ 1,115,676	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers In (Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase (Decrease) in Fund Balance Before Adjustments	\$ 20,004,374	\$ (2,200,755)	\$ (8,011,192)	\$ 361,854	\$ (508,805)	\$ (4,842,483)
G/F Adjustments Implemented in FY 2012-2013	\$ -	\$ -	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
G/F Adjustments Implemented in FY 2013-2014	\$ -	\$ -	\$ -	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
Total G/F Budget Adjustments to Balance Budget	\$ -	\$ -	\$ 1,400,000	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 20,004,374</b>	<b>\$ (2,200,755)</b>	<b>\$ (6,611,192)</b>	<b>\$ 3,161,854</b>	<b>\$ 2,291,195</b>	<b>\$ (2,042,483)</b>
Opening Fund Balance	\$ 66,212,326	\$ 86,216,700	\$ 84,015,945	\$ 77,404,753	\$ 80,566,607	\$ 82,857,802
Ending Fund Balance	\$ 86,216,700	\$ 84,015,945	\$ 77,404,753	\$ 80,566,607	\$ 82,857,802	\$ 80,815,319

**City of Foster City, California**  
 Expenditure Summary -- All Funds  
 Five Year Financial Plan for the Years Ended June 30, 2016

<b><u>Total By Expenditure</u></b>	<b>Approved</b>	<b>Five Year Financial Plan</b>				
	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 29,637,390	\$ 29,198,997	\$ 29,800,067	\$ 30,355,410	\$ 30,659,644	\$ 30,966,591
<i>Supplies and other</i>	\$ 15,659,698	\$ 18,857,468	\$ 24,751,051	\$ 20,905,670	\$ 22,791,453	\$ 23,860,798
<i>Capital Improvement Projects</i>	\$ 2,010,000	\$ 7,192,000	\$ 3,720,000	\$ 1,410,000	\$ 1,445,000	\$ 6,535,000
<i>Capital Outlay</i>	\$ 1,607,507	\$ 1,578,948	\$ 1,600,000	\$ 1,630,000	\$ 1,660,900	\$ 1,692,727
<b>Total department expenses</b>	<b>\$ 48,914,595</b>	<b>\$ 56,827,413</b>	<b>\$ 59,871,118</b>	<b>\$ 54,301,080</b>	<b>\$ 56,556,997</b>	<b>\$ 63,055,116</b>
<b>Interdepartmental charges (credits)</b>	<b>\$ 5,730,448</b>	<b>\$ 5,673,847</b>	<b>\$ 5,808,374</b>	<b>\$ 5,946,266</b>	<b>\$ 6,086,808</b>	<b>\$ 6,232,067</b>
<b>Reallocations</b>	<b>\$ (815,992)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Expenditures</b>	<b>\$ 53,829,051</b>	<b>\$ 62,501,260</b>	<b>\$ 65,679,492</b>	<b>\$ 60,247,346</b>	<b>\$ 62,643,805</b>	<b>\$ 69,287,183</b>

**City of Foster City, California**  
**General Fund**  
**Five Year Financial Plan for the Years Ended June 30, 2016**

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Property taxes	\$ 14,231,000	\$ 15,847,000	\$ 16,412,700	\$ 16,816,100	\$ 17,299,500	\$ 17,862,700
Other taxes	\$ 5,933,000	\$ 6,365,000	\$ 6,502,000	\$ 6,643,000	\$ 6,787,000	\$ 6,935,000
Licenses and permits	\$ 1,537,400	\$ 1,336,700	\$ 1,484,400	\$ 1,640,500	\$ 1,232,000	\$ 1,257,000
Intergovernmental	\$ 2,855,000	\$ 2,635,000	\$ 2,635,000	\$ 2,635,000	\$ 2,635,000	\$ 2,635,000
Charges for current services	\$ 1,619,200	\$ 2,040,800	\$ 2,131,000	\$ 2,186,800	\$ 2,130,000	\$ 2,161,000
Interest and rentals	\$ 1,160,000	\$ 1,200,300	\$ 1,219,500	\$ 1,237,700	\$ 1,256,900	\$ 1,277,100
Other	\$ 356,200	\$ 240,700	\$ 242,700	\$ 244,700	\$ 251,700	\$ 253,700
<b>Total Revenues</b>	<b>\$ 27,691,800</b>	<b>\$ 29,665,500</b>	<b>\$ 30,627,300</b>	<b>\$ 31,403,800</b>	<b>\$ 31,592,100</b>	<b>\$ 32,381,500</b>
<b>Expenditures (see attached)</b>	<b>\$ 30,837,549</b>	<b>\$ 30,854,569</b>	<b>\$ 31,857,910</b>	<b>\$ 32,550,916</b>	<b>\$ 33,004,904</b>	<b>\$ 33,467,263</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (3,145,749)</b>	<b>\$ (1,189,069)</b>	<b>\$ (1,230,610)</b>	<b>\$ (1,147,116)</b>	<b>\$ (1,412,804)</b>	<b>\$ (1,085,763)</b>
Loan Principal Payment from CDA	\$ 1,115,676	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers In (Out)	\$ (1,478,000)	\$ (1,312,000)	\$ (1,342,000)	\$ (1,342,000)	\$ (1,342,000)	\$ (1,342,000)
<b>Net Increase (Decrease) Before Balanced Budget Adjustments</b>	<b>\$ (3,508,073)</b>	<b>\$ (2,501,069)</b>	<b>\$ (2,572,610)</b>	<b>\$ (2,489,116)</b>	<b>\$ (2,754,804)</b>	<b>\$ (2,427,763)</b>
Adjustments Implemented in FY 2012-2013	\$ -	\$ -	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
Adjustments Implemented in FY 2013-2014	\$ -	\$ -	\$ -	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
<b>Total Budget Adjustments to Balance Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,400,000</b>	<b>\$ 2,800,000</b>	<b>\$ 2,800,000</b>	<b>\$ 2,800,000</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (3,508,073)</b>	<b>\$ (2,501,069)</b>	<b>\$ (1,172,610)</b>	<b>\$ 310,884</b>	<b>\$ 45,196</b>	<b>\$ 372,237</b>
Opening Fund Balance	\$ 22,913,073	\$ 19,405,000	\$ 16,903,931	\$ 15,731,321	\$ 16,042,205	\$ 16,087,401
<b>Ending Fund Balance</b>	<b>\$ 19,405,000</b>	<b>\$ 16,903,931</b>	<b>\$ 15,731,321</b>	<b>\$ 16,042,205</b>	<b>\$ 16,087,401</b>	<b>\$ 16,459,638</b>

**City of Foster City, California**  
**General Fund Expenditures Detail**  
**Five Year Financial Plan for the Years Ended June 30, 2016**

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 24,974,030	\$ 24,380,637	\$ 24,868,250	\$ 25,365,615	\$ 25,619,271	\$ 25,875,464
<i>Supplies and other</i>	\$ 5,141,903	\$ 5,002,782	\$ 5,127,852	\$ 5,256,048	\$ 5,387,449	\$ 5,522,135
<i>Capital Improvement Projects</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ 9,200	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 30,125,133</b>	<b>\$ 29,383,419</b>	<b>\$ 29,996,102</b>	<b>\$ 30,621,663</b>	<b>\$ 31,006,720</b>	<b>\$ 31,397,599</b>
<b>Interdepartmental charges (credits)</b>	<b>\$ 3,912,184</b>	<b>\$ 3,880,788</b>	<b>\$ 3,977,808</b>	<b>\$ 4,077,253</b>	<b>\$ 4,179,184</b>	<b>\$ 4,283,664</b>
<b>Reallocation</b>	<b>\$ (3,199,768)</b>	<b>\$ (2,409,638)</b>	<b>\$ (2,116,000)</b>	<b>\$ (2,148,000)</b>	<b>\$ (2,181,000)</b>	<b>\$ (2,214,000)</b>
<b>Net Expenditures</b>	<b>\$ 30,837,549</b>	<b>\$ 30,854,569</b>	<b>\$ 31,857,910</b>	<b>\$ 32,550,916</b>	<b>\$ 33,004,904</b>	<b>\$ 33,467,263</b>

**City of Foster City, California**  
**Special Revenue Funds**  
**Five Year Financial Plan for the Years Ended June 30, 2016**

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other taxes	\$ 1,185,000	\$ 1,273,000	\$ 1,282,000	\$ 1,292,000	\$ 1,302,000	\$ 1,312,000
Licenses and permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ 100,000	\$ 99,000	\$ 99,000	\$ 549,000	\$ 99,000	\$ 99,000
Charges for current services	\$ 96,000	\$ 102,000	\$ 102,000	\$ 102,000	\$ 102,000	\$ 102,000
Interest and rentals	\$ 32,500	\$ 389,400	\$ 376,000	\$ 362,600	\$ 349,300	\$ 337,100
Other	\$ 20,757,500	\$ 1,624,000	\$ 172,000	\$ 174,000	\$ 176,000	\$ 173,000
<b>Total Revenues</b>	<b>\$ 22,171,000</b>	<b>\$ 3,487,400</b>	<b>\$ 2,031,000</b>	<b>\$ 2,479,600</b>	<b>\$ 2,028,300</b>	<b>\$ 2,023,100</b>
<b>Expenditures (see attached)</b>	<b>\$ 1,810,453</b>	<b>\$ 5,480,503</b>	<b>\$ 8,948,790</b>	<b>\$ 3,772,321</b>	<b>\$ 3,811,581</b>	<b>\$ 3,753,866</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ 20,360,547</b>	<b>\$ (1,993,103)</b>	<b>\$ (6,917,790)</b>	<b>\$ (1,292,721)</b>	<b>\$ (1,783,281)</b>	<b>\$ (1,730,766)</b>
<b>Net Transfers In (Out)</b>	<b>\$ (30,500)</b>	<b>\$ (159,500)</b>	<b>\$ (30,500)</b>	<b>\$ (12,500)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 20,330,047</b>	<b>\$ (2,152,603)</b>	<b>\$ (6,948,290)</b>	<b>\$ (1,305,221)</b>	<b>\$ (1,783,281)</b>	<b>\$ (1,730,766)</b>
<b>Opening Fund Balance</b>	<b>\$ 2,679,153</b>	<b>\$ 23,009,200</b>	<b>\$ 20,856,597</b>	<b>\$ 13,908,307</b>	<b>\$ 12,603,086</b>	<b>\$ 10,819,805</b>
<b>Ending Fund Balance</b>	<b>\$ 23,009,200</b>	<b>\$ 20,856,597</b>	<b>\$ 13,908,307</b>	<b>\$ 12,603,086</b>	<b>\$ 10,819,805</b>	<b>\$ 9,089,039</b>

**City of Foster City, California**  
Special Revenue Fund Expenditures Detail  
Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 159,900	\$ 58,600	\$ 59,772	\$ 60,669	\$ 61,276	\$ 61,889
<i>Supplies and other</i>	\$ 13,900	\$ 2,148,900	\$ 7,407,900	\$ 2,157,900	\$ 2,158,900	\$ 2,157,900
<i>Capital Improvement Projects</i>	\$ 825,000	\$ 2,315,000	\$ 845,000	\$ 915,000	\$ 950,000	\$ 890,000
<i>Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 998,800</b>	<b>\$ 4,522,500</b>	<b>\$ 8,312,672</b>	<b>\$ 3,133,569</b>	<b>\$ 3,170,176</b>	<b>\$ 3,109,789</b>
<b>Interdepartmental charges (credits)</b>						
<b>Reallocation</b>	\$ 19,153	\$ 20,503	\$ 21,118	\$ 21,752	\$ 22,405	\$ 23,077
<b>Net Expenditures</b>	<b>\$ 1,810,453</b>	<b>\$ 5,480,503</b>	<b>\$ 8,948,790</b>	<b>\$ 3,772,321</b>	<b>\$ 3,811,581</b>	<b>\$ 3,753,866</b>

**City of Foster City, California**  
**Capital Improvements (City) Fund**  
**Five Year Financial Plan for the Years Ended June 30, 2016**

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000
Charges for current services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 75,000	\$ 156,000	\$ 176,000	\$ 196,000	\$ 216,000	\$ 236,000
Other	\$ -	\$ 3,622,000	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 108,000</b>	<b>\$ 3,811,000</b>	<b>\$ 209,000</b>	<b>\$ 229,000</b>	<b>\$ 249,000</b>	<b>\$ 269,000</b>
<b>Expenditures (see attached)</b>	<b>\$ 835,000</b>	<b>\$ 4,647,000</b>	<b>\$ 2,550,000</b>	<b>\$ 245,000</b>	<b>\$ 495,000</b>	<b>\$ 45,000</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (727,000)</b>	<b>\$ (836,000)</b>	<b>\$ (2,341,000)</b>	<b>\$ (16,000)</b>	<b>\$ (246,000)</b>	<b>\$ 224,000</b>
<b>Net Transfers In (Out)</b>	<b>\$ 1,400,500</b>	<b>\$ 1,372,500</b>	<b>\$ 1,372,500</b>	<b>\$ 1,354,500</b>	<b>\$ 1,342,000</b>	<b>\$ 1,342,000</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 673,500</b>	<b>\$ 536,500</b>	<b>\$ (968,500)</b>	<b>\$ 1,338,500</b>	<b>\$ 1,096,000</b>	<b>\$ 1,566,000</b>
<b>Opening Fund Balance (Deficit)</b>	<b>\$ 4,984,500</b>	<b>\$ 5,658,000</b>	<b>\$ 6,194,500</b>	<b>\$ 5,226,000</b>	<b>\$ 6,564,500</b>	<b>\$ 7,660,500</b>
<b>Ending Fund Balance (Deficit)</b>	<b>\$ 5,658,000</b>	<b>\$ 6,194,500</b>	<b>\$ 5,226,000</b>	<b>\$ 6,564,500</b>	<b>\$ 7,660,500</b>	<b>\$ 9,226,500</b>

**City of Foster City, California**  
 Capital Improvement (City) Fund Expenditures Detail  
 Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Supplies and other</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Improvement Projects</i>	\$ 835,000	\$ 4,647,000	\$ 2,550,000	\$ 245,000	\$ 495,000	\$ 45,000
<i>Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 835,000</b>	<b>\$ 4,647,000</b>	<b>\$ 2,550,000</b>	<b>\$ 245,000</b>	<b>\$ 495,000</b>	<b>\$ 45,000</b>
<b>Interdepartmental charges (credits)</b>						
Information Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total interdepartmental charges (credits)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Reallocation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Expenditures</b>	<b>\$ 835,000</b>	<b>\$ 4,647,000</b>	<b>\$ 2,550,000</b>	<b>\$ 245,000</b>	<b>\$ 495,000</b>	<b>\$ 45,000</b>

**City of Foster City, California**  
Water Operating Funds (excluding CIP)  
Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Sales & service charges	\$ 9,040,000	\$ 10,034,000	\$ 11,138,000	\$ 12,530,000	\$ 13,971,000	\$ 14,809,000
Connection fees	\$ 196,200	\$ 6,300	\$ 119,400	\$ 171,900	\$ -	\$ 131,400
Vehicle, equipment rental and other user charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 70,000	\$ 70,000	\$ 40,000	\$ 42,000	\$ 50,000	\$ 53,000
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 9,306,200</b>	<b>\$ 10,110,300</b>	<b>\$ 11,297,400</b>	<b>\$ 12,743,900</b>	<b>\$ 14,021,000</b>	<b>\$ 14,993,400</b>
<b>Expenditures (see attached)</b>	<b>\$ 8,370,836</b>	<b>\$ 9,965,687</b>	<b>\$ 10,637,908</b>	<b>\$ 11,789,289</b>	<b>\$ 13,410,648</b>	<b>\$ 14,209,243</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ 935,364</b>	<b>\$ 144,613</b>	<b>\$ 659,492</b>	<b>\$ 954,611</b>	<b>\$ 610,352</b>	<b>\$ 784,157</b>
<b>Net Transfers In (Out)</b>	<b>\$ (97,693)</b>	<b>\$ (475,000)</b>	<b>\$ (475,000)</b>	<b>\$ (475,000)</b>	<b>\$ (475,000)</b>	<b>\$ (475,000)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 837,671</b>	<b>\$ (330,387)</b>	<b>\$ 184,492</b>	<b>\$ 479,611</b>	<b>\$ 135,352</b>	<b>\$ 309,157</b>
<b>Opening Fund Balance</b>	<b>\$ 2,136,329</b>	<b>\$ 2,974,000</b>	<b>\$ 2,643,613</b>	<b>\$ 2,828,105</b>	<b>\$ 3,307,716</b>	<b>\$ 3,443,068</b>
<b>Ending Fund Balance</b>	<b>\$ 2,974,000</b>	<b>\$ 2,643,613</b>	<b>\$ 2,828,105</b>	<b>\$ 3,307,716</b>	<b>\$ 3,443,068</b>	<b>\$ 3,752,225</b>

**City of Foster City, California**

Water Operating Funds Expenditure Detail (excluding CIP)

Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 1,491,000	\$ 1,600,000	\$ 1,664,000	\$ 1,681,000	\$ 1,698,000	\$ 1,715,000
<i>Supplies and other</i>	\$ 5,271,221	\$ 6,787,663	\$ 7,364,908	\$ 8,467,289	\$ 10,039,648	\$ 10,787,243
<i>Capital Improvement Projects</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 6,767,221</b>	<b>\$ 8,387,663</b>	<b>\$ 9,028,908</b>	<b>\$ 10,148,289</b>	<b>\$ 11,737,648</b>	<b>\$ 12,502,243</b>
<b>Interdepartmental charges (credits)</b>	<b>\$ 760,528</b>	<b>\$ 803,136</b>	<b>\$ 819,000</b>	<b>\$ 835,000</b>	<b>\$ 851,000</b>	<b>\$ 869,000</b>
<b>Reallocation</b>	<b>\$ 843,087</b>	<b>\$ 774,888</b>	<b>\$ 790,000</b>	<b>\$ 806,000</b>	<b>\$ 822,000</b>	<b>\$ 838,000</b>
<b>Net Expenditures</b>	<b>\$ 8,370,836</b>	<b>\$ 9,965,687</b>	<b>\$ 10,637,908</b>	<b>\$ 11,789,289</b>	<b>\$ 13,410,648</b>	<b>\$ 14,209,243</b>

**City of Foster City, California**  
 Water Capital Improvement Project Funds  
 Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Sales & service charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle, equipment rental and other user charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expenditures (see attached)</b>	\$ 200,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -
<b>Net revenues over (under) expenditures before transfers</b>	\$ (200,000)	\$ (155,000)	\$ -	\$ -	\$ -	\$ -
<b>Net Transfers In (Out)</b>	\$ 97,693	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000
<b>Net Increase (Decrease) in Fund Balance</b>	\$ (102,307)	\$ 320,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000
<b>Opening Fund Balance</b>	\$ 2,710,707	\$ 2,608,400	\$ 2,928,400	\$ 3,403,400	\$ 3,878,400	\$ 4,353,400
<b>Ending Fund Balance</b>	\$ 2,608,400	\$ 2,928,400	\$ 3,403,400	\$ 3,878,400	\$ 4,353,400	\$ 4,828,400

**City of Foster City, California**

Water Capital Improvement Project Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Supplies and other</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Improvement Projects</i>	\$ 200,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 200,000</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Interdepartmental charges (credits)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Reallocation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 200,000</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Foster City, California**  
**Water Equipment Replacement Funds**  
**Five Year Financial Plan for the Years Ended June 30, 2016**

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Sales & service charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle, equipment rental and other user charges	\$ 298,072	\$ 400,950	\$ 409,000	\$ 417,000	\$ 425,000	\$ 434,000
Interest and rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 298,072</b>	<b>\$ 400,950</b>	<b>\$ 409,000</b>	<b>\$ 417,000</b>	<b>\$ 425,000</b>	<b>\$ 434,000</b>
<b>Expenditures (see attached)</b>	<b>\$ 442,917</b>	<b>\$ 624,523</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (144,845)</b>	<b>\$ (223,573)</b>	<b>\$ 9,000</b>	<b>\$ 17,000</b>	<b>\$ 25,000</b>	<b>\$ 34,000</b>
<b>Net Transfers In (Out)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (144,845)</b>	<b>\$ (223,573)</b>	<b>\$ 9,000</b>	<b>\$ 17,000</b>	<b>\$ 25,000</b>	<b>\$ 34,000</b>
<b>Opening Fund Balance</b>	<b>\$ 1,924,545</b>	<b>\$ 1,779,700</b>	<b>\$ 1,556,127</b>	<b>\$ 1,565,127</b>	<b>\$ 1,582,127</b>	<b>\$ 1,607,127</b>
<b>Ending Fund Balance</b>	<b>\$ 1,779,700</b>	<b>\$ 1,556,127</b>	<b>\$ 1,565,127</b>	<b>\$ 1,582,127</b>	<b>\$ 1,607,127</b>	<b>\$ 1,641,127</b>

**City of Foster City, California**

Water Equipment Replacement Funds Expenditure Detail  
Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Supplies and other</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Improvement Projects</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ 442,917	\$ 624,523	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
<b>Total department expenses</b>	<b>\$ 442,917</b>	<b>\$ 624,523</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
<b>Interdepartmental charges (credits)</b>						
Reallocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 442,917</b>	<b>\$ 624,523</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

**City of Foster City, California**  
**Wastewater Collection System Funds**  
**Five Year Financial Plan for the Years Ended June 30, 2016**

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Sales & service charges	\$ 6,558,000	\$ 6,558,000	\$ 6,558,000	\$ 6,558,000	\$ 7,083,000	\$ 7,225,000
Connection fees	\$ 251,300	\$ 58,500	\$ 153,000	\$ 220,300	\$ -	\$ 199,100
Vehicle, equipment rental and other user charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 180,000	\$ 180,000	\$ 183,000	\$ 186,000	\$ 189,000	\$ 192,000
Other	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
<b>Total Revenues</b>	<b>\$ 6,992,900</b>	<b>\$ 6,800,100</b>	<b>\$ 6,897,600</b>	<b>\$ 6,967,900</b>	<b>\$ 7,275,600</b>	<b>\$ 7,619,700</b>
<b>Expenditures (see attached)</b>	<b>\$ 5,799,659</b>	<b>\$ 5,576,545</b>	<b>\$ 5,726,000</b>	<b>\$ 5,880,000</b>	<b>\$ 6,041,000</b>	<b>\$ 6,207,000</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ 1,193,241</b>	<b>\$ 1,223,555</b>	<b>\$ 1,171,600</b>	<b>\$ 1,087,900</b>	<b>\$ 1,234,600</b>	<b>\$ 1,412,700</b>
<b>Net Transfers In (Out)</b>	<b>\$ (1,250,906)</b>	<b>\$ (1,144,000)</b>	<b>\$ (1,144,000)</b>	<b>\$ (1,144,000)</b>	<b>\$ (1,144,000)</b>	<b>\$ (1,394,000)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (57,665)</b>	<b>\$ 79,555</b>	<b>\$ 27,600</b>	<b>\$ (56,100)</b>	<b>\$ 90,600</b>	<b>\$ 18,700</b>
<b>Opening Fund Balance</b>	<b>\$ 1,507,665</b>	<b>\$ 1,450,000</b>	<b>\$ 1,529,555</b>	<b>\$ 1,557,155</b>	<b>\$ 1,501,055</b>	<b>\$ 1,591,655</b>
<b>Ending Fund Balance</b>	<b>\$ 1,450,000</b>	<b>\$ 1,529,555</b>	<b>\$ 1,557,155</b>	<b>\$ 1,501,055</b>	<b>\$ 1,591,655</b>	<b>\$ 1,610,355</b>

**City of Foster City, California**

Wastewater Collection System Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 1,446,000	\$ 1,520,500	\$ 1,536,000	\$ 1,551,000	\$ 1,567,000	\$ 1,583,000
<i>Supplies and other</i>	\$ 2,764,450	\$ 2,545,150	\$ 2,649,000	\$ 2,757,000	\$ 2,870,000	\$ 2,988,000
<i>Capital Improvement Projects</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total department expenses	\$ 4,215,450	\$ 4,065,650	\$ 4,185,000	\$ 4,308,000	\$ 4,437,000	\$ 4,571,000
<b>Interdepartmental charges (credits)</b>	\$ 836,020	\$ 813,645	\$ 830,000	\$ 847,000	\$ 864,000	\$ 881,000
<b>Reallocation</b>	\$ 748,189	\$ 697,250	\$ 711,000	\$ 725,000	\$ 740,000	\$ 755,000
<b>Net Expenditures</b>	\$ 5,799,659	\$ 5,576,545	\$ 5,726,000	\$ 5,880,000	\$ 6,041,000	\$ 6,207,000

**City of Foster City, California**  
Wastewater Capital Improvement Project Funds  
Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Sales & service charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle, equipment rental and other user charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expenditures (see attached)</b>	\$ 150,000	\$ 75,000	\$ 325,000	\$ 250,000	\$ -	\$ 5,600,000
<b>Net revenues over (under) expenditures before transfers</b>	\$ (150,000)	\$ (75,000)	\$ (325,000)	\$ (250,000)	\$ -	\$ (5,600,000)
<b>Net Transfers In (Out)</b>	\$ 1,250,906	\$ 1,144,000	\$ 1,144,000	\$ 1,144,000	\$ 1,144,000	\$ 1,394,000
<b>Net Increase (Decrease) in Fund Balance</b>	\$ 1,100,906	\$ 1,069,000	\$ 819,000	\$ 894,000	\$ 1,144,000	\$ (4,206,000)
<b>Opening Fund Balance</b>	\$ 4,369,094	\$ 5,470,000	\$ 6,539,000	\$ 7,358,000	\$ 8,252,000	\$ 9,396,000
<b>Ending Fund Balance</b>	\$ 5,470,000	\$ 6,539,000	\$ 7,358,000	\$ 8,252,000	\$ 9,396,000	\$ 5,190,000

**City of Foster City, California**

Wastewater Capital Improvement Project Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Supplies and other</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Improvement Projects</i>	\$ 150,000	\$ 75,000	\$ 325,000	\$ 250,000	\$ -	\$ 5,600,000
<i>Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 150,000</b>	<b>\$ 75,000</b>	<b>\$ 325,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 5,600,000</b>
<b>Interdepartmental charges (credits)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Reallocation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 150,000</b>	<b>\$ 75,000</b>	<b>\$ 325,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 5,600,000</b>

**City of Foster City, California**  
Wastewater Equipment Replacement Funds  
Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Sales & service charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle, equipment rental and other user charges	\$ 274,260	\$ 336,430	\$ 343,000	\$ 350,000	\$ 357,000	\$ 364,000
Interest and rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 274,260</b>	<b>\$ 336,430</b>	<b>\$ 343,000</b>	<b>\$ 350,000</b>	<b>\$ 357,000</b>	<b>\$ 364,000</b>
<b>Expenditures (see attached)</b>	<b>\$ 82,205</b>	<b>\$ 325,500</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ 192,055</b>	<b>\$ 10,930</b>	<b>\$ 143,000</b>	<b>\$ 150,000</b>	<b>\$ 157,000</b>	<b>\$ 164,000</b>
<b>Net Transfers In (Out)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 192,055</b>	<b>\$ 10,930</b>	<b>\$ 143,000</b>	<b>\$ 150,000</b>	<b>\$ 157,000</b>	<b>\$ 164,000</b>
<b>Opening Fund Balance</b>	<b>\$ 1,796,445</b>	<b>\$ 1,988,500</b>	<b>\$ 1,999,430</b>	<b>\$ 2,142,430</b>	<b>\$ 2,292,430</b>	<b>\$ 2,449,430</b>
<b>Ending Fund Balance</b>	<b>\$ 1,988,500</b>	<b>\$ 1,999,430</b>	<b>\$ 2,142,430</b>	<b>\$ 2,292,430</b>	<b>\$ 2,449,430</b>	<b>\$ 2,613,430</b>

**City of Foster City, California**

Wastewater Equipment Replacement Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Supplies and other</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Improvement Projects</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ 82,205	\$ 325,500	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>Total department expenses</b>	<b>\$ 82,205</b>	<b>\$ 325,500</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>Interdepartmental charges (credits)</b>						
Reallocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 82,205</b>	<b>\$ 325,500</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>

**City of Foster City, California**  
**Shuttle Funds**  
**Five Year Financial Plan for the Years Ended June 30, 2016**

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Sales & service charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle, equipment rental and other user charges	\$ -	\$ 20,200	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 108,000	\$ 116,500	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	\$ 108,000	\$ 136,700	\$ -	\$ -	\$ -	\$ -
<b>Expenditures (see attached)</b>	\$ 216,000	\$ 235,700	\$ -	\$ -	\$ -	\$ -
<b>Net revenues over (under) expenditures before transfers</b>	\$ (108,000)	\$ (99,000)	\$ -	\$ -	\$ -	\$ -
<b>Net Transfers In (Out)</b>	\$ 108,000	\$ 99,000	\$ -	\$ -	\$ -	\$ -
<b>Net Increase (Decrease) in Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Opening Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**City of Foster City, California**  
 Shuttle Funds Expenditure Detail  
 Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Supplies and other</i>	\$ 216,000	\$ 235,700	\$ -	\$ -	\$ -	\$ -
<i>Capital Improvement Projects</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 216,000</b>	<b>\$ 235,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Interdepartmental charges (credits)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Reallocation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Expenditures</b>	<b>\$ 216,000</b>	<b>\$ 235,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

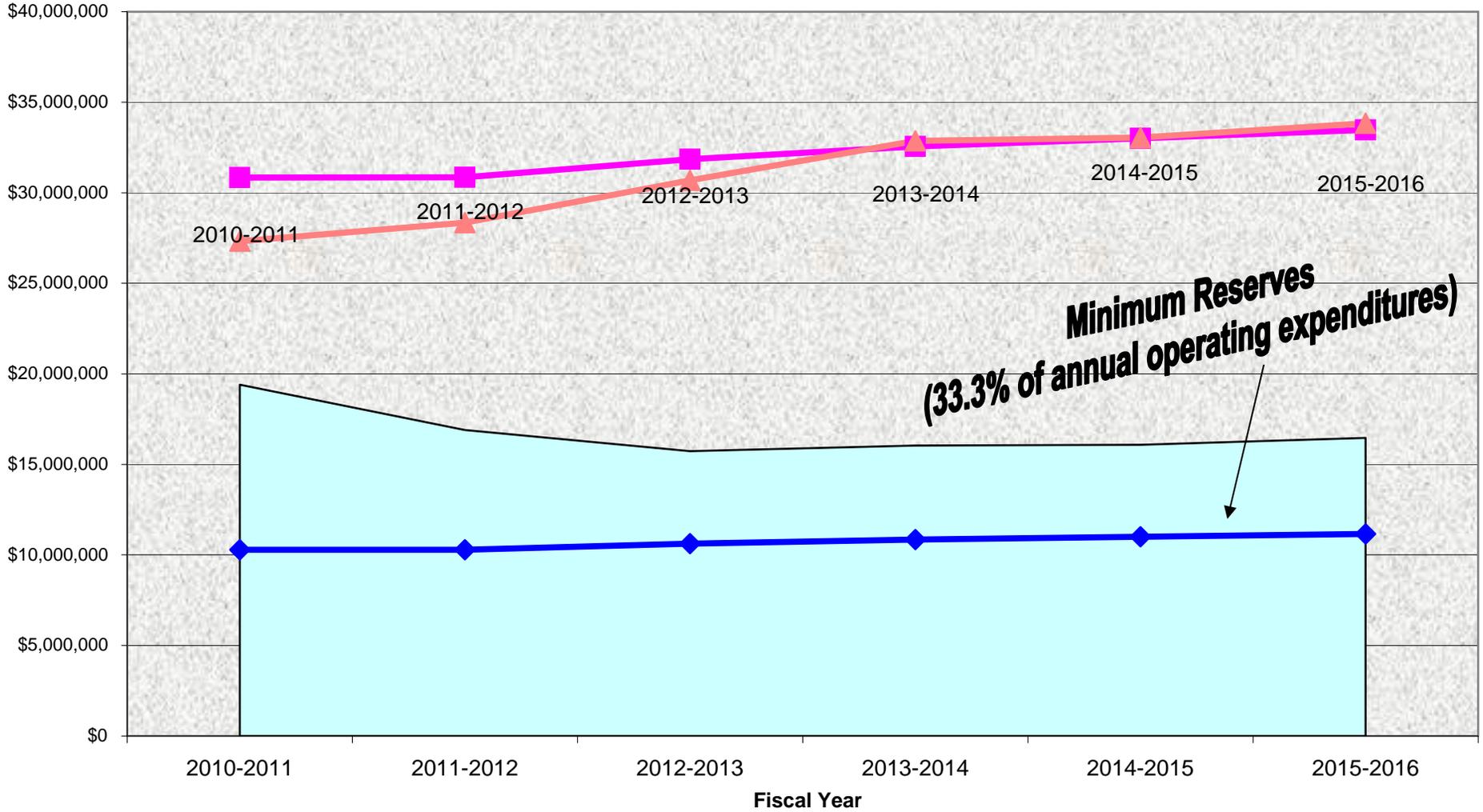
**City of Foster City, California**  
Internal Service Funds  
Five Year Financial Plan for the Years Ended June 30, 2016

	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Revenues by Source:</b>						
Sales & service charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle, equipment rental and other user charges	\$ 5,370,517	\$ 4,941,425	\$ 5,230,000	\$ 5,387,000	\$ 5,549,000	\$ 5,715,000
Interest and rentals	\$ 383,000	\$ 596,700	\$ 604,000	\$ 611,000	\$ 618,000	\$ 625,000
Other	\$ 14,000	\$ 14,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
<b>Total Revenues</b>	<b>\$ 5,767,517</b>	<b>\$ 5,552,125</b>	<b>\$ 5,854,000</b>	<b>\$ 6,018,000</b>	<b>\$ 6,187,000</b>	<b>\$ 6,360,000</b>
<b>Expenditures (see attached)</b>	<b>\$ 5,084,432</b>	<b>\$ 4,561,233</b>	<b>\$ 5,033,884</b>	<b>\$ 5,159,820</b>	<b>\$ 5,280,672</b>	<b>\$ 5,404,811</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ 683,085</b>	<b>\$ 990,892</b>	<b>\$ 820,116</b>	<b>\$ 858,180</b>	<b>\$ 906,328</b>	<b>\$ 955,189</b>
<b>Net Transfers In (Out)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 683,085</b>	<b>\$ 990,892</b>	<b>\$ 820,116</b>	<b>\$ 858,180</b>	<b>\$ 906,328</b>	<b>\$ 955,189</b>
<b>Opening Fund Balance</b>	<b>\$ 21,190,815</b>	<b>\$ 21,873,900</b>	<b>\$ 22,864,792</b>	<b>\$ 23,684,908</b>	<b>\$ 24,543,088</b>	<b>\$ 25,449,416</b>
<b>Ending Fund Balance</b>	<b>\$ 21,873,900</b>	<b>\$ 22,864,792</b>	<b>\$ 23,684,908</b>	<b>\$ 24,543,088</b>	<b>\$ 25,449,416</b>	<b>\$ 26,404,605</b>

**City of Foster City, California**  
Internal Service Funds Expenditures Detail  
Five Year Financial Plan for the Years Ended June 30, 2016

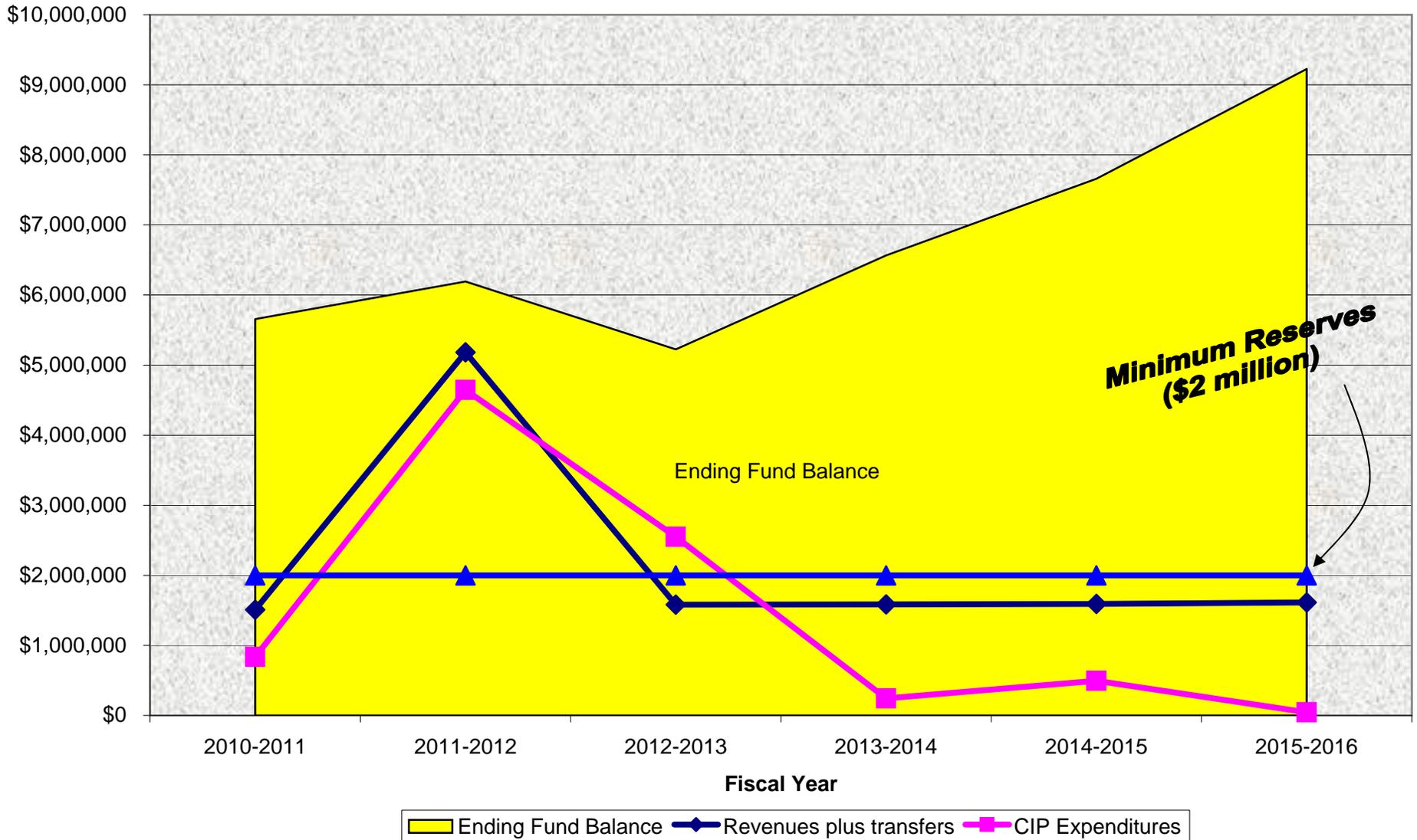
	Approved	Five Year Financial Plan				
	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 1,566,460	\$ 1,639,260	\$ 1,672,045	\$ 1,697,126	\$ 1,714,097	\$ 1,731,238
<i>Supplies and other</i>	\$ 2,252,224	\$ 2,137,273	\$ 2,201,391	\$ 2,267,433	\$ 2,335,456	\$ 2,405,520
<i>Capital Improvement Projects</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ 1,063,185	\$ 628,925	\$ 1,000,000	\$ 1,030,000	\$ 1,060,900	\$ 1,092,727
<b>Total department expenses</b>	<b>\$ 4,881,869</b>	<b>\$ 4,405,458</b>	<b>\$ 4,873,436</b>	<b>\$ 4,994,559</b>	<b>\$ 5,110,453</b>	<b>\$ 5,229,485</b>
<b>Interdepartmental charges (credits)</b>						
<b>Reallocation</b>	\$ 202,563	\$ 155,775	\$ 160,448	\$ 165,261	\$ 170,219	\$ 175,326
<b>Net Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>\$ 5,084,432</b>	<b>\$ 4,561,233</b>	<b>\$ 5,033,884</b>	<b>\$ 5,159,820</b>	<b>\$ 5,280,672</b>	<b>\$ 5,404,811</b>

# City of Foster City General Fund (Forecast Based on Budgeted Revenues / Expenditures)

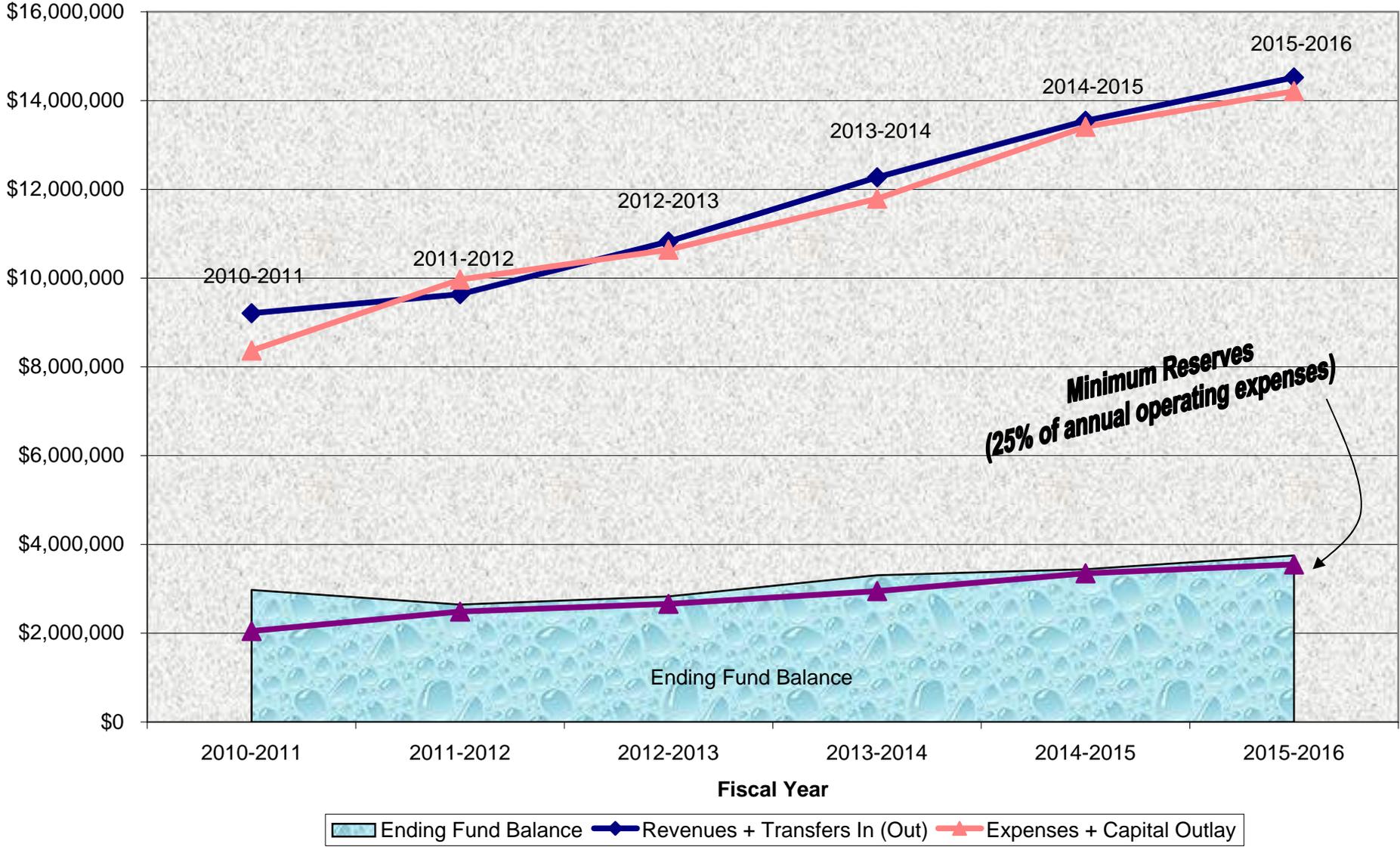


Ending Fund Balance      Expenditures      Revenues, Transfers & Other Adj.

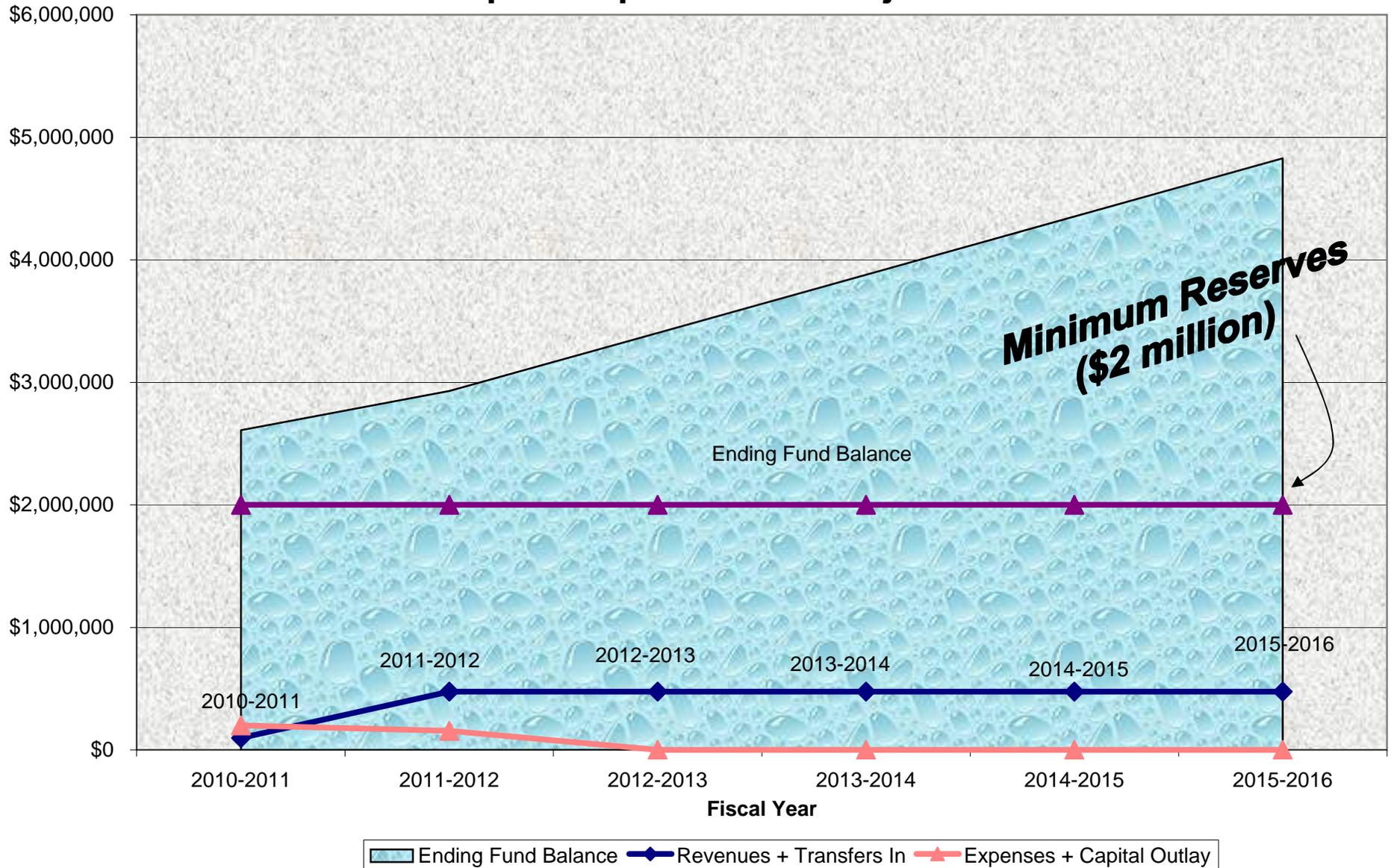
# City of Foster City Capital Improvements Fund



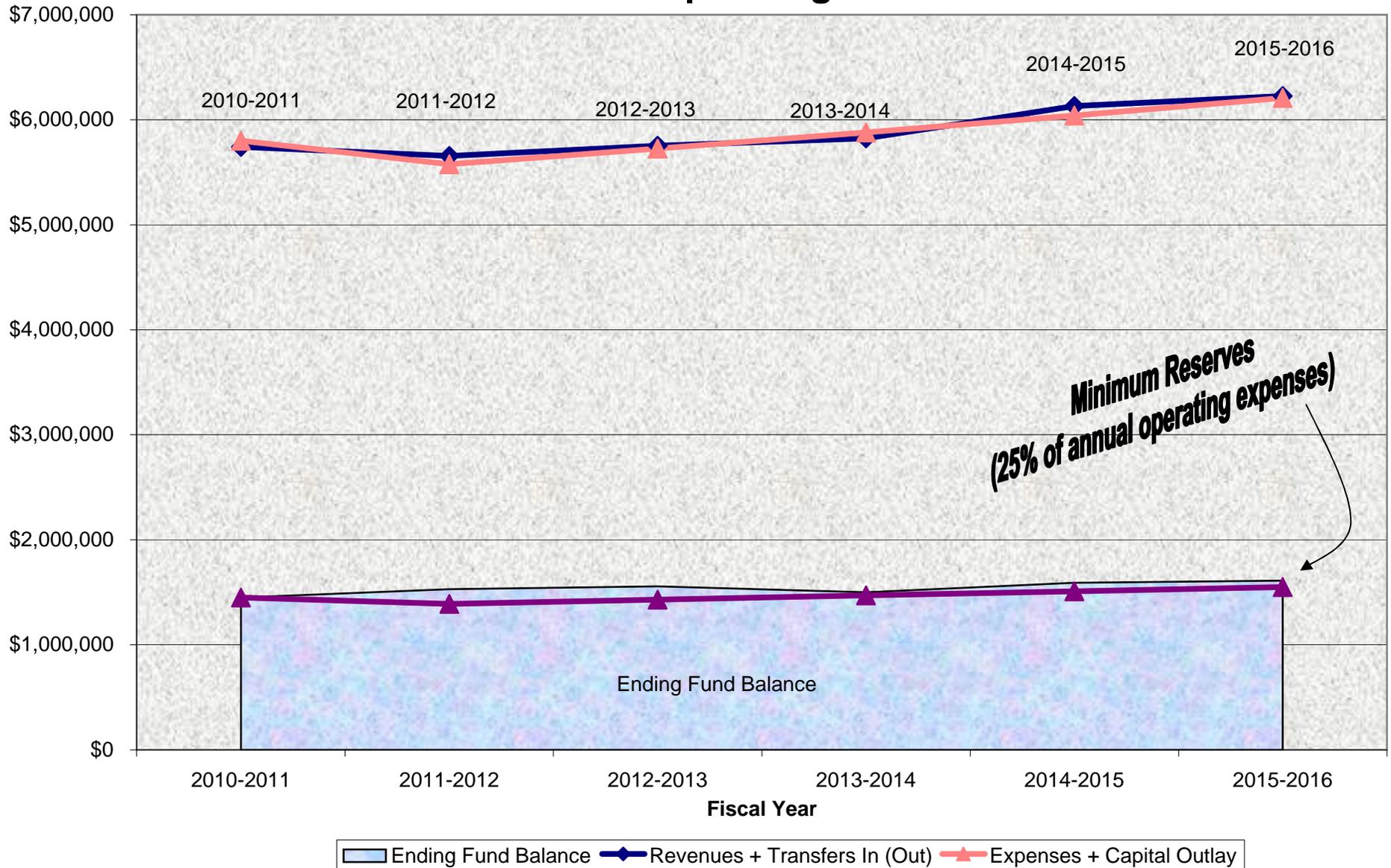
# Estero Municipal Improvement District Water Operating Funds



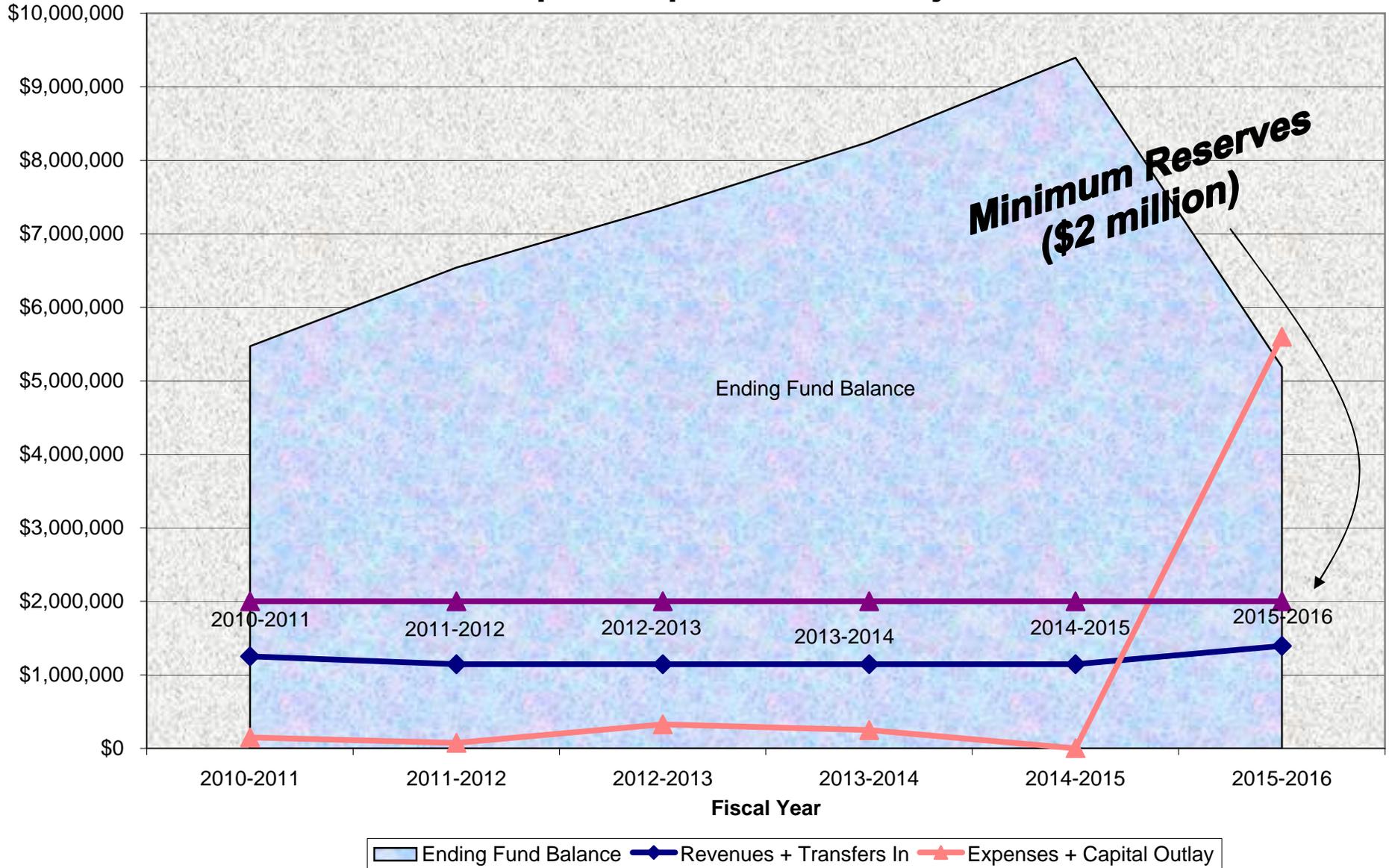
# Estero Municipal Improvement District Water Capital Improvement Project Funds



## Estero Municipal Improvement District Wastewater Operating Funds



## Estero Municipal Improvement District Wastewater Capital Improvement Project Funds



**CITY OF FOSTER CITY / EMID**  
 Summary of Resources and Requirements by Funds  
 For the Fiscal Year Ended June 30, 2012

Fund	Available July 1, 2011	Estimated Revenues	Transfers In	Transfers Out	Total Available	Operating Expenditures	Capital Expenditures	Total Requirements	Net Increase (Decrease) in Reserves	Available June 30, 2012
<b>General Funds</b>										
001 General - City	\$ 19,405,000	\$ 11,525,200	\$ -	\$ 1,664,300	\$ 29,265,900	\$ 12,361,969	\$ -	\$ 12,361,969	\$ (2,501,069)	\$ 16,903,931
002 General - District	\$ -	\$ 16,699,300	\$ -	\$ -	\$ 16,699,300	\$ 16,699,300	\$ -	\$ 16,699,300	\$ -	\$ -
003 Special Recreation	\$ -	\$ 1,441,000	\$ 352,300	\$ -	\$ 1,793,300	\$ 1,793,300	\$ -	\$ 1,793,300	\$ -	\$ -
<b>Subtotal General Funds</b>	<b>\$ 19,405,000</b>	<b>\$ 29,665,500</b>	<b>\$ 352,300</b>	<b>\$ 1,664,300</b>	<b>\$ 47,758,500</b>	<b>\$ 30,854,569</b>	<b>\$ -</b>	<b>\$ 30,854,569</b>	<b>\$ (2,501,069)</b>	<b>\$ 16,903,931</b>
<b>Special Revenue Funds</b>										
101 Traffic Safety	\$ -	\$ 111,000	\$ -	\$ -	\$ 111,000	\$ 111,000	\$ -	\$ 111,000	\$ -	\$ -
102 Measure A	\$ 1,994,000	\$ 1,946,000	\$ -	\$ -	\$ 3,940,000	\$ -	\$ 2,290,000	\$ 2,290,000	\$ (344,000)	\$ 1,650,000
103 Gas Tax (2105-2107.5)	\$ 324,500	\$ 502,000	\$ -	\$ -	\$ 826,500	\$ 826,500	\$ -	\$ 826,500	\$ (324,500)	\$ -
104 Gas Tax (2103 - Gas Tax Swap)	\$ 281,000	\$ 304,200	\$ -	\$ -	\$ 585,200	\$ -	\$ -	\$ -	\$ 304,200	\$ 585,200
105 Measure M	\$ -	\$ 99,000	\$ -	\$ 99,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
106 Park In-Lieu Fees	\$ 515,300	\$ 7,700	\$ -	\$ -	\$ 523,000	\$ -	\$ -	\$ -	\$ 7,700	\$ 523,000
108 SLESF/COPS Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
112 CLEEP Grant	\$ 26,900	\$ -	\$ -	\$ -	\$ 26,900	\$ -	\$ -	\$ -	\$ -	\$ 26,900
114 CalOpps.org	\$ 159,500	\$ 105,500	\$ -	\$ -	\$ 265,000	\$ 93,003	\$ -	\$ 93,003	\$ 12,497	\$ 171,997
115 Prop 42 Transportation	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ (25,000)	\$ -
116 Foster City Foundation	\$ 134,000	\$ 63,000	\$ -	\$ 60,500	\$ 136,500	\$ -	\$ -	\$ -	\$ 2,500	\$ 136,500
120 Foster City CDA Affordable Housing Reimbursement Agreement	\$ 17,082,000	\$ 300,000	\$ -	\$ -	\$ 17,382,000	\$ 1,611,000	\$ -	\$ 1,611,000	\$ (1,311,000)	\$ 15,771,000
121 Foster City CDA Cooperative Services Agreement	\$ 2,467,000	\$ 49,000	\$ -	\$ -	\$ 2,516,000	\$ 524,000	\$ -	\$ 524,000	\$ (475,000)	\$ 1,992,000
<b>Subtotal Special Revenue Funds</b>	<b>\$ 23,009,200</b>	<b>\$ 3,487,400</b>	<b>\$ -</b>	<b>\$ 159,500</b>	<b>\$ 26,337,100</b>	<b>\$ 3,165,503</b>	<b>\$ 2,315,000</b>	<b>\$ 5,480,503</b>	<b>\$ (2,152,603)</b>	<b>\$ 20,856,597</b>
<b>Capital Projects Funds</b>										
301 Capital Investment - City	\$ 4,594,000	\$ 3,795,000	\$ 1,372,500	\$ -	\$ 9,761,500	\$ -	\$ 4,647,000	\$ 4,647,000	\$ 520,500	\$ 5,114,500
302 Foster City CDA Public Improvements Reimbursement Agreement	\$ 1,064,000	\$ 16,000	\$ -	\$ -	\$ 1,080,000	\$ -	\$ -	\$ -	\$ 16,000	\$ 1,080,000
<b>Subtotal Capital Projects Funds</b>	<b>\$ 5,658,000</b>	<b>\$ 3,811,000</b>	<b>\$ 1,372,500</b>	<b>\$ -</b>	<b>\$ 10,841,500</b>	<b>\$ -</b>	<b>\$ 4,647,000</b>	<b>\$ 4,647,000</b>	<b>\$ 536,500</b>	<b>\$ 6,194,500</b>

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**CITY OF FOSTER CITY / EMID**  
 Summary of Resources and Requirements by Funds  
 For the Fiscal Year Ended June 30, 2012

(Continued from previous page)

Fund	Available July 1, 2011	Estimated Revenues	Transfers In	Transfers Out	Total Available	Operating Expenditures	Capital Expenditures	Total Requirements	Net Increase (Decrease) in Reserves	Available June 30, 2012
<b>Enterprise Funds</b>										
<i>Water Funds</i>										
401 Water Revenue	\$ -	\$ 10,110,300	\$ 884,000	\$ 925,000	\$ 10,069,300	\$ 9,965,687	\$ -	\$ 9,965,687	\$ 103,613	\$ 103,613
402 Water Reserve	\$ 2,090,000	\$ -	\$ 450,000	\$ -	\$ 2,540,000	\$ -	\$ -	\$ -	\$ 450,000	\$ 2,540,000
403 Water Rate Balancing Fund	\$ 884,000	\$ -	\$ -	\$ 884,000	\$ -	\$ -	\$ -	\$ -	\$ (884,000)	\$ -
405 Capital Investment - Water	\$ 2,608,400	\$ -	\$ 475,000	\$ -	\$ 3,083,400	\$ -	\$ 155,000	\$ 155,000	\$ 320,000	\$ 2,928,400
407 Water Equipment Replacement	\$ 1,779,700	\$ 400,950	\$ -	\$ -	\$ 2,180,650	\$ 624,523	\$ -	\$ 624,523	\$ (223,573)	\$ 1,556,127
<b>Subtotal Water Funds</b>	<b>\$ 7,362,100</b>	<b>\$ 10,511,250</b>	<b>\$ 1,809,000</b>	<b>\$ 1,809,000</b>	<b>\$ 17,873,350</b>	<b>\$ 10,590,210</b>	<b>\$ 155,000</b>	<b>\$ 10,745,210</b>	<b>\$ (233,960)</b>	<b>\$ 7,128,140</b>
<i>Wastewater Funds</i>										
451 Wastewater Revenue	\$ -	\$ 6,796,500	\$ 73,600	\$ 1,144,000	\$ 5,726,100	\$ 5,576,545	\$ -	\$ 5,576,545	\$ 149,555	\$ 149,555
452 Wastewater Reserve	\$ 1,450,000	\$ -	\$ -	\$ 70,000	\$ 1,380,000	\$ -	\$ -	\$ -	\$ (70,000)	\$ 1,380,000
455 Capital Investment - Wastewater	\$ 5,470,000	\$ -	\$ 1,144,000	\$ -	\$ 6,614,000	\$ -	\$ 75,000	\$ 75,000	\$ 1,069,000	\$ 6,539,000
456 Wastewater Expansion	\$ -	\$ 3,600	\$ -	\$ 3,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
457 Wastewater Equipment Replacement	\$ 1,988,500	\$ 336,430	\$ -	\$ -	\$ 2,324,930	\$ 325,500	\$ -	\$ 325,500	\$ 10,930	\$ 1,999,430
<b>Subtotal Wastewater Funds</b>	<b>\$ 8,908,500</b>	<b>\$ 7,136,530</b>	<b>\$ 1,217,600</b>	<b>\$ 1,217,600</b>	<b>\$ 16,045,030</b>	<b>\$ 5,902,045</b>	<b>\$ 75,000</b>	<b>\$ 5,977,045</b>	<b>\$ 1,159,485</b>	<b>\$ 10,067,985</b>
<i>Shuttle Fund</i>										
499 Shuttle	\$ -	\$ 136,700	\$ 99,000	\$ -	\$ 235,700	\$ 235,700	\$ -	\$ 235,700	\$ -	\$ -
<b>Subtotal Enterprise Funds</b>	<b>\$ 16,270,600</b>	<b>\$ 17,784,480</b>	<b>\$ 3,125,600</b>	<b>\$ 3,026,600</b>	<b>\$ 34,154,080</b>	<b>\$ 16,727,955</b>	<b>\$ 230,000</b>	<b>\$ 16,957,955</b>	<b>\$ 925,525</b>	<b>\$ 17,196,125</b>
<b>Internal Service Funds</b>										
501 Vehicle Replacement	\$ 4,246,200	\$ 1,590,685	\$ -	\$ -	\$ 5,836,885	\$ 999,431	\$ -	\$ 999,431	\$ 591,254	\$ 4,837,454
502 Equipment Replacement	\$ 3,823,800	\$ 529,984	\$ -	\$ -	\$ 4,353,784	\$ 306,925	\$ -	\$ 306,925	\$ 223,059	\$ 4,046,859
503 Self-Insurance	\$ 1,127,200	\$ 170,500	\$ -	\$ -	\$ 1,297,700	\$ 297,700	\$ -	\$ 297,700	\$ (127,200)	\$ 1,000,000
504 Information Technology	\$ 2,707,700	\$ 1,343,255	\$ -	\$ -	\$ 4,050,955	\$ 1,219,140	\$ -	\$ 1,219,140	\$ 124,115	\$ 2,831,815
505 Building Maintenance	\$ 1,731,000	\$ 1,569,701	\$ -	\$ -	\$ 3,300,701	\$ 1,526,037	\$ -	\$ 1,526,037	\$ 43,664	\$ 1,774,664
507 Longevity Recognition Benefits	\$ 2,762,000	\$ 115,000	\$ -	\$ -	\$ 2,877,000	\$ 112,000	\$ -	\$ 112,000	\$ 3,000	\$ 2,765,000
508 PEMHCA Benefits Plan	\$ 5,476,000	\$ 233,000	\$ -	\$ -	\$ 5,709,000	\$ 100,000	\$ -	\$ 100,000	\$ 133,000	\$ 5,609,000
<b>Subtotal Internal Service Funds</b>	<b>\$ 21,873,900</b>	<b>\$ 5,552,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,426,025</b>	<b>\$ 4,561,233</b>	<b>\$ -</b>	<b>\$ 4,561,233</b>	<b>\$ 990,892</b>	<b>\$ 22,864,792</b>
<b>Total All Funds</b>	<b>\$ 86,216,700</b>	<b>\$ 60,300,505</b>	<b>\$ 4,850,400</b>	<b>\$ 4,850,400</b>	<b>\$ 146,517,205</b>	<b>\$ 55,309,260</b>	<b>\$ 7,192,000</b>	<b>\$ 62,501,260</b>	<b>\$ (2,200,755)</b>	<b>\$ 84,015,945</b>

**City of Foster City / Estero Municipal Improvement District  
Revenue by Source  
For the Year Ended, June 30, 2012**

	2010-2011		2011-2012
	Approved	Projected	Budget
<b>General Fund</b>			
City			
Sales taxes	\$ 3,670,000	\$ 3,730,000	\$ 3,666,000
Transient occupancy taxes	\$ 1,140,000	\$ 1,294,000	\$ 1,313,000
Franchise taxes	\$ 1,010,000	\$ 1,237,000	\$ 1,274,000
Real property transfer	\$ 113,000	\$ 112,000	\$ 112,000
Licenses and permits	\$ 1,537,400	\$ 1,644,400	\$ 1,336,700
Motor vehicle in-lieu	\$ 2,750,000	\$ 2,530,000	\$ 2,530,000
Charges for current services	\$ 485,200	\$ 647,000	\$ 810,800
Fines and forfeitures	\$ 50,000	\$ 37,000	\$ 45,000
Interest	\$ 160,000	\$ 230,000	\$ 242,000
Interest on Loan from Community Development Agency	\$ 112,000	\$ 112,000	\$ -
Other	\$ 306,200	\$ 214,200	\$ 195,700
General Fund (City) Subtotal	\$ 11,333,800	\$ 11,787,600	\$ 11,525,200
District			
Property Taxes	\$ 14,231,000	\$ 13,605,764	\$ 15,847,000
Intergovernmental	\$ 105,000	\$ 105,000	\$ 105,000
Rentals	\$ 636,000	\$ 611,100	\$ 625,300
Interest	\$ 79,000	\$ 105,000	\$ 122,000
General Fund (District) Subtotal	\$ 15,051,000	\$ 14,426,864	\$ 16,699,300
Special Recreation			
Program Revenues	\$ 1,134,000	\$ 1,113,000	\$ 1,230,000
Rents and Concessions	\$ 173,000	\$ 208,000	\$ 211,000
Interest	\$ -	\$ -	\$ -
General Fund (Special Recreation) Subtotal	\$ 1,307,000	\$ 1,321,000	\$ 1,441,000
<b>total general fund</b>	<b>\$ 27,691,800</b>	<b>\$ 27,535,464</b>	<b>\$ 29,665,500</b>

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**City of Foster City / Estero Municipal Improvement District  
Revenue by Source  
For the Year Ended, June 30, 2012**

(Continued from previous page)

	2010-2011		2011-2012
	Approved	Projected	Budget
<b>Special Revenue Funds</b>			
Traffic Safety			
Vehicle Code Fines	\$ 106,000	\$ 109,000	\$ 111,000
Interest	\$ -	\$ -	\$ -
Traffic Safety Subtotal	\$ 106,000	\$ 109,000	\$ 111,000
Measure A			
Sales Tax	\$ 410,000	\$ 464,000	\$ 471,000
Grant	\$ -	\$ -	\$ 1,450,000
Interest	\$ 29,000	\$ 22,000	\$ 25,000
Measure A Subtotal	\$ 439,000	\$ 486,000	\$ 1,946,000
Gas Tax (2105 - 2107.5)			
Gas Tax	\$ 494,000	\$ 505,000	\$ 502,000
Interest	\$ -	\$ 5,000	\$ -
Gas Tax (2105-2107.5) Subtotal	\$ 494,000	\$ 510,000	\$ 502,000
Gas Tax (2103 - Gas Tax Swap)			
Gas Tax	\$ 281,000	\$ 281,000	\$ 300,000
Interest	\$ -	\$ -	\$ 4,200
Gas Tax (2103) Subtotal	\$ 281,000	\$ 281,000	\$ 304,200
Measure M			
Vehicle License Fees	\$ -	\$ -	\$ 99,000
Measure M Subtotal	\$ -	\$ -	\$ 99,000
Park In-Lieu Fees			
Developer Fees	\$ -	\$ 4,000,000	\$ -
Interest	\$ -	\$ -	\$ 7,700
Park In-Lieu Fees Subtotal	\$ -	\$ 4,000,000	\$ 7,700

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**City of Foster City / Estero Municipal Improvement District  
Revenue by Source  
For the Year Ended, June 30, 2012**

(Continued from previous page)

	2010-2011		2011-2012
	Approved	Projected	Budget
SLESF/COPS Grant			
Grant	\$ 100,000	\$ 100,000	\$ -
SLESF/COPS Subtotal	\$ 100,000	\$ 100,000	\$ -
CalOpps.org			
Fees for Services	\$ 96,000	\$ 102,000	\$ 102,000
Interest	\$ 3,500	\$ 3,500	\$ 3,500
CalOpps.org Subtotal	\$ 99,500	\$ 105,500	\$ 105,500
Foster City Foundation			
Grants and Donations	\$ 38,500	\$ 50,500	\$ 63,000
Foster City Foundation Subtotal	\$ 38,500	\$ 50,500	\$ 63,000
Foster City CDA Affordable Housing Reimbursement Agreement (AHRA)			
Deposits from CDA	\$ -	\$ 17,082,000	\$ -
Interest	\$ -	\$ -	\$ 300,000
Foster City CDA AHRA Subtotal	\$ -	\$ 17,082,000	\$ 300,000
Foster City CDA Cooperative Services Agreement			
Deposits from CDA	\$ -	\$ 2,467,000	\$ -
Interest	\$ -	\$ -	\$ 49,000
Foster City CDA CSA Subtotal	\$ -	\$ 2,467,000	\$ 49,000
<b>total special revenue funds</b>	<b>\$ 1,558,000</b>	<b>\$ 25,191,000</b>	<b>\$ 3,487,400</b>

**Capital Projects Fund**

City			
Intergovernmental	\$ 25,000	\$ 25,000	\$ 25,000
Developer Payments	\$ -	\$ -	\$ 3,622,000
Interest	\$ 75,000	\$ 120,000	\$ 140,000
Other	\$ 8,000	\$ 8,000	\$ 8,000
City Capital Projects Subtotal	\$ 108,000	\$ 153,000	\$ 3,795,000
Foster City CDA Public Improvements Reimbursement Agreement (PIRA)			
Deposits from CDA	\$ -	\$ 1,064,000	\$ -
Interest	\$ -	\$ -	\$ 16,000
Foster City CDA PIRA Subtotal	\$ -	\$ 1,064,000	\$ 16,000
<b>total capital projects fund</b>	<b>\$ 108,000</b>	<b>\$ 1,217,000</b>	<b>\$ 3,811,000</b>

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**City of Foster City / Estero Municipal Improvement District**  
**Revenue by Source**  
**For the Year Ended, June 30, 2012**

(Continued from previous page)

	2010-2011		2011-2012
	Approved	Projected	Budget
<b>Enterprise Funds</b>			
Water Revenue			
User Charges	\$ 9,040,000	\$ 8,960,000	\$ 10,034,000
Connection Fees	\$ 196,200	\$ 196,200	\$ 6,300
Interest	\$ 70,000	\$ 101,000	\$ 70,000
	<u>\$ 9,306,200</u>	<u>\$ 9,257,200</u>	<u>\$ 10,110,300</u>
Water Equipment Replacement			
Equipment Rental	\$ 298,072	\$ 298,072	\$ 400,950
	<u>\$ 298,072</u>	<u>\$ 298,072</u>	<u>\$ 400,950</u>
Wastewater Revenue			
User Charges	\$ 6,558,000	\$ 6,860,000	\$ 6,558,000
Connection Fees	\$ 251,300	\$ 251,300	\$ 58,500
Interest	\$ 180,000	\$ 210,000	\$ 180,000
	<u>\$ 6,989,300</u>	<u>\$ 7,321,300</u>	<u>\$ 6,796,500</u>
Wastewater Expansion			
Other	\$ 3,600	\$ 4,200	\$ 3,600
	<u>\$ 3,600</u>	<u>\$ 4,200</u>	<u>\$ 3,600</u>
Wastewater Equipment Replacement			
Equipment Rental	\$ 274,260	\$ 274,260	\$ 336,430
	<u>\$ 274,260</u>	<u>\$ 274,260</u>	<u>\$ 336,430</u>
Shuttle			
Grant	\$ 108,000	\$ 108,000	\$ 116,500
User Charges (Fares)	\$ -	\$ -	\$ 20,200
	<u>\$ 108,000</u>	<u>\$ 108,000</u>	<u>\$ 136,700</u>
<b>total enterprise funds</b>			
	<u>\$ 16,979,432</u>	<u>\$ 17,263,032</u>	<u>\$ 17,784,480</u>

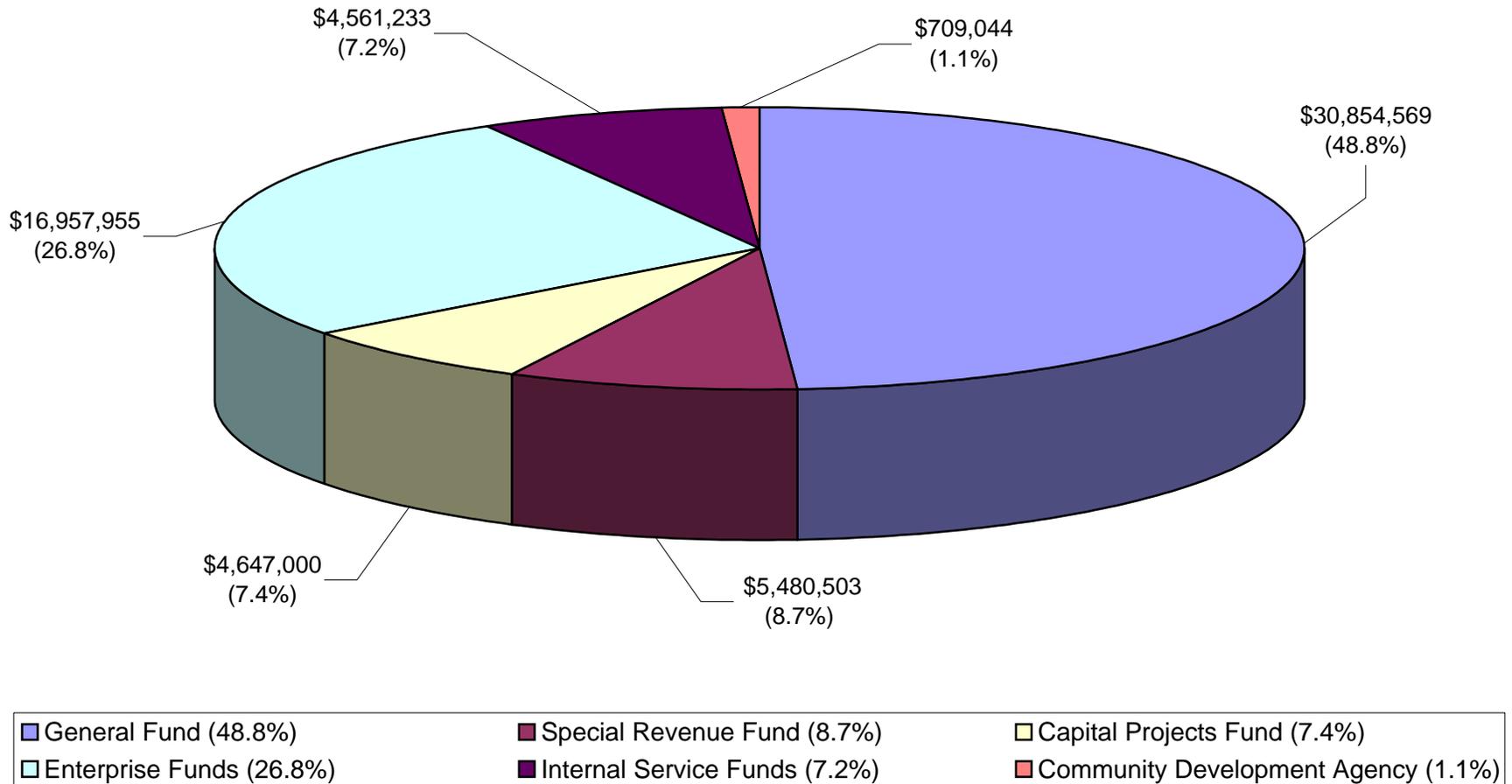
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**City of Foster City / Estero Municipal Improvement District  
Revenue by Source  
For the Year Ended, June 30, 2012**

(Continued from previous page)

	2010-2011		2011-2012
	Approved	Revised	Budget
<b>Internal Service Funds</b>			
Vehicle Replacement			
Vehicle Replacement Charges	\$ 1,470,731	\$ 1,470,731	\$ 1,501,685
Sales of Retired Vehicles	\$ 14,000	\$ 14,000	\$ 14,000
Interest	\$ 43,000	\$ 74,000	\$ 75,000
	<u>\$ 1,527,731</u>	<u>\$ 1,558,731</u>	<u>\$ 1,590,685</u>
Equipment Replacement			
Equipment Rental	\$ 470,352	\$ 470,352	\$ 469,984
Interest	\$ 23,000	\$ 82,000	\$ 60,000
	<u>\$ 493,352</u>	<u>\$ 552,352</u>	<u>\$ 529,984</u>
Self Insurance			
Insurance Charges	\$ 307,700	\$ 307,700	\$ 155,800
Interest	\$ 10,000	\$ 20,000	\$ 14,700
	<u>\$ 317,700</u>	<u>\$ 327,700</u>	<u>\$ 170,500</u>
Information Technology			
User Charges	\$ 1,518,661	\$ 1,518,661	\$ 1,286,255
Interest	\$ 28,000	\$ 55,000	\$ 57,000
	<u>\$ 1,546,661</u>	<u>\$ 1,573,661</u>	<u>\$ 1,343,255</u>
Building Maintenance			
User Charges	\$ 1,570,763	\$ 1,570,763	\$ 1,527,701
Interest	\$ 20,000	\$ 35,000	\$ 42,000
	<u>\$ 1,590,763</u>	<u>\$ 1,605,763</u>	<u>\$ 1,569,701</u>
Longevity Recognition Benefits			
Employer Contributions	\$ -	\$ -	\$ -
Interest	\$ 89,000	\$ 343,000	\$ 115,000
	<u>\$ 89,000</u>	<u>\$ 343,000</u>	<u>\$ 115,000</u>
PEMHCA Benefits Plan			
Employer Contributions	\$ -	\$ -	\$ -
Interest	\$ 169,000	\$ 351,000	\$ 233,000
	<u>\$ 169,000</u>	<u>\$ 351,000</u>	<u>\$ 233,000</u>
<b>total internal service funds</b>	<u>\$ 5,734,207</u>	<u>\$ 6,312,207</u>	<u>\$ 5,552,125</u>
<b>TOTAL REVENUE ALL FUNDS</b>	<b>\$ 52,071,439</b>	<b>\$ 77,518,703</b>	<b>\$ 60,300,505</b>

**City of Foster City / Estero Municipal Improvement District /  
Community Development Agency  
Appropriations by Fund  
For the Fiscal Year Ended June 30, 2012  
Total Appropriations: \$63,210,304**



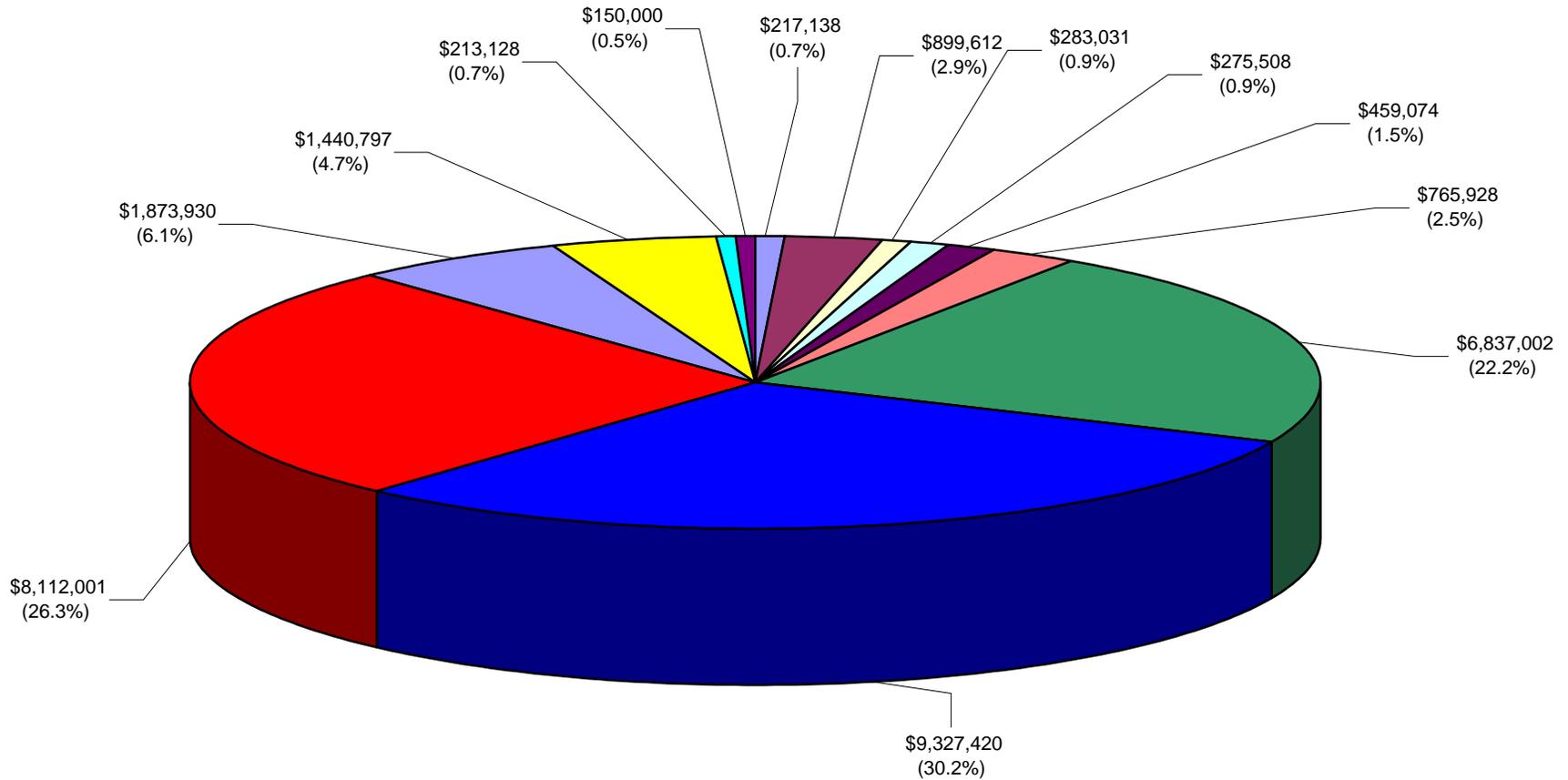
**City of Foster City, California / Estero Municipal Improvement District  
and Foster City Community Development Agency**  
Summary of Appropriations by Fund / CDA  
Annual Appropriations for the Year Ending June 30, 2012

	<b>2010-2011 APPROVED</b>	<b>2010-2011 REVISED</b>	<b>2011-2012 REQUESTED</b>
GENERAL FUND	\$ 30,837,549	\$ 30,837,549	\$ 30,854,569
TRAFFIC SAFETY	\$ 127,000	\$ 127,000	\$ 111,000
MEASURE A	\$ 784,000	\$ 784,000	\$ 2,290,000
GAS TAX (2105-2107)	\$ 665,500	\$ 665,500	\$ 826,500
GAS TAX (2103)	\$ -	\$ -	\$ -
MEASURE M	\$ -	\$ -	\$ -
PARK IN-LIEU FEES	\$ -	\$ -	\$ -
SLESF/COPS GRANT	\$ 100,000	\$ 100,000	\$ -
CALOPPS.ORG	\$ 92,953	\$ 136,953	\$ 93,003
PROPOSITION 42 TRANSPORTATION	\$ 41,000	\$ -	\$ 25,000
FOSTER CITY FOUNDATION	\$ -	\$ -	\$ -
FOSTER CITY CDA AFFORDABLE HOUSING REIMBURSEMENT AGREEMENT	\$ -	\$ -	\$ 1,611,000
FOSTER CITY CDA SMUHSD OBLIGATION SERVICES AGREEMENT	\$ -	\$ -	\$ 524,000
CAPITAL PROJECTS FUND	\$ 835,000	\$ 835,000	\$ 4,647,000
WATER	\$ 9,013,753	\$ 9,041,753	\$ 10,745,210
SEWER	\$ 6,031,864	\$ 6,031,864	\$ 5,977,045
SHUTTLE	\$ 216,000	\$ 321,000	\$ 235,700
VEHICLE REPLACEMENT	\$ 1,313,004	\$ 1,323,786	\$ 999,431
EQUIPMENT REPLACEMENT	\$ 305,000	\$ 305,000	\$ 306,925
SELF-INSURANCE	\$ 285,700	\$ 285,700	\$ 297,700
INFORMATION TECHNOLOGY	\$ 1,313,040	\$ 1,313,040	\$ 1,219,140
BUILDING MAINTENANCE	\$ 1,624,620	\$ 1,624,620	\$ 1,526,037
LONGEVITY RECOGNITION BENEFITS	\$ 110,000	\$ 110,000	\$ 112,000
PEMHCA BENEFITS PLAN	\$ 87,000	\$ -	\$ 100,000
CDA	\$ 5,367,900	\$ 5,367,900	\$ 709,044
<b>TOTAL FOR CITY / EMID / CDA</b>	<b>\$ 59,150,883</b>	<b>\$ 59,210,665</b>	<b>\$ 63,210,304</b>

**City of Foster City, California / Estero Municipal Improvement District  
and Foster City Community Development Agency**  
Summary of Operating Expenditures and Capital Expenditures by Type  
Annual Operating Budget Appropriations for the Year Ending June 30, 2012

	<b>2010-2011 APPROVED</b>	<b>2010-2011 REVISED</b>	<b>2011-2012 REQUESTED</b>
EMPLOYEE SERVICES	\$ 30,443,882	\$ 30,443,882	\$ 29,203,997
SERVICES AND SUPPLIES	\$ 20,069,092	\$ 20,069,092	\$ 19,561,512
CAPITAL OUTLAY	\$ 1,576,507	\$ 1,576,507	\$ 1,578,948
INTERNAL SERVICES	\$ 5,855,294	\$ 5,855,294	\$ 5,673,847
REALLOCATIONS	\$ (803,892)	\$ (803,892)	\$ -
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 57,140,883</b>	<b>\$ 57,140,883</b>	<b>\$ 56,018,304</b>
CAPITAL EXPENDITURES	\$ 2,010,000	\$ 2,010,000	\$ 7,192,000
<b>TOTAL CITY / EMID / CDA EXPENDITURES</b>	<b>\$ 59,150,883</b>	<b>\$ 59,150,883</b>	<b>\$ 63,210,304</b>

**City of Foster City  
 General Fund Operating Expenditures by Department  
 For the Fiscal Year Ended June 30, 2012  
 Total General Fund Operating Expenditures: \$30,854,569**



■ Council/Board (0.7%)	■ City/District Manager (2.9%)	■ City Clerk (0.9%)	■ City Attorney (0.9%)
■ Human Resources (1.5%)	■ Financial Services (2.5%)	■ Parks & Recreation (22.2%)	■ Police (30.2%)
■ Fire (26.3%)	■ Community Development (6.1%)	■ Public Works (4.7%)	■ Library Services (0.7%)
■ Property Tax Administration (0.5%)			

**City of Foster City, California / Estero Municipal Improvement District**  
 Summary of General Fund Appropriations by Department  
 Annual Operating Budget Appropriations for the Year Ending June 30, 2012

	<b>2010-2011 APPROVED</b>	<b>2010-2011 REVISED</b>	<b>2011-2012 REQUESTED</b>
COUNCIL/BOARD	\$ 239,657	\$ 239,657	\$ 217,138
CITY/DISTRICT MANAGER	\$ 878,658	\$ 878,658	\$ 899,612
CITY CLERK	\$ 263,357	\$ 263,357	\$ 283,031
CITY ATTORNEY	\$ 251,182	\$ 251,182	\$ 275,508
HUMAN RESOURCES	\$ 543,238	\$ 543,238	\$ 459,074
FINANCIAL SERVICES	\$ 560,348	\$ 560,348	\$ 765,928
PARKS & RECREATION	\$ 6,861,618	\$ 6,861,618	\$ 6,837,002
POLICE	\$ 9,526,632	\$ 9,526,632	\$ 9,327,420
FIRE	\$ 7,926,025	\$ 7,926,025	\$ 8,112,001
COMMUNITY DEVELOPMENT	\$ 1,538,299	\$ 1,538,299	\$ 1,873,930
PUBLIC WORKS	\$ 1,889,655	\$ 1,889,655	\$ 1,440,797
LIBRARY SERVICES	\$ 248,880	\$ 248,880	\$ 213,128
PROPERTY TAX ADMINISTRATION	\$ 110,000	\$ 110,000	\$ 150,000
<b>TOTAL GENERAL FUND APPROPRIATIONS</b>	<b>\$ 30,837,549</b>	<b>\$ 30,837,549</b>	<b>\$ 30,854,569</b>

**City of Foster City, California / Estero Municipal Improvement District  
GENERAL FUND**

Summary of Operating Expenditures by Type  
Annual Operating Budget Appropriations for the Year Ending June 30, 2012

	<b>2010-2011 APPROVED</b>	<b>2010-2011 REVISED</b>	<b>2011-2012 REQUESTED</b>
EMPLOYEE SERVICES	\$ 24,974,030	\$ 24,974,030	\$ 24,380,637
SERVICES AND SUPPLIES	\$ 5,141,903	\$ 5,141,903	\$ 5,002,782
CAPITAL OUTLAY	\$ 9,200	\$ 9,200	-
INTERNAL SERVICES	\$ 3,912,184	\$ 3,912,184	\$ 3,880,788
REALLOCATIONS	\$ (3,199,768)	\$ (3,199,768)	\$ (2,409,638)
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 30,837,549</b>	<b>\$ 30,837,549</b>	<b>\$ 30,854,569</b>

**City of Foster City / Estero Municipal Improvement District**  
**Personnel Summary - Full-Time Employees**  
For the Fiscal Years Ended June 30, 2010 to 2012

Department	Prior Years		Budget
	2009-2010	2010-2011	2011-2012
City / District Manager	4	10	9
City Clerk	2	3	2
Administrative Services	10	0	0
Human Resources	3	3	3
Financial Services	8	8	8
Parks and Recreation	41	39	37.5
Police	56	56	51
Fire	38	37	37
Community Development	12	11	10
Public Works	39	37	34
<b>Totals</b>	<b>213</b>	<b>204</b>	<b>191.5</b>

**Personnel Changes FY 2011-2012**

*City Manager: Eliminate Video Producer (1)*

*City Clerk: Eliminate Office Assistant II (1)*

*Parks & Recreation: Eliminate Parks Maintenance Worker I/II (1) and Recreation Coordinator as of December 31, 2011 (0.5)*

*Police: Eliminate Police Corporal (1), Police Officer (2), Sr. Community Services Officer (1) and Police Records Specialist (1)*

*Fire: Add shared Deputy Fire Chief (1) by 100% and shared Battalion Chief (1) by 66.7% with City of San Mateo*

*Community Development: Eliminate Office Assistant II (1)*

*Public Works: Eliminate Sr. Civil Engineer (1), Public Works Maintenance Superintendent (1), and Public Works Maintenance Worker I/II (1)*

**TABLE C  
CAPITAL IMPROVEMENT PROJECT (CIP) PLAN (FISCAL YEAR 2011-2012)**

PROJECT NAME	Funding Source*	Total Project Cost	Prior Years' Funding	FY 2011-2012 Funding	Funding Sources							
					City Capital Investment	City Capital Investment (Developer Payments)	Measure A (City)	Measure A (Special Projects)	Proposition 42	Water Capital Investment	Wastewater Capital Investment	
<b>WASTEWATER PROJECTS</b>												
(NEW CIP) WASTEWATER SYSTEM – AUXILIARY PUMP FOR LIFT STATION 59 (2011-2012)	CS	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
<b>TOTAL SEWER PROJECTS</b>	<b>1</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>
<b>WATER PROJECTS</b>												
(NEW CIP) SEISMIC EVALUATION OF WATER TANKS 1, 2 AND 3 (2011-2012)	CW	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -
(NEW CIP) WATER SYSTEM - BOOSTER PUMP BUILDING (2011-2012)	CW	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -
<b>TOTAL WATER PROJECTS</b>	<b>2</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 155,000</b>	<b>\$ -</b>
<b>STREETS/TRAFFIC PROJECTS</b>												
(NEW CIP) STREET SYSTEM - MULTI-PROJECT ROADWAY IMPROVEMENTS (2011-2012)	DEV / MA-SP	\$ 5,072,000	\$ -	\$ 5,072,000	\$ -	\$ 3,622,000	\$ -	\$ 1,450,000	\$ -	\$ -	\$ -	\$ -
(NEW CIP) VINTAGE PARK OVERCROSSING PROJECT (2011-2012 to 2012-2013)	CC	\$ 150,000	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2011-2012)	MA, P42	\$ 865,000	\$ -	\$ 865,000	\$ -	\$ -	\$ 840,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -
<b>TOTAL STREETS/TRAFFIC PROJECTS</b>	<b>3</b>	<b>\$ 6,087,000</b>	<b>\$ -</b>	<b>\$ 6,087,000</b>	<b>\$ 150,000</b>	<b>\$ 3,622,000</b>	<b>\$ 840,000</b>	<b>\$ 1,450,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>STORMWATER/LAGOON PROJECTS</b>												
NONE												
<b>TOTAL STORMWATER/LAGOON PROJECTS</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>PARKS PROJECTS</b>												
(CIP 607) LEVEE/PEDWAY IMPROVEMENTS AND REPAIRS (2011-2012)	CC	\$ 2,200,000	\$ 1,575,000	\$ 625,000	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012)	CC	\$ 250,000	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PARKS PROJECTS</b>	<b>2</b>	<b>\$ 2,450,000</b>	<b>\$ 1,575,000</b>	<b>\$ 875,000</b>	<b>\$ 875,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>BUILDING PROJECTS</b>												
NONE												
<b>TOTAL BUILDING PROJECTS</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL</b>	<b>8</b>	<b>\$ 8,767,000</b>	<b>\$ 1,575,000</b>	<b>\$ 7,192,000</b>	<b>\$ 1,025,000</b>	<b>\$ 3,622,000</b>	<b>\$ 840,000</b>	<b>\$ 1,450,000</b>	<b>\$ 25,000</b>	<b>\$ 155,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>

\* CC=CIP City; MA=Measure A (City); MA-SP=Measure A (Special Projects); DEV=Developer Payments; P42=Proposition 42; CS=CIP Wastewater; CW=CIP Water

**City of Foster City / Estero Municipal Improvement District**  
**Schedule of Fund Balance Transfers**  
Fiscal Year 2011-2012

		Transfers In								
		003	301	401	402	405	451	455	499	
#	Fund	General Fund - Special Recreation	Capital Investment - City	Water Revenue	Water Reserve	Capital Investment - Water	Wastewater Revenue	Capital Investment - Wastewater	Shuttle	Totals
<b>Transfers Out</b>	<b>1 001 General Fund - City</b>	322,300	1,342,000	-	-	-	-	-	-	1,664,300
	<b>2 105 Measure M</b>	-	-	-	-	-	-	-	99,000	99,000
	<b>3 116 Foster City Foundation</b>	30,000	30,500	-	-	-	-	-	-	60,500
	<b>4 401 Water Revenue</b>	-	-	-	450,000	475,000	-	-	-	925,000
	<b>5 403 Water Rate Balancing Fund</b>	-	-	884,000	-	-	-	-	-	884,000
	<b>6 451 Wastewater Revenue</b>	-	-	-	-	-	-	1,144,000	-	1,144,000
	<b>7 452 Wastewater Reserve</b>	-	-	-	-	-	70,000	-	-	70,000
	<b>8 456 Wastewater Expansion</b>	-	-	-	-	-	3,600	-	-	3,600
	<b>Totals</b>		352,300	1,372,500	884,000	450,000	475,000	73,600	1,144,000	99,000

Footnotes:

- 1 Transfers to: a) subsidize Special Recreation fund activities; and, b) set aside funds for long-term Capital Improvement Projects.
- 2 Transfer to subsidize Shuttle Operations
- 3 Transfers of a) donations to fund Senior Express Shuttle Service; and, b) donations from local youth sports groups for Synthetic Turf projects at Catamaran and Sea Cloud (S-2) Parks
- 4 Transfer Water System revenues over expenditures to reserve funds equal to 25% of annual budgeted operating expenditures, and set aside funds for Long-Term CIP Projects in the Water Capital Investment Fund.
- 5 Transfer funds from Water Rate Balancing Fund to cover significant increases in Wholesale Water Rates from SFPUC.
- 6 Transfer Wastewater Collection System revenues over expenditures to set aside for Long-Term CIP Projects in the Wastewater Capital Investment Fund.
- 7 Transfer Wastewater Collection System reserve funds to Wastewater Revenue Fund after 25% reserve levels have been met.
- 8 Transfer Wastewater Collection System expansion revenue to Wastewater Revenue fund, which is incorporated into Long-Term CIP transfer.

# Council / Board



## MISSION STATEMENT

The mission of the City Council is to provide overall direction and control through policy decisions utilizing citizen advisory committees, planning commission and city staff. The City Council strives for the continued orderly growth and development of the City by insuring that all matters related to health, safety and general welfare are addressed consistent with the laws of the State and the will of the citizens of Foster City.

## DEPARTMENT PERSONNEL SUMMARY

Position	09-10	10-11	11-12
Council Members	5	5	5
<b>TOTALS</b>	5	5	5

## CURRENT ACCOMPLISHMENTS

The following projects and issues were identified as priorities by the City Council for **Calendar Year 2010**. The status of the projects is listed below: (Council's highest priorities in **bold**)

### Civic Center Master Plan

- A. **Certify an Environmental Impact Report (EIR), Approve Legal Agreements and Process Land Approvals for the Mirabella-San Francisco Bay/Parkview Plaza Project: A Mixed-Use Development on an 11-Acre Portion of the 15-Acre Site Adjacent to the Government Center – DEVELOPER UNABLE TO SECURE FINANCING FOR THE PROJECT**

### Capital Improvement Projects

- A. Continue the Levee Pedway Repair Project and Complete Phase I (Portion between City Limits and Foster City Blvd. along the San Francisco Bay) – COMPLETED
- B. Review Status of and Future Plans for Public Infrastructure Maintenance – COMPLETED

### Municipal Code Amendments/General Plan Amendments/Ordinance Updates

- A. **Update the City of Foster City General Plan (e.g., Land Use/Circulation Element) – IN PROGRESS**
- B. **Update the Housing Element of the Foster City General Plan – COMPLETED**

### Private Development Projects

- A. Continue to Process Land Use Approvals for the Chess/Hatch Redevelopment Project – IN PROGRESS

- B. Continue to Process Land Use Approvals for the Gilead Sciences Corporate Campus Redevelopment Project - COMPLETED
- C. Continue to Process Land Use Approvals for the North Peninsula Jewish Campus Cultural Arts Center – NPJC IS NOT REQUESTING APPROVALS FOR THE CULTURAL ARTS CENTER AT THIS TIME

Economic/Budget Projects

- A. **Monitor National, State and Local Economic Conditions including the Federal and State Budgets; Support or Oppose Federal and State Budget Proposals as Appropriate; and Evaluate Economic, Federal and State Budget Impacts on the City/District/CDA Finances – IN PROGRESS/ONGOING**

Environmental Related Projects

- A. **Actively Pursue Reliable and Uninterruptible Alternative Sources of Water – IN PROGRESS/ONGOING**
- B. **Continue Implementation of a Community-wide Environmental Sustainability Action Plan and a City Operations Environmental Sustainability Action Plan, Including Compliance with AB 32 and SB 375 – IN PROGRESS**
- C. **Continue Implementation of a Transportation Plan for Foster City – IN PROGRESS**

Other Projects

- A. **Continue the Open Dialogue with the San Mateo-Foster City School District and Closely Monitor Their Response to the Issue of Increasing School Enrollment and School Overcrowding – DIALOGUE COMPLETED/MONITORING IN PROGRESS**
- B. **Continue to Closely Monitor the City of San Mateo’s Levee Improvements and Evaluate and Inform the Public Regarding the Impacts of Any Changes to the FEMA Flood Map Designation for Foster City of Foster City – IN PROGRESS**

- C. Consider Adopting a Non Smoking Ordinance for Public Parks and Facilities – IN PROGRESS

The following projects and issues were identified as priorities by the City Council for **Calendar Year 2011**.

Civic Center Master Plan

- A. Consider the Sale or Lease of the 15-Acre Site Adjacent to the Government Center for a Mixed-Use Development

Capital Improvement Projects

- A. Continue the Levee Pedway Repair Project and Complete Phase II (Portion between Foster City Blvd. and Lantern Cove)
- B. Approve and Commence Installation of a Synthetic Soccer/Baseball Field at Sea Cloud Park and a Synthetic Soccer Field/Walking Track at Port Royal Park
- C. Complete the Design for Several Multi-Project Traffic Improvement Projects

Municipal Code Amendments / General Plan Amendments / Ordinance Updates

- A. Update the City of Foster City General Plan (e.g., Land Use/Circulation Element)

Private Development Projects

- A. Continue to Process Land Use Approvals for the Chess/Hatch Redevelopment Project
- B. Develop an Economic Development Strategy in Cooperation with the Chamber of Commerce

Economic/Budget Projects

- A. Approve a Plan to Balance the General Fund Budget by FY 2013-2014
- B. Place a Measure on the November 2011 Ballot to Increase the Transient Occupancy Tax from 8% to 10%
- C. Monitor National, State and Local Economic Conditions including the Federal and State Budgets; Evaluate Economic, Federal and State Budget Impacts on the City/District/CDA Finances; Support or Oppose Federal and State Budget Proposals as Appropriate and Be

Actively Engaged in Advocating for the Interests of the City/District/CDA

Environmental Related Projects

- A. Actively Pursue Reliable and Uninterruptible Alternative Sources of Water and Promote Water Conservation
- B. Continue Implementation of a Community-wide Environmental Sustainability Action Plan and a City Operations Environmental Sustainability Action Plan, Including Compliance with AB 32 and SB 375
- C. Monitor Transportation Issues/Traffic Congestion Impacts for Foster City

Other Projects

- A. Continue to Closely Monitor the City of San Mateo's Levee Improvements and Evaluate and Inform the Public Regarding the Impacts of Any Changes to the FEMA Flood Map Designation for Foster City
- B. Monitor the San Francisco Bay Conservation and Development Commission's Proposed Bay Plan Amendment No. 1-08 Regarding Climate Change (Sea Level Rise), Evaluate Impacts on Foster City and Support or Oppose Proposals as Appropriate

- The City will join the Bay Planning Coalition in FY 11/12 in order to more closely follow the Bay Conservation and Development Commission's Bay Plan Amendment process and activities with respect to climate change (sea level rise) and San Francisco Bay. Annual membership dues total \$1,000.
- Community Promotion budget decreased by \$25,000 due to the elimination of funding for the Foster City Chamber of Commerce.
- Information Technology Advisory Committee budget increased from \$140 to \$540. The \$400 was added for the Identity Theft Symposium. This is a biannual event.
- The Arts and Culture Committee, Education Committee, Noise Abatement Committee, and Senior Citizen Advisory Committee were dissolved in FY 10/11 and the budget shows no funding for these committees.

**PROPOSED SERVICE LEVELS**

- Provide Policy Direction and Control
- Insure Health, Safety, and General Welfare of Citizenry

**CHANGES IN FINANCIAL RESOURCES REQUIRED**

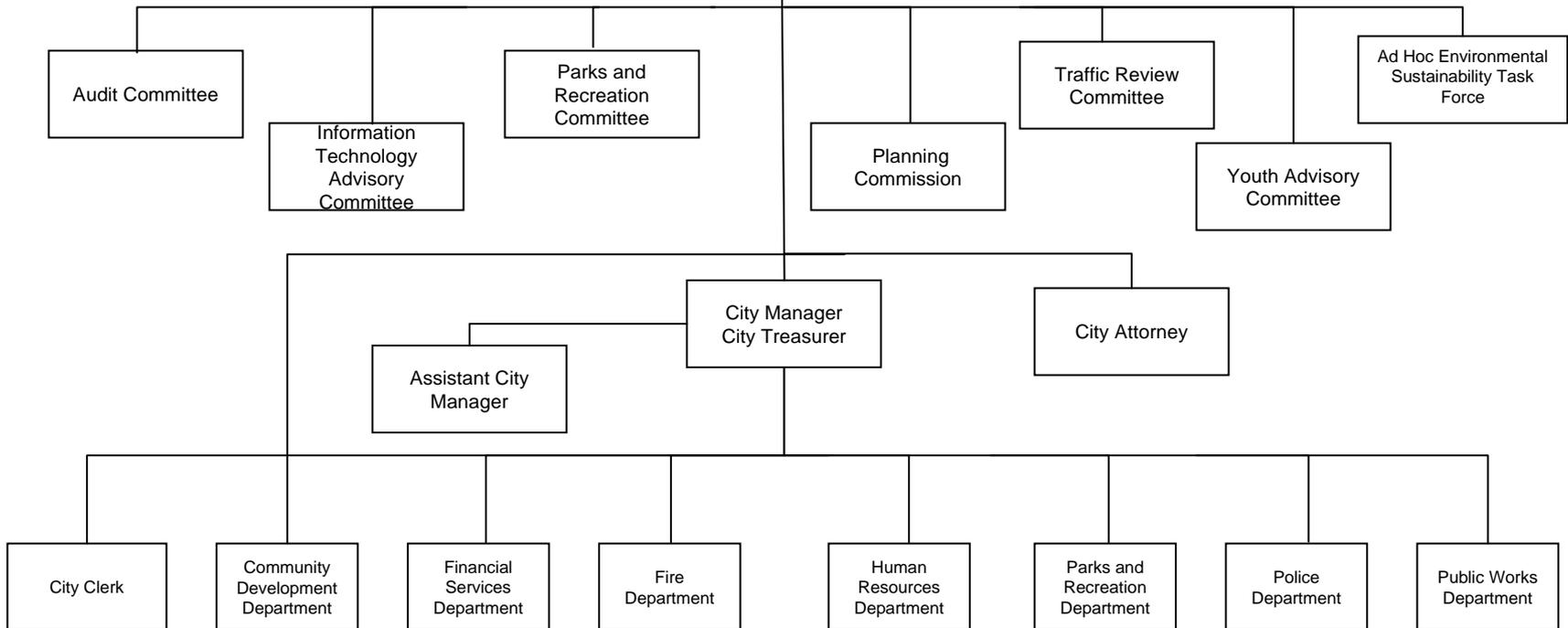
- Council/Board Administration Supplies and Services budget decreased due to a decrease in the annual dues for the Airport Community Roundtable. The \$1,500 dues applies to FY 10/11 and 11/12.

# Foster City Organization Chart

Foster City Residents



**City Council**



**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**COUNCIL/BOARD**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
AD HOC ENVIRONMENTAL SUSTAINABILITY TASKFORCE	650	650	600
ARTS COMMITTEE – SPC EVENTS	\$ 1,000	\$ 1,000	\$ -
AUDIT COMMITTEE	300	300	250
COMMUNITY PROMOTION	64,150	64,150	39,150
COUNCIL/BOARD	148,082	148,082	153,558
NOISE ABATEMENT COMMITTEE	100	100	-
PARKS & REC COMMITTEE	2,125	2,125	2,065
PLANNING COMMISSION	17,890	17,890	17,565
SENIOR CITIZEN COMMITTEE	1,500	1,500	-
TECHNOLOGY COMMITTEE	140	140	540
YOUTH ADVISORY COMMITTEE	3,720	3,720	3,410
<b>TOTAL FOR COUNCIL/BOARD</b>	<b>\$ 239,657</b>	<b>\$ 239,657</b>	<b>\$ 217,138</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**COUNCIL/BOARD**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 92,050	\$ 92,050	\$ 105,900
SERVICES AND SUPPLIES	316,010	316,010	216,185
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	408,060	408,060	322,085
INTERNAL SERVICES	57,576	57,576	56,831
Subtotal (Total Department Expenses before Reallocations)	465,636	465,636	378,916
REALLOCATIONS	(175,514)	(175,514)	(161,778)
<b>TOTAL FOR COUNCIL/BOARD</b>	<b>\$ 290,122</b>	<b>\$ 290,122</b>	<b>\$ 217,138</b>

## DETAIL LINE ITEM REPORT

COUNCIL/BOARD - COUNCIL/BOARD      Account: 001-1010-413

GENERAL FUND

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-1010-413-4115	COUNCILMEMBER COMPENSATION	\$34,260.00	\$34,260.00
Subtotal		<b>\$34,260.00</b>	<b>\$34,260.00</b>
001-1010-413-4120	FRINGE BENEFITS	\$42,000.00	\$55,200.00
Subtotal		<b>\$42,000.00</b>	<b>\$55,200.00</b>
<b>Employee Services Total</b>		<b>\$76,260.00</b>	<b>\$89,460.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-1010-413-4556	EQUIPMENT REPLACEMENT	\$0.00	\$1,400.00
Subtotal		<b>\$0.00</b>	<b>\$1,400.00</b>
001-1010-413-4569	BUILDING MAINTENANCE	\$17,202.00	\$16,414.00
001-1010-413-4569	BUILDING MAINTENANCE (87% Cncl Chambers)	\$40,890.00	\$39,017.00
Subtotal		<b>\$58,092.00</b>	<b>\$55,431.00</b>
<b>Internal Services Total</b>		<b>\$58,092.00</b>	<b>\$56,831.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
001-1010-413-4241	COPY EXPENSE -- COUNCIL/BOARD ADMINISTRATION	\$75.00	\$75.00
Subtotal		<b>\$75.00</b>	<b>\$75.00</b>
001-1010-413-4242	POSTAGE EXPENSE	\$300.00	\$300.00
Subtotal		<b>\$300.00</b>	<b>\$300.00</b>
001-1010-413-4243	BUSINESS CARDS	\$100.00	\$100.00
001-1010-413-4243	COFFEE AND SUPPLIES FOR CITY HALL	\$2,980.00	\$2,980.00
001-1010-413-4243	COUNCIL REORGANIZATION RECEPTION	\$250.00	\$250.00
001-1010-413-4243	GENERAL OFFICE SUPPLIES	\$2,780.00	\$2,780.00

001-1010-413-4243	PLAQUES		\$220.00	\$220.00
		Subtotal	<b>\$6,330.00</b>	<b>\$6,330.00</b>
001-1010-413-4251	C/CAG CONGESTION MANAGEMENT PLAN (GAS TAX)		\$16,141.00	\$16,141.00
001-1010-413-4251	C/CAG CONGESTION RELIEF PLAN FEE (GAS TAX)		\$90,679.00	\$90,679.00
		Subtotal	<b>\$106,820.00</b>	<b>\$106,820.00</b>
001-1010-413-4253	AIRPORT COMMUNITY ROUNDTABLE		\$1,500.00	\$0.00
001-1010-413-4253	ASSOCIATION OF BAY AREA GOVERNMENTS		\$5,820.00	\$5,958.00
001-1010-413-4253	BAY PLANNING COALITION		\$0.00	\$1,000.00
001-1010-413-4253	C/CAG ADMINISTRATIVE COSTS		\$10,324.00	\$10,324.00
001-1010-413-4253	LAFCO ASSESSMENT		\$2,991.00	\$2,400.00
001-1010-413-4253	LCC ANNUAL DUES		\$11,736.00	\$12,088.00
001-1010-413-4253	LCC PENINSULA DIVISION DUES		\$100.00	\$100.00
001-1010-413-4253	MISCELLANEOUS		\$200.00	\$200.00
		Subtotal	<b>\$32,671.00</b>	<b>\$32,070.00</b>
001-1010-413-4254	MISCELLANEOUS BUSINESS MEETINGS		\$11,250.00	\$8,450.00
		Subtotal	<b>\$11,250.00</b>	<b>\$8,450.00</b>
001-1010-413-4260	N/P -- CALL PRIMROSE CENTER		\$1,000.00	\$1,000.00
001-1010-413-4260	N/P -- LEGAL AID SOCIETY OF SMC		\$500.00	\$500.00
001-1010-413-4260	N/P -- PARCA		\$2,000.00	\$2,000.00
001-1010-413-4260	N/P -- SAMARITAN HOUSE		\$9,000.00	\$9,000.00
001-1010-413-4260	N/P -- SHELTER NETWORK OF SAN MATEO COUNTY		\$2,500.00	\$2,000.00
001-1010-413-4260	N/P -- YOUTH & FAMILY ENRICHMENT SERVICES		\$500.00	\$500.00
		Subtotal	<b>\$15,500.00</b>	<b>\$15,000.00</b>
<b>Services and Supplies Total</b>			<b>\$172,946.00</b>	<b>\$169,045.00</b>

<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-1010-413-4496	ALLOCATION TO WATER (excludes N/P, C/CAG)	(\$26,198.00)	(\$27,479.00)
	Subtotal	<b>(\$26,198.00)</b>	<b>(\$27,479.00)</b>
001-1010-413-4497	ALLOCATION TO SEWER (excludes N/P, C/CAG)	(\$26,198.00)	(\$27,479.00)

	Subtotal	<b>(\$26,198.00)</b>	<b>(\$27,479.00)</b>
001-1010-413-4498	REALLOCATION TO GAS TAX FUNDS	(\$106,820.00)	(\$106,820.00)
	Subtotal	<b>(\$106,820.00)</b>	<b>(\$106,820.00)</b>
	Reallocation Total	<b>(\$159,216.00)</b>	<b>(\$161,778.00)</b>
	<b>COUNCIL/BOARD Total</b>	<b>\$148,082.00</b>	<b>\$153,558.00</b>

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COUNCIL/BOARD - ARTS COMMITTEE-SPC EVENTS      Account: 001-1020-413      GENERAL FUND

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<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1020-413-4241	RESOURCE SUPPORT	\$100.00	\$0.00
	Subtotal	<b>\$100.00</b>	<b>\$0.00</b>
001-1020-413-4242	RESOURCE SUPPORT	\$100.00	\$0.00
	Subtotal	<b>\$100.00</b>	<b>\$0.00</b>
001-1020-413-4243	RESOURCE SUPPORT	\$500.00	\$0.00
	Subtotal	<b>\$500.00</b>	<b>\$0.00</b>
001-1020-413-4265	RESOURCE SUPPORT	\$300.00	\$0.00
	Subtotal	<b>\$300.00</b>	<b>\$0.00</b>
	<b>Services and Supplies Total</b>	<b>\$1,000.00</b>	<b>\$0.00</b>
	<b>ARTS COMMITTEE-SPC EVENTS Total</b>	<b>\$1,000.00</b>	<b>\$0.00</b>

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COUNCIL/BOARD - AUDIT COMMITTEE      Account: 001-1022-413      GENERAL FUND

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<b>Services and Supplies</b>		Approved	Requested
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		2010-2011	2011-2012
001-1022-413-4243	MISCELLANEOUS SUPPLIES -- AUDIT COMMITTEE	\$300.00	\$250.00
	Subtotal	<b>\$300.00</b>	<b>\$250.00</b>
	<b>Services and Supplies Total</b>	<b>\$300.00</b>	<b>\$250.00</b>
	<b>AUDIT COMMITTEE Total</b>	<b>\$300.00</b>	<b>\$250.00</b>

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COUNCIL/BOARD - NOISE ABATEMENT COMMITTEE    Account: 001-1025-413    GENERAL FUND

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<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1025-413-4241	COPY EXPENSE -- NOISE ABATEMENT COMMITTEE	\$100.00	\$0.00
	Subtotal	<b>\$100.00</b>	<b>\$0.00</b>
	<b>Services and Supplies Total</b>	<b>\$100.00</b>	<b>\$0.00</b>
	<b>NOISE ABATEMENT COMMITTEE Total</b>	<b>\$100.00</b>	<b>\$0.00</b>

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COUNCIL/BOARD - PARKS & REC COMMITTEE    Account: 001-1026-413    GENERAL FUND

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<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1026-413-4242	POSTAGE EXPENSE	\$250.00	\$250.00
	Subtotal	<b>\$250.00</b>	<b>\$250.00</b>
001-1026-413-4251	CONTRACTUAL SERVICES	\$250.00	\$250.00
	Subtotal	<b>\$250.00</b>	<b>\$250.00</b>
001-1026-413-4253	MEMBERSHIPS, DUES & SUBSCRIPTIONS	\$1,375.00	\$1,375.00

	Subtotal	\$1,375.00	\$1,375.00
001-1026-413-4254	TRAINING	\$250.00	\$190.00
	Subtotal	\$250.00	\$190.00
	<b>Services and Supplies Total</b>	<b>\$2,125.00</b>	<b>\$2,065.00</b>
	<b>PARKS &amp; REC COMMITTEE Total</b>	<b>\$2,125.00</b>	<b>\$2,065.00</b>

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COUNCIL/BOARD - PLANNING COMMISSION      Account: 001-1027-413      GENERAL FUND

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<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-1027-413-4115	PLANNING COMMISSIONER FEES	\$16,140.00	\$16,140.00
	Subtotal	\$16,140.00	\$16,140.00
001-1027-413-4120	FRINGE BENEFITS	\$250.00	\$300.00
	Subtotal	\$250.00	\$300.00
	<b>Employee Services Total</b>	<b>\$16,390.00</b>	<b>\$16,440.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1027-413-4254	PLANNING COMMISSIONER INSTITUTE	\$1,500.00	\$1,125.00
	Subtotal	\$1,500.00	\$1,125.00
	<b>Services and Supplies Total</b>	<b>\$1,500.00</b>	<b>\$1,125.00</b>
	<b>PLANNING COMMISSION Total</b>	<b>\$17,890.00</b>	<b>\$17,565.00</b>

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COUNCIL/BOARD - YOUTH ADVISORY COMMITTEE      Account: 001-1028-413      GENERAL FUND

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<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1028-413-4241	COPY EXPENSE -- YOUTH ADVISORY COMMITTEE	\$20.00	\$20.00
	Subtotal	<b>\$20.00</b>	<b>\$20.00</b>
001-1028-413-4242	POSTAGE EXPENSE	\$200.00	\$200.00
	Subtotal	<b>\$200.00</b>	<b>\$200.00</b>
001-1028-413-4243	MISCELLANEOUS SUPPLIES	\$1,250.00	\$1,250.00
	Subtotal	<b>\$1,250.00</b>	<b>\$1,250.00</b>
001-1028-413-4251	CONTRACTUAL SERVICES	\$1,000.00	\$1,000.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
001-1028-413-4254	TRAVEL AND TRAINING	\$1,250.00	\$940.00
	Subtotal	<b>\$1,250.00</b>	<b>\$940.00</b>
	<b>Services and Supplies Total</b>	<b>\$3,720.00</b>	<b>\$3,410.00</b>
	<b>YOUTH ADVISORY COMMITTEE Total</b>	<b>\$3,720.00</b>	<b>\$3,410.00</b>

COUNCIL/BOARD - COMMUNITY PROMOTION

Account: 001-1030-413

GENERAL FUND

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1030-413-4243	COMMUNITY & SPORTS WALL OF FAME NAME PLATES	\$300.00	\$300.00
001-1030-413-4243	HOLIDAY DECORATIONS	\$500.00	\$500.00
	Subtotal	<b>\$800.00</b>	<b>\$800.00</b>
001-1030-413-4251	FOSTER CITY CHAMBER OF COMMERCE	\$25,000.00	\$0.00
001-1030-413-4251	FOURTH OF JULY ADDITIONAL SERVICES	\$20,000.00	\$20,000.00
001-1030-413-4251	FOURTH OF JULY FIREWORKS	\$17,250.00	\$17,250.00
	Subtotal	<b>\$62,250.00</b>	<b>\$37,250.00</b>
001-1030-413-4253	COMMUNITY WALL OF FAME RECEPTION	\$100.00	\$100.00

		Subtotal	\$100.00	\$100.00
001-1030-413-4260	N/P - JOINT VENTURE SILICON VALLEY		\$0.00	\$500.00
001-1030-413-4260	N/P -- PENINSULA CONFLICT RESOLUTION CTR		\$1,000.00	\$500.00
		Subtotal	\$1,000.00	\$1,000.00
	<b>Services and Supplies Total</b>		<b>\$64,150.00</b>	<b>\$39,150.00</b>
	<b>COMMUNITY PROMOTION Total</b>		<b>\$64,150.00</b>	<b>\$39,150.00</b>

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COUNCIL/BOARD - TECHNOLOGY COMMITTEE      Account: 001-1031-413      GENERAL FUND

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<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1031-413-4241	COPY EXPENSE -- INFORMATION TECHNOLOGY COMMITTEE	\$20.00	\$20.00
	Subtotal	<b>\$20.00</b>	<b>\$20.00</b>
001-1031-413-4242	POSTAGE EXPENSE	\$20.00	\$20.00
	Subtotal	<b>\$20.00</b>	<b>\$20.00</b>
001-1031-413-4243	GENERAL OFFICE SUPPLIES	\$100.00	\$100.00
001-1031-413-4243	IDENTITY THEFT SYMPOSIUM	\$0.00	\$400.00
	Subtotal	<b>\$100.00</b>	<b>\$500.00</b>
	<b>Services and Supplies Total</b>	<b>\$140.00</b>	<b>\$540.00</b>
	<b>TECHNOLOGY COMMITTEE Total</b>	<b>\$140.00</b>	<b>\$540.00</b>

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COUNCIL/BOARD - SENIOR CITIZEN COMMITTEE      Account: 001-1032-413      GENERAL FUND

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<b>Services and Supplies</b>		Approved	Requested
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		2010-2011	2011-2012
001-1032-413-4243	GENERAL OFFICE SUPPLIES	\$750.00	\$0.00
	Subtotal	<b>\$750.00</b>	<b>\$0.00</b>
001-1032-413-4251	CONTRACTUAL SERVICES	\$750.00	\$0.00
	Subtotal	<b>\$750.00</b>	<b>\$0.00</b>
	<b>Services and Supplies Total</b>	<b>\$1,500.00</b>	<b>\$0.00</b>
<b>SENIOR CITIZEN COMMITTEE Total</b>			
		<b>\$1,500.00</b>	<b>\$0.00</b>

COUNCIL/BOARD - AD HOC ENVIRONMENTAL SUSTAINABILITY TASKFORCE Account: GENERAL FUND  
001-1034-413

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1034-413-4241	Copies	\$100.00	\$100.00
	Subtotal	<b>\$100.00</b>	<b>\$100.00</b>
001-1034-413-4242	Postage	\$50.00	\$50.00
	Subtotal	<b>\$50.00</b>	<b>\$50.00</b>
001-1034-413-4243	Meeting Supplies	\$250.00	\$250.00
	Subtotal	<b>\$250.00</b>	<b>\$250.00</b>
001-1034-413-4254	Workshops and Meetings	\$250.00	\$200.00
	Subtotal	<b>\$250.00</b>	<b>\$200.00</b>
	<b>Services and Supplies Total</b>	<b>\$650.00</b>	<b>\$600.00</b>
<b>AD HOC ENVIRONMENTAL SUSTAINABILITY TASKFORCE Total</b>			
		<b>\$650.00</b>	<b>\$600.00</b>

# City Manager

## DEPARTMENT DESCRIPTION

The City Manager Department provides administrative and legislative/policy support to the City Council and specific City-wide oversight in the areas of Redevelopment, Sustainability, Public Information, Budget, Animal Control, Transportation, Information Technology, FCTV, Emergency Preparedness and Capital Projects.

## DEPARTMENT PERSONNEL SUMMARY

Position	09-10	10-11	11-12
<b>Full-Time Employees</b>			
City Manager	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0
Exec Asst to the City Mgr	1.0	0.0	0.0
Management Assistant*	0.0	1.0	1.0
Management Analyst	1.0	1.0	1.0
IT Manager*	0.0	1.0	1.0
Sr. Systems Analyst*	0.0	3.0	3.0
Video Producer*	0.0	1.0	0.0
Video Technician*	0.0	1.0	1.0
Total Full-Time Employees	4.0	10.0	9.0
<b>Part-Time Employees</b>			
Sustainability Intern	0.5	0.5	0.5
Transportation Intern	0.5	0.5	0.0
Total Part-Time Employees (FTE)	1.0	1.0	0.5
<b>TOTAL EMPLOYEES</b>	<b>5.0</b>	<b>11.0</b>	<b>9.5</b>

\*Positions previously shown in Administrative Services Department

## MISSION STATEMENT

The mission of the City Manager's Department is to assist the City Council in achieving its vision for the community, to manage the City's resources in a fiscally responsible manner to ensure the continuous delivery of high quality services that promote the health, safety, welfare and vitality of the community during normal operations and emergency situations and, as a strategic partner to the City, advocate, support and maintain the necessary technology to achieve the mission of the organization.

## FIVE-YEAR STRATEGIC PLAN

The Department has prepared a comprehensive five-year strategic plan with the following components:

### Values

- **Professionalism:** Undeviating adherence to respect, honesty, integrity, objectivity, responsibility and a standard of excellence in serving the public, the City Council and City employees.
- **Empowerment:** Sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance. It is based on the concept of giving employees skills, resources, authority, opportunity, motivation, as well as holding them responsible for outcomes of their actions.

- Inclusiveness: Helping the City improve the way public business is conducted to be more transparent, more collaborative and more effective in order to build and maintain a vibrant, sustainable and equitable community. Emphasis is placed on facilitative leadership through team-building and problem solving in achieving consensus and resolving issues that meet the interests of all concerned.
- Perseverance: Determined pursuit of a long-range vision for the community and organization and continuity of action even when faced with difficulties or setbacks.

### **Initiatives**

- Administration Division
  1. Attract and retain high quality employees to provide high quality services.
  2. Achieve a balanced General Fund budget that matches revenues and expenditures without use of reserves.
  3. Begin implementation of comprehensive plan for infrastructure maintenance and replacement.
  4. Oversee the successful transition from a rapidly-developing community to a built-out/ redeveloping community.
  5. Develop a more informed community that is effectively engaged in civic affairs.
  6. Develop strategies to help the organization and the City adapt to changing community leadership.
- Emergency Preparedness Division
  1. Prepare the community and ourselves for emergencies (e.g., earthquake, fire, flood and pandemic).
- Environmental Sustainability Division
  1. Reduce carbon footprint by encouraging sustainable practices in internal operations and community-wide.
  2. Prepare for resource reductions for environmental sustainability support after June 30, 2012.
  3. Help manage City Transportation programs.
- FCTV Division
  1. Provide relevant public information using various media in an effective and cost-efficient manner.
  2. Complete FCTV transition to core services.
- Information Technology Division
  1. Proactively work with departments to understand their business needs.
  2. Enhance the use of technology by departments and empower end users to be productive in the use of technology tools.
  3. Develop and enhance the knowledge and skills in current and developing technology tools and trends on a recurring basis.
  4. Demonstrate and identify more cost-effective uses of technology.
  5. Create a positive user experience by timely and effectively responding to customers' requests.

6. Maintain and support the infrastructure to ensure end users have access to the City's network to meet the City's business requirements.
7. Manage timelines and priorities to meet City goals and objectives.
8. Celebrate the successes that meet the ultimate goals of the organization.

## **KEY INITIATIVES COMPLETED**

The City Manager Department continued to provide high quality services to the City Council, members of the public, City departments and staff during FY 2010-2011.

### **0110 Administration Division**

- Provided support to the City Council and responded to Council requests.
- Supported legislative advocacy efforts to protect local revenues and redevelopment funds and continued assessing the affect of a prolonged economic downturn and State fiscal crisis on City/District/Agency budgets and services.
- Provided public information on important City projects, events, policies and services.
- Oversaw the reaching of the tax increment cap for CDA Project Area One.
- Worked with CDA attorneys and staff to protect local redevelopment assets from State takeaways.
- Managed the City's animal control contract and provided related information and referrals.
- Provided oversight of the private redevelopment process for the Gilead Sciences, Pilgrim-Triton and Chess-Hatch areas.

- Provided support to Community Development Agency for further affordable housing initiatives.
- Worked with Council to oversee the development a Request for Qualifications (RFQ) from developers interested in the City-owned 15-acre parcel.
- Identified and recommended a long-term funding plan for capital projects.
- Provided ongoing oversight of the CIP program, including Park infrastructure improvements, sewer lift station improvements and the continuation of a multi-phase levee/pedway improvement project.
- City Manager served on the Operations Committee for the Library JPA, the Administrative Committee for the Emergency Services JPA and South Bayside Waste Management Authority Board of Directors.
- Upon the retirement of the Fire Chief, negotiated a shared services agreement for a shared Fire Chief with San Mateo.
- Provided staff support to City Council on issues related to the FEMA Flood Map Update and garbage and water rate increases.
- Developed and presented a plan to balance the General Fund budget by Fiscal Year 2013-2014 while maintaining at least 33.3% of the General Fund annual operating budget in reserves.
- Prepared a five year financial plan for Fiscal Year 2011-2012 to Fiscal year 2015-2016 and the annual budget for Fiscal Year 2011-2012.

### **0120 Emergency Preparedness Division**

- Worked with the Fire Department to prioritize emergency preparedness activities, including CERT and exercises such as the Silver Dragon V exercise in March 2011.

### **0130 Environmental Sustainability Division**

- Supported the Ad Hoc Environmental Sustainability Task Force, which developed the Green Footprint video series in conjunction with FCTV and presented eight educational programs in FY 2010-2011, including the second Sustainability Fair in April 2011 and well attended Speaker Series events and informational events for homeowners association and multi-family development boards, managers and residents.
- Supported the retrofit of 260 streetlights to energy efficient Light Emitting Diodes (LED) by ensuring that Energy Efficiency and Conservation Block Grant funding requirements were met, including all reporting. The \$157,000 grant and a \$33,000 rebate from PG&E paid for the equipment and installation and the City expects to save \$17,600 annually in energy costs.
- Supported sustainable initiatives Citywide by providing research and information for City operations and programs, such as synthetic turf options, electric vehicle charging station standards, fleet emissions grants and green building ordinances and preparing marketing materials for City initiatives, such as Water Sustainability Fund rebates.

### **0140 Transportation Division**

- Managed the City-funded Connections Shuttle program, including the information plan related to Council-approved service level changes and implementation of a fare effective 7/1/2011.
- Encouraged use of commute alternatives by Foster City employees by updating the Transportation System Management policy, contracting for emergency ride home program and publicizing commute alternatives.

### **0150 FCTV Division**

- In conjunction with City Clerk and Information Technology, implemented video of City Council meetings on-line and on-demand.
- FCTV original programming took home 6 awards at the 2010 regional SCAN Awards and 3 awards and 3 honorable mentions at the national NATOA 2010 Government Programming Awards.
- Produced the new Green Footprint Series in conjunction with ESTF, consisting of 4 episodes, each focusing on a different aspect of home energy and water efficiency.
- Helped to publicize, tape and re-broadcast Go-Green Speaker Series, bringing the entire program to cable replays, and a slightly shorter version to on demand playback on FCTV's website and Facebook pages.
- Supported the City's outreach efforts for CartSmart, including hosting an information page on the FCTV website, playing informational programs produced by Recology, and televising the CartSmart Community meeting with replays on cable and on demand. Information continues to be included in the FCTV Bulletin Board.
- Helped to publicize the Earth Day Fair 2011 and Election Day November 2010 with originally produced PSA's starring City employees.
- Offered glimpse into local community events through City Snapshots, such as the Hillbarn Legends.
- Recorded 7 Foster City News programs, 7 City Council RECAP programs, plus an additional program about changes on FCTV, along with tutorial information on how to access the City Council meeting videos online.
- Regularly updated Facebook and Twitter pages. Fans and followers has reached almost 350 combined.

- www.FosterCity.TV logged over 91,000 unique visits in the first 9 months of the fiscal year, with a total of over 170,000 page views. www.FosterCity.TV saw an average of 340 unique visits per day for the month of February 2011 (9,500 unique visits total).

### ***0151 PenTV Division***

- Oversaw the successful closeout of the PenTV contract in September 2010.

### ***0160 Information Technology Division***

- Implemented a web solution to allow public on-line access to video recording of City Council meetings. Provided internet access for VIBE (Teen Center computer room).
- Assisted City Departments to integrate new or updated technology solutions. (Learning Management System, SCADA).
- Performed upgrades to software applications for Police, Fire, Recreation and Public Works.
- Worked with website team to identify web content for new website design; and consultants to create site architecture to support content.
- Completed a study to compare Foster City with other local agencies regarding IT purchasing / replacement policies that drive costs.
- Conducted an audit of all software (third-party and in-house) to determine if still needed by the Departments.
- Performed upgrades to backend systems to ensure uptime and availability of City's network.
- Finalized the specifications and acquired the services to implement the Virtual Desktop Implementation.

## ***INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012***

Key initiatives and service levels planned for FY 2011-2012 include the following.

### ***0110 Administration Division***

- Manage Citywide budget and develop further strategies for achieving a balanced General Fund budget without the use of reserves by Fiscal Year 2013-14. Provide quarterly financial updates.
- Implement 2011 Policy Calendar; develop 2012 Policy Calendar; provide quarterly progress updates.
- Study options for shared services with other agencies and present recommendations to City Council.
- Work with Departments to achieve public information goals and marketing initiatives.
- Ensure that Foster City remains an employer of choice through excellent management of both operations and employees.

### ***0120 Emergency Preparedness Division***

- Support the organization's efforts to prepare for disasters including continued CERT training and staff training.

### ***0130 Environmental Sustainability Division***

- Support the Environmental Sustainability Task Force in its education programs and advisory role to the City Council.
- Update the 2008 Sustainability Action Plan and prepare for resource reductions for Environmental Sustainability support after June 30, 2012.
- Conduct 2010 Local Government Emissions inventory.

- Participate in regional sustainability programs such as San Mateo County's Energy Upgrade California program and Joint Venture Silicon Valley Network Climate Protection Task Force.
- Monitor the impacts of the \$1 fare implementation, and prepare for the phase-out of the Red Line by June 30, 2012.

### ***0150 FCTV Division***

- Complete transition to "core services" programming utilizing one full-time staff member to record and replay City Council and Planning Commission meetings, manage the FCTV Bulletin Board, help manage the audio/video systems in the City Council chambers and supplement City public information activities.
- In collaboration with Administration and IT division staff, complete an upgrade of the projector and router systems in the City Council Chambers and study options for adjusting the operation of the audio system.

### ***0160 Information Technology Division***

- Work with Departments to automate processes with existing tools (i.e., SharePoint) to optimize operations.
- Complete the website project.
- Work with departments, as needed, to implement new or upgraded technology. (Mobile Data Computers, On-Line Utility Billing, SCADA, Performance Management Systems).
- Expand training programs utilizing E-Learning, hands on and user groups.
- Implement Desktop Virtualization and related backup solutions.
- Upgrade Department software applications.

- Evaluate phone system alternatives.
- Upgrade backend software applications to ensure operations and system availability.

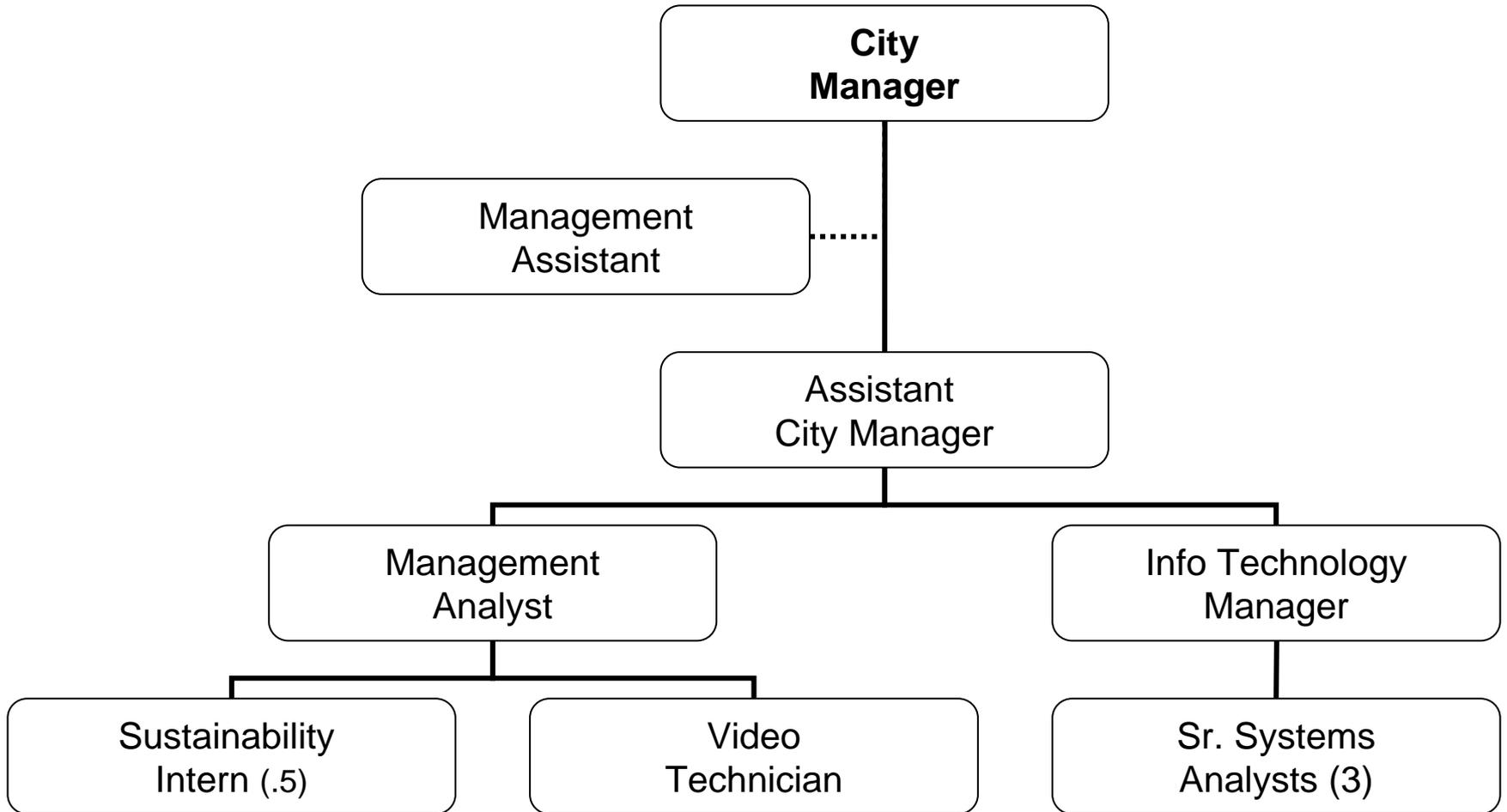
## ***CHANGES IN FINANCIAL RESOURCES REQUIRED***

The City Manager Department staffing reduced by 14% from 11 to 9.5 employees from FY 2010-11 to FY 2011-12. This reduction was a result of transitions to "core services" in the FCTV division and elimination of staffing to support transportation activities.

Most Services and Supplies line items have been reduced. An exception is the cost of the Animal Control contract which increased this year due to an overall increase in the Countywide Animal Control contract. Foster City's share remained essentially the same.

Funding has been allocated for the upgrade of projector and router equipment and study of the alternatives for adjusting the audio operations in the City Council Chambers during FY 2011-12. This project will be managed by the City Manager Department.

# City Manager's Office



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**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**CITY / DISTRICT MANAGER**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
ADMINISTRATION	\$ 589,161	\$ 589,161	\$ 734,464
EMERGENCY PREPAREDNESS	\$ 45,806	\$ 45,806	\$ 43,458
ENVIRONMENTAL SUSTAINABILITY	\$ 21,770	\$ 21,770	\$ 21,770
FCTV	\$ 181,921	\$ 181,921	\$ 99,920
PEN-TV CABLECASTING	\$ 9,500	\$ 9,500	\$ -
TRANSPORTATION	30,500	30,500	-
<b>TOTAL FOR CITY / DISTRICT MANAGER</b>	<b>\$ 878,658</b>	<b>\$ 878,658</b>	<b>\$ 899,612</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
CITY / DISTRICT MANAGER  
GENERAL FUND  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 979,100	\$ 979,100	\$ 884,000
SERVICES AND SUPPLIES	233,873	233,873	213,961
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,212,973	1,212,973	1,097,961
INTERNAL SERVICES	154,021	154,021	137,431
Subtotal (Total Department Expenses before Reallocations)	1,366,994	1,366,994	1,235,392
REALLOCATIONS	(488,336)	(488,336)	(335,780)
<b>TOTAL FOR CITY / DISTRICT MANAGER</b>	<b>\$ 878,658</b>	<b>\$ 878,658</b>	<b>\$ 899,612</b>

## DETAIL LINE ITEM REPORT

CITY/DISTRICT MANAGER - ADMINISTRATION

Account: 001-0110-413

GENERAL FUND

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0110-413-4110	PERMANENT SALARIES	\$575,000.00	\$575,000.00
Subtotal		<b>\$575,000.00</b>	<b>\$575,000.00</b>
001-0110-413-4120	FRINGE BENEFITS	\$178,600.00	\$203,800.00
Subtotal		<b>\$178,600.00</b>	<b>\$203,800.00</b>
<b>Employee Services Total</b>		<b>\$753,600.00</b>	<b>\$778,800.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0110-413-4544	VEHICLE REPLACEMENT	\$8,830.00	\$9,665.00
Subtotal		<b>\$8,830.00</b>	<b>\$9,665.00</b>
001-0110-413-4557	INFORMATION TECHNOLOGY SERVICES	\$46,736.00	\$47,264.00
Subtotal		<b>\$46,736.00</b>	<b>\$47,264.00</b>
001-0110-413-4569	BUILDING MAINTENANCE	\$35,188.00	\$33,576.00
Subtotal		<b>\$35,188.00</b>	<b>\$33,576.00</b>
<b>Internal Services Total</b>		<b>\$90,754.00</b>	<b>\$90,505.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
001-0110-413-4241	COPY EXPENSE	\$1,500.00	\$1,500.00
Subtotal		<b>\$1,500.00</b>	<b>\$1,500.00</b>
001-0110-413-4242	POSTAGE	\$150.00	\$100.00
Subtotal		<b>\$150.00</b>	<b>\$100.00</b>
001-0110-413-4243	GENERAL OFFICE SUPPLIES	\$2,000.00	\$2,000.00
Subtotal		<b>\$2,000.00</b>	<b>\$2,000.00</b>

001-0110-413-4251	ANIMAL CONTROL CONTRACT W/COUNTY	\$109,861.00	\$116,128.00
001-0110-413-4251	CONTRACTUAL, PROF., & SPEC. SVC.	\$2,000.00	\$1,500.00
001-0110-413-4251	SAMCAT JPA MEMBERSHIP	\$1.00	\$1.00
	Subtotal	<b>\$111,862.00</b>	<b>\$117,629.00</b>
001-0110-413-4253	CAPIO MEMBERSHIP DUES	\$175.00	\$0.00
001-0110-413-4253	ICMA MEMBERSHIP DUES (2)	\$2,800.00	\$2,800.00
001-0110-413-4253	MISCELLANEOUS	\$300.00	\$100.00
001-0110-413-4253	MMANC MEMBERSHIP DUES (2)	\$130.00	\$130.00
001-0110-413-4253	NEWSPAPER SUBSCRIPTIONS (2)	\$350.00	\$550.00
001-0110-413-4253	ONLINE SUBSCRIPTION MEMBERSHIP	\$300.00	\$150.00
001-0110-413-4253	SAN MATEO CO. CITY MANAGERS' ASSOCIATION	\$250.00	\$250.00
	Subtotal	<b>\$4,305.00</b>	<b>\$3,980.00</b>
001-0110-413-4254	ICMA CONFERENCE (1)	\$1,500.00	\$1,500.00
001-0110-413-4254	LOCC ANNUAL CONFERENCE (1)	\$1,200.00	\$600.00
001-0110-413-4254	LOCC CM DEPARTMENT MEETING (1)	\$2,500.00	\$1,900.00
001-0110-413-4254	MISCELLANEOUS	\$1,000.00	\$750.00
001-0110-413-4254	SAN MATEO CO. CITY MANAGERS' ASSOCIATION	\$200.00	\$200.00
	Subtotal	<b>\$6,400.00</b>	<b>\$4,950.00</b>
	<b>Services and Supplies Total</b>	<b>\$126,217.00</b>	<b>\$130,159.00</b>

<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-0110-413-4495	ALLOCATION OF CDA EXPENSES 311	(\$30,799.00)	\$0.00
001-0110-413-4495	ALLOCATION OF CDA EXPENSES 312	(\$30,799.00)	\$0.00
001-0110-413-4495	ALLOCATION OF CDA EXPENSES 317	(\$6,160.00)	\$0.00
001-0110-413-4495	ALLOCATION OF CDA EXPENSES 318	(\$24,639.00)	\$0.00
001-0110-413-4495	ALLOCATION OF CDA EXPENSES 319	(\$6,160.00)	\$0.00
001-0110-413-4495	ALLOCATION OF CDA EXPENSES 320	(\$24,639.00)	\$0.00
	Subtotal	<b>(\$123,196.00)</b>	<b>\$0.00</b>
001-0110-413-4496	ALLOCATION TO EXP. TO WATER	(\$129,107.00)	(\$132,500.00)

	Subtotal	<b>(\$129,107.00)</b>	<b>(\$132,500.00)</b>
001-0110-413-4497	ALLOCATION TO EXP. TO SEWER	(\$129,107.00)	(\$132,500.00)
	Subtotal	<b>(\$129,107.00)</b>	<b>(\$132,500.00)</b>
	<b>Reallocation Total</b>	<b>(\$381,410.00)</b>	<b>(\$265,000.00)</b>
	<b>ADMINISTRATION Total</b>	<b>\$589,161.00</b>	<b>\$734,464.00</b>

CITY/DISTRICT MANAGER - EMERGENCY PREPAREDNESS      Account: 001-0120-413      GENERAL FUND

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0120-413-4544	VEHICLE REPLACEMENT	\$8,830.00	\$9,665.00
	Subtotal	<b>\$8,830.00</b>	<b>\$9,665.00</b>
001-0120-413-4556	EQUIPMENT REPLACEMENT	\$0.00	\$4,917.00
	Subtotal	<b>\$0.00</b>	<b>\$4,917.00</b>
	<b>Internal Services Total</b>	<b>\$8,830.00</b>	<b>\$14,582.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0120-413-4240	COMMUNITY OUTREACH - EMERGENCY PREPAREDNESS	\$4,750.00	\$0.00
	Subtotal	<b>\$4,750.00</b>	<b>\$0.00</b>
001-0120-413-4241	COMMUNITY OUTREACH - EMERGENCY PREPAREDNESS	\$2,250.00	\$0.00
	Subtotal	<b>\$2,250.00</b>	<b>\$0.00</b>
001-0120-413-4243	COMMUNITY OUTREACH - EMERGENCY PREPAREDNESS	\$2,000.00	\$0.00
001-0120-413-4243	OFFICE SUPPLIES	\$1,000.00	\$1,000.00
	Subtotal	<b>\$3,000.00</b>	<b>\$1,000.00</b>
001-0120-413-4251	OES / EMERGENCY SERVICES JPA	\$44,106.00	\$44,002.00
	Subtotal	<b>\$44,106.00</b>	<b>\$44,002.00</b>

001-0120-413-4255	TRAINING	\$2,500.00	\$2,500.00
	Subtotal	<b>\$2,500.00</b>	<b>\$2,500.00</b>
<b>Services and Supplies Total</b>		<b>\$56,606.00</b>	<b>\$47,502.00</b>
<b>Reallocation</b>			
		Approved 2010-2011	Requested 2011-2012
001-0120-413-4496	ALLOCATION TO WATER	(\$9,815.00)	(\$9,313.00)
	Subtotal	<b>(\$9,815.00)</b>	<b>(\$9,313.00)</b>
001-0120-413-4497	ALLOCATION TO SEWER	(\$9,815.00)	(\$9,313.00)
	Subtotal	<b>(\$9,815.00)</b>	<b>(\$9,313.00)</b>
	<b>Reallocation Total</b>	<b>(\$19,630.00)</b>	<b>(\$18,626.00)</b>
<b>EMERGENCY PREPAREDNESS Total</b>		<b>\$45,806.00</b>	<b>\$43,458.00</b>

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CITY/DISTRICT MANAGER - ENVIRONMENTAL SUSTAINABILITY Account: 001-0130-413 GENERAL FUND

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<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0130-413-4111	SUSTAINABILITY INTERN	\$25,000.00	\$25,000.00
	Subtotal	<b>\$25,000.00</b>	<b>\$25,000.00</b>
001-0130-413-4120	PART TIME EMPLOYEE FRINGE	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
	<b>Employee Services Total</b>	<b>\$25,500.00</b>	<b>\$25,500.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0130-413-4251	ENVIRONMENTAL SUSTAINABILITY INITIATIVES	\$5,000.00	\$5,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
001-0130-413-4253	ICLEI	\$600.00	\$600.00

		Subtotal	\$600.00	\$600.00
		<b>Services and Supplies Total</b>	<b>\$5,600.00</b>	<b>\$5,600.00</b>
<b>Reallocation</b>		Approved 2010-2011		Requested 2011-2012
001-0130-413-4496	ALLOCATION TO EXP. TO WATER		(\$4,665.00)	(\$4,665.00)
		Subtotal	<b>(\$4,665.00)</b>	<b>(\$4,665.00)</b>
001-0130-413-4497	ALLOCATION TO EXP. TO SEWER		(\$4,665.00)	(\$4,665.00)
		Subtotal	<b>(\$4,665.00)</b>	<b>(\$4,665.00)</b>
		<b>Reallocation Total</b>	<b>(\$9,330.00)</b>	<b>(\$9,330.00)</b>
		<b>ENVIRONMENTAL SUSTAINABILITY Total</b>	<b>\$21,770.00</b>	<b>\$21,770.00</b>

CITY/DISTRICT MANAGER - TRANSPORTATION    Account: 001-0140-413    GENERAL FUND

		Approved 2010-2011	Requested 2011-2012
<b>Employee Services</b>			
001-0140-413-4111	TRANSPORTATION INTERN	\$25,000.00	\$0.00
		Subtotal	<b>\$25,000.00</b>
001-0140-413-4120	PART TIME EMPLOYEE FRINGE	\$500.00	\$0.00
		Subtotal	<b>\$500.00</b>
		<b>Employee Services Total</b>	<b>\$25,500.00</b>
		Approved 2010-2011	Requested 2011-2012
001-0140-413-4251	TRANSPORTATION INITIATIVES	\$5,000.00	\$0.00
		Subtotal	<b>\$5,000.00</b>
		<b>Services and Supplies Total</b>	<b>\$5,000.00</b>

TRANSPORTATION Total	\$30,500.00	\$0.00
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CITY/DISTRICT MANAGER - FCTV Account: 001-0150-413

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0150-413-4110	PERMANENT SALARIES	\$122,100.00	\$58,400.00
	Subtotal	<b>\$122,100.00</b>	<b>\$58,400.00</b>
001-0150-413-4120	FRINGE BENEFITS	\$38,400.00	\$21,300.00
	Subtotal	<b>\$38,400.00</b>	<b>\$21,300.00</b>
	<b>Employee Services Total</b>	<b>\$160,500.00</b>	<b>\$79,700.00</b>

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0150-413-4556	EQUIPMENT REPLACEMENT	\$48,552.00	\$26,729.00
	Subtotal	<b>\$48,552.00</b>	<b>\$26,729.00</b>
001-0150-413-4569	BUILDING MAINTENANCE (13% Cncl Chambers)	\$5,885.00	\$5,615.00
	Subtotal	<b>\$5,885.00</b>	<b>\$5,615.00</b>
	<b>Internal Services Total</b>	<b>\$54,437.00</b>	<b>\$32,344.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0150-413-4242	POSTAGE	\$200.00	\$200.00
	Subtotal	<b>\$200.00</b>	<b>\$200.00</b>
001-0150-413-4243	FCTV PROD SUPPLIES / SOFTWARE LICENSES	\$2,000.00	\$1,000.00
001-0150-413-4243	SUPPLIES FOR FCTV CHANNEL 27	\$3,500.00	\$2,000.00
	Subtotal	<b>\$5,500.00</b>	<b>\$3,000.00</b>
001-0150-413-4246	EQUIP MAINT - COUNCIL CHAMBERS (from Admin Svcs)	\$5,000.00	\$0.00

001-0150-413-4246	MAINTENANCE ON FCTV EQUIPMENT (from Admin Svcs)	\$4,250.00	\$0.00
001-0150-413-4246	MEETING/BROADCAST EQUIPMENT MAINTENANCE	\$0.00	\$6,000.00
	Subtotal	<b>\$9,250.00</b>	<b>\$6,000.00</b>
001-0150-413-4247	VIDEO EQUIPMENT / LIGHTING RENTAL	\$2,000.00	\$2,000.00
	Subtotal	<b>\$2,000.00</b>	<b>\$2,000.00</b>
001-0150-413-4251	FCTV MARKETING / ADVERTISING (from Admin Svcs)	\$6,000.00	\$0.00
001-0150-413-4251	INDEPENDENT CONTRACT WORK	\$14,500.00	\$14,500.00
	Subtotal	<b>\$20,500.00</b>	<b>\$14,500.00</b>
001-0150-413-4253	FCTV PROGRAM LICENSING	\$2,000.00	\$1,000.00
001-0150-413-4253	MISC MEMBERSHIPS/PUBLICATION	\$600.00	\$600.00
001-0150-413-4253	ONLINE VIDEO HOST / WEB SOLUTIONS	\$500.00	\$500.00
	Subtotal	<b>\$3,100.00</b>	<b>\$2,100.00</b>
001-0150-413-4254	NAB CONFERENCE (1) (from Admin Svcs)	\$1,000.00	\$0.00
001-0150-413-4254	NATOA CONFERENCE	\$2,000.00	\$2,000.00
001-0150-413-4254	SCAN-NATOA CONFERENCE	\$400.00	\$400.00
	Subtotal	<b>\$3,400.00</b>	<b>\$2,400.00</b>
001-0150-413-4255	FCTV-RELATED TRAINING	\$1,000.00	\$500.00
	Subtotal	<b>\$1,000.00</b>	<b>\$500.00</b>
	<b>Services and Supplies Total</b>	<b>\$44,950.00</b>	<b>\$30,700.00</b>
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-0150-413-4496	ALLOCATION OF EXPENSES TO WATER	(\$38,983.00)	(\$21,412.00)
	Subtotal	<b>(\$38,983.00)</b>	<b>(\$21,412.00)</b>
001-0150-413-4497	ALLOCATION OF EXPENSES TO SEWER	(\$38,983.00)	(\$21,412.00)
	Subtotal	<b>(\$38,983.00)</b>	<b>(\$21,412.00)</b>
	<b>Reallocation Total</b>	<b>(\$77,966.00)</b>	<b>(\$42,824.00)</b>
	<b>FCTV Total</b>	<b>\$181,921.00</b>	<b>\$99,920.00</b>

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0151-413-4110	PERMANENT SALARIES (from Admin Svcs)	\$6,800.00	\$0.00
	Subtotal	<b>\$6,800.00</b>	<b>\$0.00</b>
001-0151-413-4120	FRINGE BENEFITS (from Admin Svcs)	\$2,200.00	\$0.00
	Subtotal	<b>\$2,200.00</b>	<b>\$0.00</b>
	<b>Employee Services Total</b>	<b>\$9,000.00</b>	<b>\$0.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0151-413-4243	SUPPLIES (from Admin Svcs)	\$500.00	\$0.00
	Subtotal	<b>\$500.00</b>	<b>\$0.00</b>
	<b>Services and Supplies Total</b>	<b>\$500.00</b>	<b>\$0.00</b>
	<b>PenTV Total</b>	<b>\$9,500.00</b>	<b>\$0.00</b>
	<b>Less Offsetting Revenue</b>		<b>\$0.00</b>
	<b>PenTV Net Operating Costs</b>	<b>\$9,500.00</b>	<b>\$0.00</b>



**DEPARTMENT DESCRIPTION**

The City Clerk Department maintains the official record of proceedings and filing of certain documents to ensure the continued operation of the City/District. The City Clerk Department is the office that supervises and conducts municipal elections. The City Clerk Department also provides clerical support services to the City Clerk, City Manager, Finance and Human Resources Departments and oversees the citywide universal administrative services function.

**DEPARTMENT PERSONNEL SUMMARY**

Position	09-10	10-11	11-12
<b>Full-Time Employees</b>			
CITY CLERK	1.0	1.0	1.0
DEPUTY CITY CLERK	1.0	1.0	1.0
OFFICE ASSISTANT II	0.0	1.0	0.0
<b>Total Full-Time Employees</b>	<b>2.0</b>	<b>3.0</b>	<b>2.0</b>
<b>Part-Time Employees</b>			
CLERICAL ASSISTANT (2)	0.0	1.5	1.0
<b>Total Part-Time Employees</b>	<b>0.0</b>	<b>1.5</b>	<b>1.0</b>
<b>TOTAL EMPLOYEES</b>	<b>2.0</b>	<b>4.5</b>	<b>3.0</b>

**MISSION STATEMENT**

The mission of the City Clerk Department is to accurately record the legislative body’s actions, safeguard those documents, and administer open and free elections in full accordance with the law. The City Clerk Department performs certain legislative functions to ensure the continued operation of the City/District and provides clerical support service to City/District support departments. We are a courteous, service-oriented team of skilled professionals who are committed to providing optimal levels of service in a professional manner to the City Council, all departments and the Foster City community.

**VALUES**

The Department’s values are Fiscal Responsibility, Integrity, Quality of Life, Leadership and Service.

**FIVE-YEAR STRATEGIC PLAN**

The Department has prepared a comprehensive five-year strategic plan with the following components:

Values

- Fiscal Responsibility – Ensure benefit outweighs cost
- Integrity – Do the right thing
- Quality of Life – Live a balanced life

- Leadership – Lead by example
- Service – Commit to service and community

### **Initiatives**

#### ➤ **Records Management**

Improve our records management program

- Continue to implement records management program
- Continue to input records into SIRE Electronic Document Management System (EDMS)
- Continue to host annual free the files day
- Host a semi-annual free the files day
- Develop Records Management Training
- Continue to manage off/on-site records inventory
- Continue to scan in agreements and other vital records into Sire EDMS
- Develop post agenda work-flow in Sire
- Develop Three-Month Calendar in Sire

#### ➤ **Communications**

Improve Communication with the Community, staff and Council

- Maintain on-demand video streaming /Explore Minutes Plus
- Create annual Brown Act training video for committee members and staff
- Continue to offer SIRE EDMS training

- Invite ABAG to do an annual contracts/insurance training and create a training video
- Continue to conduct free elections

#### ➤ **Going Green**

Improve business practices and reduce paper consumption

- Explore Agenda Plus Sharepoint work flow solution
- Store imaged records in acceptable storage medium to reduce the need to retain paper copies and produce paper copies
- Encourage the transmittal of records via e-platforms

#### ➤ **Customer Service**

Improve business practices and reduce paper consumption

- Continue out reach data collection survey
- Implement Citywide EDMS Program
- Migrate Department files to Sharepoint and develop City Clerk Sharepoint site

#### ➤ **Fiscal Management**

Improve business practices and reduce paper consumption

- Maintain Central Inventory for support departments (City Clerk, City Manager, Finance, and Human Resources Departments)
- Evaluate training/conferences

- Evaluate need for law books
- Continue to enhance the volunteer program

### **KEY INITIATIVES COMPLETED**

The City Clerk Department continued to provide high quality services to the Foster City Community, Council and staff during FY 2010-2011.

#### **Records Management**

- Scanned in agreements and other vital records

#### **Communications**

- Implemented on-demand video streaming/Minutes Plus
- Created a public portal to allow the public to search City records such as minutes, resolutions and ordinances

#### **Customer Service**

- Implemented a phone tree system to direct callers who dial the City of Foster City main line, 286-3200
- Re-designed City Hall lobby signs to direct visitors
- Added additional door locks to the second floor and key card access to the elevator
- Implemented a Courtesy Phone for visitors to contact staff members
- Maintained clerical support pool service for the City Clerk, City Manager, Finance and Human Resources Departments

- Managed a robust volunteer program and trained four new volunteers to provide clerical support to the City Clerk, City Manager, Finance and Human Resources Departments

### **INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012**

Key initiatives and service levels planned for FY 2011-2012 include the following.

#### **Records Management**

- Host semi-annual free the files day
- Implement citywide EDMS Program

#### **Communications**

- Conduct November 8, 2011 General Municipal Election for three Council member seats and one measure
- Provide Brown Act training to staff and Commissioners and Committee members

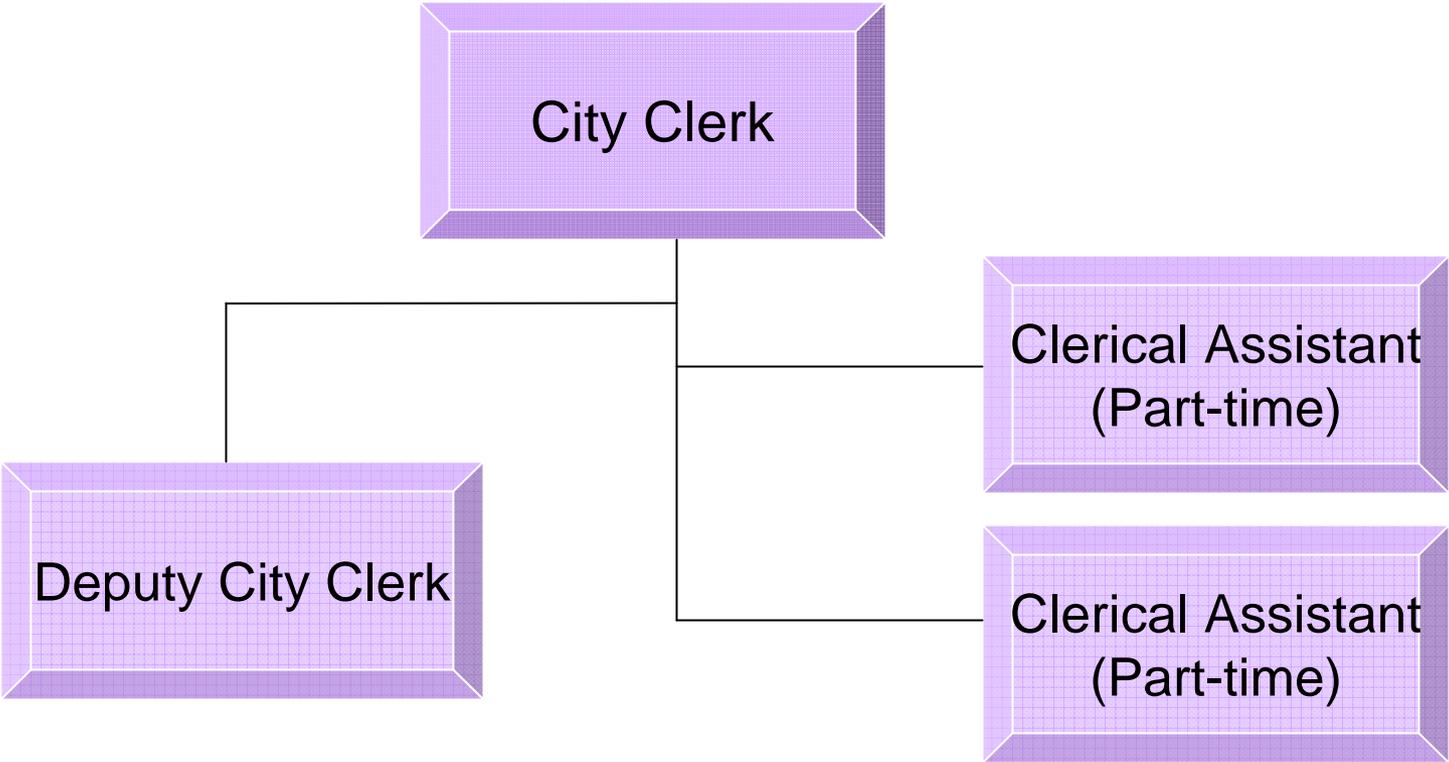
### **CHANGES IN FINANCIAL RESOURCES REQUIRED**

The Full Time Office Assistant II position became vacant in July 2010 due to retirement. A part-time Clerical Assistant was added to assist in performing some of the OAll responsibilities, but that position will be eliminated in FY 2011-2012 and the duties reassigned and prioritized amongst the remaining two (2) Clerical Assistants. The ongoing net savings to the City is estimated to be over \$70,000 per year.

The cost to update the California State Code book has been eliminated from FY 2011/2012 budget. The ongoing net savings to the City is estimated to be over \$2,500 per year.

The Municipal Elections budget was eliminated in FY 2010-2011. Funds will be allocated in FY 2011-2012 for the next General Municipal Election scheduled for November 8, 2011.

# City Clerk Department



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**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**CITY CLERK**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
ADMINISTRATION	\$ 263,357	\$ 263,357	\$ 244,777
MUNICIPAL ELECTIONS	-	-	38,254
<b>TOTAL FOR CITY CLERK</b>	<b>\$ 263,357</b>	<b>\$ 263,357</b>	<b>\$ 283,031</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**CITY CLERK**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 380,500	\$ 380,500	\$ 280,400
SERVICES AND SUPPLIES	25,057	25,057	76,392
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	405,557	405,557	356,792
INTERNAL SERVICES	49,354	49,354	47,541
Subtotal (Total Department Expenses before Reallocations)	454,911	454,911	404,333
REALLOCATIONS	(191,554)	(191,554)	(121,302)
<b>TOTAL FOR CITY CLERK</b>	<b>\$ 263,357</b>	<b>\$ 263,357</b>	<b>\$ 283,031</b>

## DETAIL LINE ITEM REPORT

CITY CLERK - ADMINISTRATION

Account: 001-0210-411

GENERAL FUND

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0210-411-4110	PERMANENT SALARIES	\$254,500.00	\$192,900.00
	Subtotal	<b>\$254,500.00</b>	<b>\$192,900.00</b>
001-0210-411-4111	CLERICAL ASSISTANTS	\$24,000.00	\$24,000.00
	Subtotal	<b>\$24,000.00</b>	<b>\$24,000.00</b>
001-0210-411-4120	FRINGE BENEFITS	\$101,500.00	\$62,800.00
001-0210-411-4120	FRINGE FOR CLERICAL ASSISTANTS	\$500.00	\$500.00
	Subtotal	<b>\$102,000.00</b>	<b>\$63,300.00</b>
	<b>Employee Services Total</b>	<b>\$380,500.00</b>	<b>\$280,200.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0210-411-4556	EQUIPMENT REPLACEMENT	\$675.00	\$675.00
	Subtotal	<b>\$675.00</b>	<b>\$675.00</b>
001-0210-411-4557	INFORMATION TECHNOLOGY SERVICES	\$24,415.00	\$23,714.00
	Subtotal	<b>\$24,415.00</b>	<b>\$23,714.00</b>
001-0210-411-4569	BUILDING MAINTENANCE	\$24,264.00	\$23,152.00
	Subtotal	<b>\$24,264.00</b>	<b>\$23,152.00</b>
	<b>Internal Services Total</b>	<b>\$49,354.00</b>	<b>\$47,541.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
001-0210-411-4241	CLERK ADMIN - COPY EXPENSE/AGENDA PACKETS	\$8,200.00	\$8,200.00
	Subtotal	<b>\$8,200.00</b>	<b>\$8,200.00</b>
001-0210-411-4242	POSTAGE EXPENSE	\$1,300.00	\$1,300.00

		Subtotal	<b>\$1,300.00</b>	<b>\$1,300.00</b>
001-0210-411-4243	GENERAL OFFICE SUPPLIES		\$3,000.00	\$3,000.00
		Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>
001-0210-411-4249	LEGAL ADVERTISING		\$1,000.00	\$1,000.00
		Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
001-0210-411-4251	FC/EMID MUNICIPAL CODE BOOKS SUPPLEMENT SERVICE		\$2,000.00	\$2,000.00
001-0210-411-4251	OFF-SITE RECORDS STORAGE/RETRIEVAL/DESTRUCTION		\$2,200.00	\$2,200.00
001-0210-411-4251	STATE OF CALIFORNIA STATUTE CODE BOOK UPDATES		\$2,500.00	\$0.00
		Subtotal	<b>\$6,700.00</b>	<b>\$4,200.00</b>
001-0210-411-4253	CCAC -- CITY CLERKS ASSOCIATION OF CALIFORNIA (2)		\$165.00	\$150.00
001-0210-411-4253	IIMC -- INT'L INSTITUTE OF MUNICIPAL CLERKS (2)		\$240.00	\$240.00
001-0210-411-4253	NATIONAL NOTARY ASSOCIATION DUES (1)		\$52.00	\$52.00
		Subtotal	<b>\$457.00</b>	<b>\$442.00</b>
001-0210-411-4254	CITY CLERK RELATED BUSINESS MEETINGS/LUNCHEONS		\$400.00	\$0.00
001-0210-411-4254	IIMC CONFERENCE/CCAC		\$2,000.00	\$1,800.00
		Subtotal	<b>\$2,400.00</b>	<b>\$1,800.00</b>
001-0210-411-4255	NNA TRAINING & DUES PACKAGE (DEPUTY)		\$500.00	\$500.00
001-0210-411-4255	SIRE ROUNDTABLE TABLE 2011		\$1,500.00	\$1,500.00
		Subtotal	<b>\$2,000.00</b>	<b>\$2,000.00</b>
		<b>Services and Supplies Total</b>	<b>\$25,057.00</b>	<b>\$21,942.00</b>
<b>Reallocation</b>			Approved 2010-2011	Requested 2011-2012
001-0210-411-4495	ALLOCATION OF CDA EXPENSES 311		(\$13,770.00)	\$0.00
001-0210-411-4495	ALLOCATION OF CDA EXPENSES 312		(\$13,770.00)	\$0.00
001-0210-411-4495	ALLOCATION OF CDA EXPENSES 317		(\$2,754.00)	\$0.00
001-0210-411-4495	ALLOCATION OF CDA EXPENSES 318		(\$11,016.00)	\$0.00
001-0210-411-4495	ALLOCATION OF CDA EXPENSES 319		(\$2,754.00)	\$0.00
001-0210-411-4495	ALLOCATION OF CDA EXPENSES 320		(\$11,016.00)	\$0.00
		Subtotal	<b>(\$55,080.00)</b>	<b>\$0.00</b>

001-0210-411-4496	ALLOCATION OF EXPENSES TO WATER	(\$68,237.00)	(\$52,453.00)
	Subtotal	<b>(\$68,237.00)</b>	<b>(\$52,453.00)</b>
001-0210-411-4497	ALLOCATION OF EXPENSES TO SEWER	(\$68,237.00)	(\$52,453.00)
	Subtotal	<b>(\$68,237.00)</b>	<b>(\$52,453.00)</b>
	<b>Reallocation Total</b>	<b>(\$191,554.00)</b>	<b>(\$104,906.00)</b>
	<b>ADMINISTRATION Total</b>	<b>\$263,357.00</b>	<b>\$244,777.00</b>

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CITY CLERK - MUNICIPAL ELECTIONS      Account: 001-0220-414      GENERAL FUND

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<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0220-414-4112	OVERTIME	\$0.00	\$200.00
	Subtotal	<b>\$0.00</b>	<b>\$200.00</b>
	<b>Employee Services Total</b>	<b>\$0.00</b>	<b>\$200.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0220-414-4241	MUNICIPAL ELECTIONS - COPY EXPENSE	\$0.00	\$150.00
	Subtotal	<b>\$0.00</b>	<b>\$150.00</b>
001-0220-414-4242	POSTAGE EXPENSE	\$0.00	\$250.00
	Subtotal	<b>\$0.00</b>	<b>\$250.00</b>
001-0220-414-4243	GENERAL OFFICE SUPPLIES	\$0.00	\$300.00
	Subtotal	<b>\$0.00</b>	<b>\$300.00</b>
001-0220-414-4249	LEGAL ADVERTISING	\$0.00	\$2,000.00
	Subtotal	<b>\$0.00</b>	<b>\$2,000.00</b>
001-0220-414-4251	CONTRACTUAL SERVICES - TRANSLATION LEGAL NOTICES	\$0.00	\$550.00
001-0220-414-4251	COUNTY ELECTION SERVICES - BALLOT MEASURE	\$0.00	\$10,000.00

001-0220-414-4251	COUNTY ELECTION SERVICES - COUNCIL/BOARD ELECTION	\$0.00	\$40,000.00
	Subtotal	<b>\$0.00</b>	<b>\$50,550.00</b>
001-0220-414-4254	NEW LAW SEMINAR (CITY CLERK)	\$0.00	\$1,200.00
	Subtotal	<b>\$0.00</b>	<b>\$1,200.00</b>
	<b>Services and Supplies Total</b>	<b>\$0.00</b>	<b>\$54,450.00</b>
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-0220-414-4496	ALLOCATION OF EXPENSES TO WATER	\$0.00	(\$8,198.00)
	Subtotal	<b>\$0.00</b>	<b>(\$8,198.00)</b>
001-0220-414-4497	ALLOCATION OF EXPENSES TO SEWER	\$0.00	(\$8,198.00)
	Subtotal	<b>\$0.00</b>	<b>(\$8,198.00)</b>
	<b>Reallocation Total</b>	<b>\$0.00</b>	<b>(\$16,396.00)</b>
	<b>MUNICIPAL ELECTIONS Total</b>	<b>\$0.00</b>	<b>\$38,254.00</b>

# City Attorney

## ***DEPARTMENT DESCRIPTION***

The City Attorney Department provides legal services, advice and assistance in the following issue areas: city ordinance development and enforcement, development issues, franchise agreements, utility rates, personnel and labor relations, public records act requests, contract review, city policies and procedures, liability claims and other legal matter arising from business operations.

## ***MISSION STATEMENT***

The mission of the City Attorney is to provide legal services and counsel to the City Council and City staff.

## ***KEY INITIATIVES COMPLETED***

The City Attorney continued to provide high quality services during FY 2010-2011. During FY 2010-2011, the City Attorney's services continue to be in high demand. Some major areas in which she provided services included: police department matters, code enforcement, other department-specific legal issues, ordinance review and litigation.

## ***INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012***

The City Attorney budget is based on an analysis of City Attorney expenditures over the past five years, and taking into account the known upcoming cases and the on-going nature of items in the City Attorney's current caseload. It is anticipated that the need for legal services in FY 2011-2012 will continue to remain at the current level. However, due to the reactive nature of the City Attorney's work, increases may not be predictable.

## ***CHANGES IN FINANCIAL RESOURCES REQUIRED***

An additional \$35,000 has been added to the City Attorney's budget in anticipation of increased legal support for special projects and legal issues during FY 2011-2012.

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**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
CITY ATTORNEY  
GENERAL FUND  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	358,832	358,832	393,582
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	358,832	358,832	393,582
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	358,832	358,832	393,582
REALLOCATIONS	(107,650)	(107,650)	(118,074)
<b>TOTAL FOR CITY ATTORNEY</b>	<b>\$ 251,182</b>	<b>\$ 251,182</b>	<b>\$ 275,508</b>

## DETAIL LINE ITEM REPORT

CITY ATTORNEY - CITY ATTORNEY

Account: 001-0310-412

GENERAL FUND

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0310-412-4251	CITY ATTORNEY CONTRACTUAL SERVICES	\$347,832.00	\$382,832.00
001-0310-412-4251	OTHER ATTORNEY SERVICES	\$10,000.00	\$10,000.00
	Subtotal	<b>\$357,832.00</b>	<b>\$392,832.00</b>
001-0310-412-4254	LEAGUE OF CALIFORNIA CITIES MEETINGS	\$1,000.00	\$750.00
	Subtotal	<b>\$1,000.00</b>	<b>\$750.00</b>
	<b>Services and Supplies Total</b>	<b>\$358,832.00</b>	<b>\$393,582.00</b>
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-0310-412-4496	ALLOCATION TO EXP. TO WATER	(\$53,825.00)	(\$59,037.00)
	Subtotal	<b>(\$53,825.00)</b>	<b>(\$59,037.00)</b>
001-0310-412-4497	ALLOCATION TO EXP. TO SEWER	(\$53,825.00)	(\$59,037.00)
	Subtotal	<b>(\$53,825.00)</b>	<b>(\$59,037.00)</b>
	<b>Reallocation Total</b>	<b>(\$107,650.00)</b>	<b>(\$118,074.00)</b>
	<b>CITY ATTORNEY Total</b>	<b>\$251,182.00</b>	<b>\$275,508.00</b>

# Human Resources

## **DEPARTMENT DESCRIPTION**

The Human Resources Department assists the organization in managing its most important resources – its people. The Department manages the City’s recruitment and selection, workers’ compensation, classification, compensation and benefits programs, helps provide training and other professional and organizational development programs, and helps develop an excellent relationship with its employees and labor organizations. The Department is also responsible for providing consultation and advice regarding employee disciplinary and employment liability issues. Finally, the Department is responsible for citywide risk management initiatives, including the Self-Insurance internal services fund.

## **DEPARTMENT PERSONNEL SUMMARY**

Position	09-10	10-11	11-12
HUMAN RESOURCES DIRECTOR	1.0	1.0	1.0
HUMAN RESOURCES ANALYST	2.0	2.0	2.0
<b>TOTAL EMPLOYEES</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

## **MISSION STATEMENT**

The Human Resources Department is a dedicated, customer-oriented adviser that provides reliable, respectful, and honest counsel, striving to identify and implement the most comprehensive strategic solutions that balance the short - and long- term interests of the City’s employees, operations, and community.

## **FIVE-YEAR STRATEGIC PLAN**

The Department has prepared a comprehensive five-year strategic plan with the following components:

### Values

The Department’s values are diligence, customer-oriented, commitment, thoroughness, and consistency.

### Initiatives: Goals and Objectives

- 1. Lead and support the implementation of a performance management system that results in at least two departments that have implemented practices that give employees focus in their jobs, address performance issues constructively, and present no surprise performance evaluations through December 31, 2012.**
  - Conduct supervisory training for selected departments
  - Develop a Performance Management System

- Tool
  - Ensure accountability of reflective performance evaluations
  - Monitor and advise on chronic performance management challenges and instituting discipline
  - Performance evaluations are completed within 30 days of evaluation end date
2. **Lead and coordinate the revising of Core Competencies for all classifications using a trait and behavior based methodology affecting the recruitment process, performance management system, classification system, and employee development and training that results in the establishment of meaningful criteria in each function and provides user friendly guidance in the competencies by December 31, 2011.**
    - Establish core competencies committee
    - Conduct all necessary training
    - Prepare Core Competencies
  3. **Create an onboarding program that orientates new hire employees and continues through the first year of employment and beyond that ensures informed employees and fosters an open communication relationship by April 30, 2014.**
    - Get City Manager and Department Head buy-in
    - Create goals for onboarding program
    - Prepare onboarding materials
  4. **Organize and lead a succession planning**

- program for participating operating departments that results in key classifications for succession needs are identified and high potential individuals for development are identified, and create a system defined for developing and maintaining continuous succession planning ready to start in 2011.**
- Identify key City positions
  - Identify core competencies for potential future vacancies
  - Identify high potential employees
  - Draft plan and create monitoring benchmarks
5. **Develop, implement, and maintain a recruitment system that consistently and thoroughly tests the knowledge, skills, and abilities for each recruitment based on behavior and trait-based competencies to recruit high functioning employees so at least 90% of new hires are self sufficient within 18 months of hire by December 31, 2013.**
    - Develop a system for translating core competencies into knowledge skills and abilities
    - Implement an on-line tool for drafting interview questions
    - Create a benchmark system to measure effectiveness
  6. **All Employment policies and policy implementation practices are in compliance with governing law and are written in understandable language where employees**

**are treated consistently by June 30, 2015.**

- Effective Leave Management Program
- Revise all Human Resources policies
- ADA Training
- Wage/Hour Audit
- CalPERS Practice Audit

**7. Lead and implement a training curriculum which is linked to core competencies and provides a customized training and development plan for each employee in every participating operating department that is tailored to the employees' career aspirations and/or organizational and departmental strategic goals by December 31, 2011.**

- Assess our own needs
- Gather information on training options
- Select classes
- Advertise our own trainings
- When core competencies are completed, link each training opportunity
- Create a development plan form for each employee (which will be completed by their supervisor at three months)

**8. Lead and develop a mentoring program that supports employee training and development for at least five employees and translates into employees having improved practical job-related skills by December 31, 2012.**

- Get City Manager and Department Head Buy-in
- Develop materials (what the program is all

about)

- Gather participants
- Match participants

## ***KEY INITIATIVES COMPLETED***

The Human Resources Department continued to provide high quality services to the Departments and staff during FY 2010-2011. The Human Resources Department completed one of its major strategic objectives when it crafted a five-year strategic planning program. From this process, the Human Resources Department crafted its own five year strategic plan.

### ***Employee Relations***

- The Human Resources Department embarked on a robust supervisory guidance initiative complete with customized approaches for several operating departments, including thorough supervisory skills training, executive coaching, and intense performance management counseling. It has resulted in greater efficiency in the work groups.

### ***Training and Development***

- The Human Resources Department designed a comprehensive succession planning program, including plans for a mentoring program and a comprehensive training program. The succession planning endeavors will take dedication to realize over the next several years.

- The Human Resources Department established and oversaw a Core Competency Committee to revise the competencies for all of the City's classification.
- The Human Resources Department anticipates finalizing a two-county training consortium to provide a wider array of training opportunities for its employees.
- Joined the Regional Training Consortium to provide a wider array of training opportunities for employees.
- One of six pilot cities to share an electronic Learning Management System from San Mateo County to computerize their training enrollment, approval, and tracking, which will lead to increased visibility of training opportunities and a more effective training tracking system throughout the six cities and the County.

#### **Benefits**

- Implemented a new Deferred Compensation Plans contract which realized a 25% reduction in fees for plan participants.
- Continued to provide employees educational opportunities regarding their deferred compensation plan.
- The Human Resources Department oversaw the Deferred Compensation Committee realization of ensuring the City's fiduciary responsibilities are met regarding its Deferred Compensation Plan.

#### **Labor Relations**

- The Human Resources Department successfully resolved several grievances and employee issues.

- The Human Resources Department conducted labor negotiations with the IAFF and FCPOA Bargaining Units and strived to come to a mutually beneficial resolution on all interests.

#### **Workers' Compensation**

- The Human Resources Department resolved a number of outstanding claims and has reduced its active claim numbers by approximately 15% compared with open claims a year ago.

#### **Recruitment and Selection**

- The Human Resources Department implemented a robust, behavior-based assessment center system that closely links the knowledge, skills and abilities to the classification of the recruitment.

#### **Classification and Compensation**

- Reorganized the Public Works Maintenance Division realizing a reduction in a Superintendent position, resulting in approximately \$175k savings.

### **INITIATIVES & SERVICE LEVEL**

#### **EXPECTATIONS FOR FY 2011-2012**

Key initiatives and service levels planned for FY 2011-2012 include the following:

#### **Employee Relations**

- Implement a new performance management system and conduct training on effective performance evaluations.
- Revise six of the City's employment policies so that they are in compliance with governing law and are

written in understandable language where employees are treated consistently.

**Training and Development**

- Utilize the Core Competencies for all job classifications in the City to link to training curriculum.
- Conduct a City-wide training needs survey to gain employee input.
- Draft training courses identifiers to link training opportunities with core competencies of each classification in the City.
- Develop developmental plans for employees and workforce to reflect an individualized training and development outline based on employee aspirations and organizational needs.
- Implement mentoring program in the City that supports employee training and development for participating employees.

**Benefits**

- Conduct benefits training to educate employees on their own benefits and to ensure employees have basic education regarding retirement planning.

**Labor Relations**

- None

**Workers' Compensation**

- None

**Recruitment and Selection**

- The Job Descriptions for all classifications City-wide will be revised based on the new core competencies created for each classification.

**Classification and Compensation**

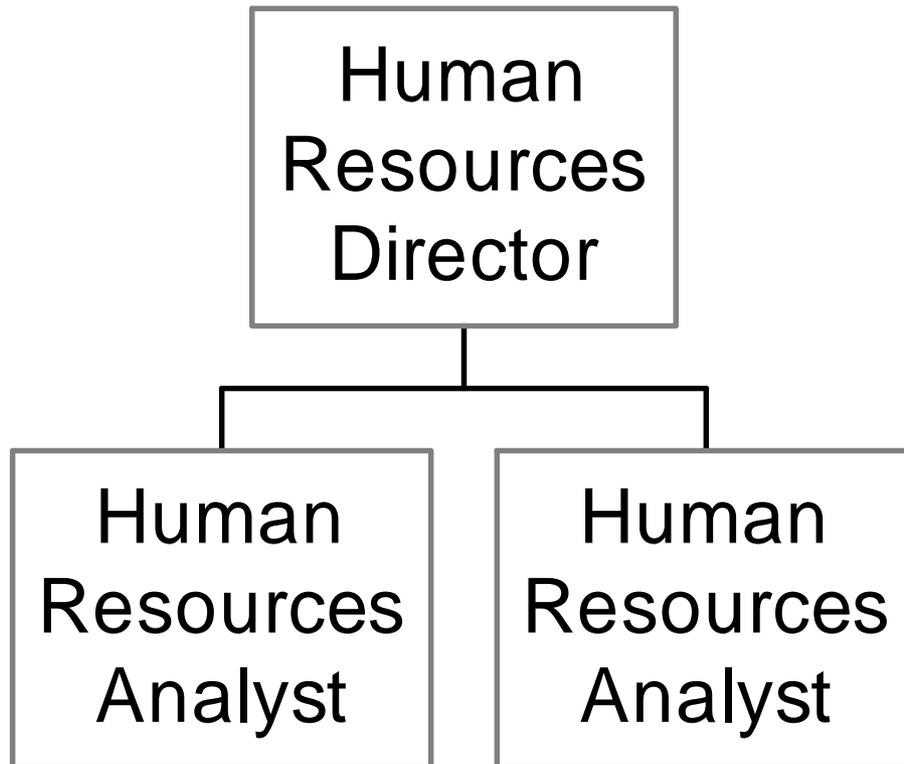
- The Human Resources Department will partner with the City Manager's office to explore reorganizations and opportunities for shared services to increase efficiencies in the City and also reducing costs.

**CHANGES IN FINANCIAL RESOURCES REQUIRED**

Recruiting expenses are being reduced by approximately \$7,000 reflective of the expected decrease in recruitment activities. Service pin award programs are also being reduced by \$2,400.

Otherwise, no significant changes in financial resources are anticipated to achieve the FY 2011-2012 initiatives as outlined above.

# Human Resources Department



**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**HUMAN RESOURCES**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
ADMINISTRATION	\$ 406,238	\$ 406,238	\$ 389,774
RISK MANAGEMENT	137,000	137,000	69,300
<b>TOTAL FOR HUMAN RESOURCES</b>	<b>\$ 543,238</b>	<b>\$ 543,238</b>	<b>\$ 459,074</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**HUMAN RESOURCES**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 418,800	\$ 418,800	\$ 410,100
SERVICES AND SUPPLIES	248,855	248,855	170,403
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	667,655	667,655	580,503
INTERNAL SERVICES	49,683	49,683	45,619
Subtotal (Total Department Expenses before Reallocations)	717,338	717,338	626,122
REALLOCATIONS	(174,100)	(174,100)	(167,048)
<b>TOTAL FOR HUMAN RESOURCES</b>	<b>\$ 543,238</b>	<b>\$ 543,238</b>	<b>\$ 459,074</b>

## DETAIL LINE ITEM REPORT

HUMAN RESOURCES - ADMINISTRATION

Account: 001-1210-415

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-1210-415-4110	PERMANENT SALARIES	\$308,500.00	\$308,500.00
	Subtotal	<b>\$308,500.00</b>	<b>\$308,500.00</b>
001-1210-415-4120	FRINGE BENEFITS	\$110,300.00	\$101,600.00
	Subtotal	<b>\$110,300.00</b>	<b>\$101,600.00</b>
	<b>Employee Services Total</b>	<b>\$418,800.00</b>	<b>\$410,100.00</b>
<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-1210-415-4557	INFORMATION TECHNOLOGY SERVICES	\$28,157.00	\$25,079.00
	Subtotal	<b>\$28,157.00</b>	<b>\$25,079.00</b>
001-1210-415-4569	BUILDING MAINTENANCE	\$21,526.00	\$20,540.00
	Subtotal	<b>\$21,526.00</b>	<b>\$20,540.00</b>
	<b>Internal Services Total</b>	<b>\$49,683.00</b>	<b>\$45,619.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1210-415-4240	EMPLOYEE POTLUCK LUNCHES	\$500.00	\$500.00
001-1210-415-4240	MISC. AWARD PROGRAMS	\$300.00	\$300.00
001-1210-415-4240	SERVICE (PINS) AWARD PROGRAM	\$4,000.00	\$1,600.00
	Subtotal	<b>\$4,800.00</b>	<b>\$2,400.00</b>
001-1210-415-4241	COPIES FOR H.R.- RECRUITMENT,BENEFITS,TRAINING,ETC	\$2,500.00	\$2,500.00
	Subtotal	<b>\$2,500.00</b>	<b>\$2,500.00</b>
001-1210-415-4242	POSTAGE FOR HUMAN RESOURCES MAILINGS	\$1,500.00	\$1,500.00
	Subtotal	<b>\$1,500.00</b>	<b>\$1,500.00</b>

001-1210-415-4243	OFFICE SUPPLIES AND MATERIALS	\$2,500.00	\$2,500.00
	Subtotal	<b>\$2,500.00</b>	<b>\$2,500.00</b>
001-1210-415-4249	INTERVIEWING/ASSESSMENT CENTER EXPENSES	\$3,000.00	\$3,000.00
001-1210-415-4249	RECRUITMENT ADVERTISING	\$2,500.00	\$500.00
001-1210-415-4249	RECRUITMENT EXPENSES	\$3,125.00	\$563.00
001-1210-415-4249	STATE DOJ FINGERPRINTING SERVICES	\$2,500.00	\$2,500.00
001-1210-415-4249	WRITTEN EXAMS/JOINT TESTING EXPENSES	\$3,000.00	\$500.00
	Subtotal	<b>\$14,125.00</b>	<b>\$7,063.00</b>
001-1210-415-4251	CLASS B LIC.EXAM & RENEWAL FEES/RESPIRATORY EXAMS	\$4,000.00	\$4,000.00
001-1210-415-4251	D.O.T. ALCOHOL/DRUG TESTING PROGRAM COMPLIANCE	\$8,000.00	\$8,000.00
001-1210-415-4251	EMPLOYEE RELATIONS SERV.-COMP/CLASS SURVEY SERVICE	\$8,500.00	\$8,500.00
001-1210-415-4251	LEGAL SERVICES	\$20,000.00	\$20,000.00
001-1210-415-4251	OSHA BLOODBORNE PATHOGENS RULE COMPLIANCE	\$3,500.00	\$3,500.00
001-1210-415-4251	SPECIALIZED MEDICAL EXAMS (FFD, ETC.)	\$5,000.00	\$5,000.00
	Subtotal	<b>\$49,000.00</b>	<b>\$49,000.00</b>
001-1210-415-4253	CA.PUBLIC EMPLOYEE RELATIONS ASSN. (CALPELRA)	\$300.00	\$300.00
001-1210-415-4253	NCC-IPMA MEMBERSHIP	\$80.00	\$80.00
001-1210-415-4253	ONLINE SURVEY TOOLS	\$300.00	\$300.00
001-1210-415-4253	PERS PAC MEMBERSHIP	\$500.00	\$500.00
001-1210-415-4253	PUBLIC RETIREMENT JOURNAL SUBSCRIPTION	\$200.00	\$200.00
001-1210-415-4253	SHRM Membership	\$400.00	\$400.00
	Subtotal	<b>\$1,780.00</b>	<b>\$1,780.00</b>
001-1210-415-4254	CONSORTIUM & REGIONAL MEETINGS	\$900.00	\$900.00
001-1210-415-4254	LEAGUE OF CA.CITIES - EMPL REL INST / ANNUAL CONF	\$2,500.00	\$1,210.00
001-1210-415-4254	MANAGEMENT MTGS / EXEC RETREAT / MISC CITY MTGS	\$250.00	\$250.00
001-1210-415-4254	NORCAL PERSONNEL MGRS. CONF./ROUNDTABLE	\$1,500.00	\$1,500.00
	Subtotal	<b>\$5,150.00</b>	<b>\$3,860.00</b>
001-1210-415-4255	CITYWIDE TRAINING & STAFF DEVELOPMENT	\$29,000.00	\$29,000.00
001-1210-415-4255	SAFETY TRAINING	\$1,500.00	\$1,500.00

	Subtotal	\$30,500.00	\$30,500.00
	<b>Services and Supplies Total</b>	<b>\$111,855.00</b>	<b>\$101,103.00</b>
<hr/>			
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-1210-415-4496	ALLOCATION OF EXPENSES TO WATER	(\$87,050.00)	(\$83,524.00)
	Subtotal	<b>(\$87,050.00)</b>	<b>(\$83,524.00)</b>
001-1210-415-4497	ALLOCATION OF EXPENSES TO SEWER	(\$87,050.00)	(\$83,524.00)
	Subtotal	<b>(\$87,050.00)</b>	<b>(\$83,524.00)</b>
	<b>Reallocation Total</b>	<b>(\$174,100.00)</b>	<b>(\$167,048.00)</b>
<hr/>			
	<b>ADMINISTRATION Total</b>	<b>\$406,238.00</b>	<b>\$389,774.00</b>

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HUMAN RESOURCES - SELF-INSURANCE FUND      Account: 001-1220-415      GENERAL FUND

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<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-1220-415-4562	SELF INSURANCE	\$137,000.00	\$69,300.00
	Subtotal	<b>\$137,000.00</b>	<b>\$69,300.00</b>
	<b>Internal Services Total</b>	<b>\$137,000.00</b>	<b>\$69,300.00</b>
<hr/>			
	<b>SELF-INSURANCE FUND Total</b>	<b>\$137,000.00</b>	<b>\$69,300.00</b>

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# Financial Services

## **DEPARTMENT DESCRIPTION**

The Financial Services Department is responsible to provide timely and accurate financial information and reports and provide high quality services to the community and all operating departments. The Department is responsible for the control of all financial activities of the City/District and Community Development Agency, including the disbursement of financial resources and ensuring that adequate resources are available.

- The Administration Division oversees cash and investment management, budgeting, financial reporting, internal control, and formulation of financial policy for the City/District and Community Development Agency.
- The General Accounting Division is responsible for all aspects of general ledger maintenance, capital asset accounting including capital improvement projects, accounts payable, accounts receivable, cash receipts, payroll, bank reconciliation, preparation of the Comprehensive Annual Financial Report (CAFR) and external reporting, and internal financial reporting. The Division also works closely with the City's independent auditors in ensuring the CAFR is completed on a timely basis.

- The Utility Accounting Division is responsible for utility billing, and works in conjunction with Public Works Maintenance for integration of meter reading data.
- The Taxes and Licenses Division is responsible for processing business license applications, collecting business license fees, monitoring business license enforcement, and enforcing collection of other miscellaneous receivables.

## **DEPARTMENT PERSONNEL SUMMARY**

Position	09-10	10-11	11-12
FINANCE DIRECTOR	1.0	1.0	1.0
ASSISTANT FINANCE DIRECTOR	1.0	1.0	1.0
ACCOUNTANT	1.0	1.0	1.0
MANAGEMENT ASSISTANT	1.0	1.0	1.0
SR ACCT SPEC/ACCT SPEC	4.0	4.0	4.0
<b>TOTAL EMPLOYEES</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

## **MISSION STATEMENT**

The mission of the Financial Services Department is to manage the City/District's financial resources responsibly, responsively and effectively.

## **VALUES**

The Department's values are:

**Excellence/Quality.** We value innovative, timely, efficient, solution-oriented, and cost-effective services and systems. We are committed to achieving the highest levels of customer satisfaction. We provide leadership to the City in delivering proactive financial solutions and services in support of the City strategic plan.

**Integrity.** We provide services in an honest, ethical, open, courteous, caring, and concerned manner, respecting all people and the free exchange of ideas.

**Communication.** We communicate with our internal and external customers to manage expectations and assure the highest levels of satisfaction. We actively seek partnership opportunities and solicit employee and customer input and respond to their concerns.

**Employee Focus.** We are committed to the success of our employees as they are our most valuable resources.

**Teamwork.** We value the contribution our staff makes in achieving our mission. We support and encourage teamwork and personal development to ensure a high level of competence, expertise, and satisfaction.

**Stewardship.** We practice sound financial management and are committed to exercising the careful and

responsible management of the City's financial resources entrusted to our care as though it were our own.

## **FIVE-YEAR STRATEGIC PLAN**

The Department has prepared a comprehensive five-year strategic plan with the following components:

### ➤ Goals and Objectives

#### **1. Utility Billing (2011-2012 and ongoing)**

- Monitor the implementation of the conservation-based water rate model to reach the City's goal of reducing waster consumption by 20% by 2020.
- Achieve an online utility billing conversion rate of 25% of customers paying and receiving their bills online by June 30, 2012, and 50% by June 30, 2014.
- Implement a monthly utility billing cycle for residential and commercial customers to allow more real-time information on water consumption
- Collaborate with Public Works and City Manager's Office staff to implement expanded rebate programs that lead towards water conservation.

#### **2. Business Continuity Planning (2011-2012 to 2012-2013)**

- Perform periodic business continuity testing to ensure uninterrupted fiscal services to

- o the community and employees in the case of a disaster or business interruption
- o Assist other departments in developing and implementing their business continuity plans, with particular attention to internal business systems
- 3. **Capital Asset Management (2011-2012 to 2012-2013)**
  - o Implement an integrated Capital Assets Management and Equipment Replacement management system to improve the efficiency, accuracy and cost effectiveness of City / District asset management practices
- 4. **Payroll (2011-2012 to 2012-2013)**
  - o Lead an interdepartmental and cross-sectional team to improve the accuracy, efficiency and cost-effectiveness of payroll practices
  - o Develop a detailed and more understandable payroll statement and benefits information report
- 5. **Accounts Payable / Purchasing (2011-2012 to 2012-2013)**
  - o Lead an interdepartmental and cross-sectional team to improve the accuracy, efficiency and cost-effectiveness of accounts payable and procurement practices
- 6. **Budgeting, Financial Management and Reporting (2011-2012 to 2013-2014)**

- o Assist the City Manager, City Council, and Departments in identifying budgetary strategies for solving the City General Fund's budgetary structural deficit by FY 2013-2014.
- o Develop a process and recommendations relative to a potential ballot measure that would raise the transient occupancy tax rate from 8% to 10% on the November 2011 ballot.
- o Take back ownership of the compilation and preparation of the CAFR from our auditing firm.
- o Develop a citizen's financial reporting publication that makes city financial issues relevant and understandable for the general public
- o Conduct an RFP process with the Audit Committee for the selection of an auditing firm to succeed the existing contract which expires with the audit of the FY 2010-2011 CAFR.
- o Implement the provisions of GASB 54 related to the disclosure and accounting of fund balances for the FY 2011-2012 CAFR.

### ***KEY INITIATIVES COMPLETED***

The Financial Services Department continued to provide high quality services during FY 2010-2011.

### **Utility Billing**

- Implemented the conservation-based water rate model for residential and irrigation customers, which has led to a 4% reduction in water consumption to date.
- Implemented outsourced utility bill printing and mailing.
- Implemented online utility bill presentment and payment for all customers.
- Converted all irrigation customers to monthly billing to allow them to more closely monitor their water consumption on a more frequent basis.

### **Community Development Agency**

- Handled the winding down of the Agency's Project Area One, which reached its tax increment cap. This included the formulation of a Public Improvements Reimbursement Agreement, an Affordable Housing Reimbursement Agreement (AHRA), and a Cooperative Services Agreement between the City and the Agency for purposes of carrying out the financial obligations and objectives of the Project Area.
- Assisted in the conveyance of affordable housing units owned by the Agency to the City under the terms of the AHRA.

### **Financial Management and Reporting**

- Implemented Executive-Level quarterly financial reporting that provides more proactive information on the City's financial performance in an easy-to-

read format suitable for residents, department heads, and City Councilmembers alike.

- Continued compliance on all GASB reporting requirements for City/District's Comprehensive Annual Financial Report (CAFR)
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the fifteenth consecutive year.
- Completed the preparation of all required external and regulatory financial reporting with the State Controller's Office, including reporting on financial transactions, street reports, and personnel compensation.
- Maintained all financial records in compliance with Federal, State, Government Accounting Standards Board (GASB) regulations, and Generally Accepted Accounting Principles (GAAP).
- Performed internal audit for departmental petty cash funds.

### **Investment Management and Reporting**

- Continued a prudent cash investment program in accordance with the City/District's Investment Policy and State Law. All investments are made with the safety of principal and liquidity as top priorities.
- Revised the City's Investment Policy with the assistance of the Audit Committee.

- Managed the City's \$88 million investment portfolio in a prudent fashion. Current yield is 1.53%.

#### **Receivables Collection**

- Monitored business license applications and local businesses in Foster City to ensure compliance with the Business License Ordinance.
- Analyzed the monthly percentage rent versus minimum rent from the financial reports received from VB Golf.
- Audited the Peninsula Jewish Community Center's (PJCC) annual membership and program discount reports to ensure proper payment of rents under the terms of the existing lease.

#### **Other Citywide Initiatives**

- Participated in the reorganization and consolidation of administrative support departments.
- Provided support to the City Manager and Community Development Department in terms of land lease deals concerning such issues as the NPJC Campus, the 15-acre site, and local school district.

### ***INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012***

The key initiatives planned for FY 2011-2012 include the following.

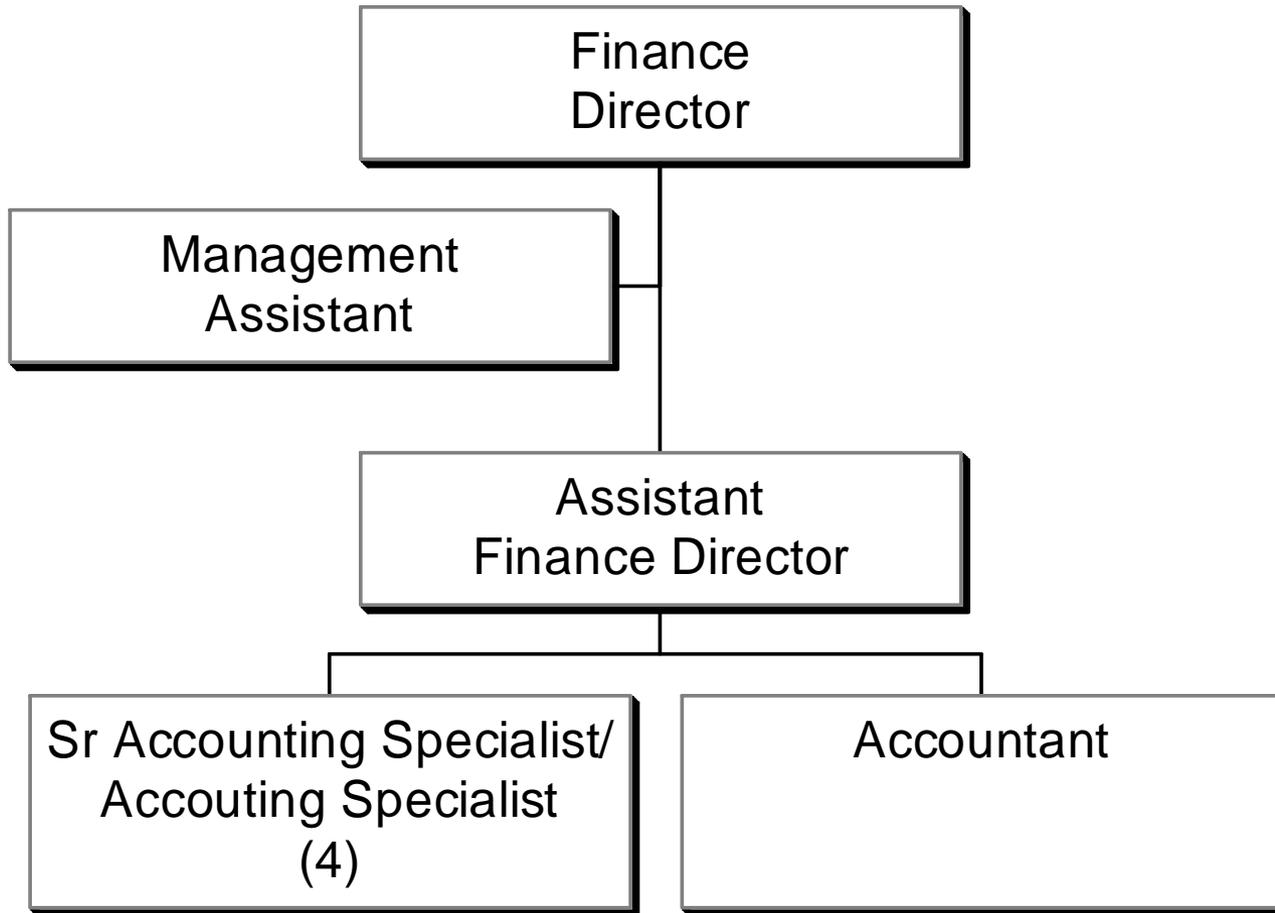
- Achieve a 25% "take rate" for online utility billing customers
- Expanded water rebate programs
- RFP process and selection of a successor auditing firm
- Implementation of GASB 54
- Determine opportunities for streamlined financial processes citywide in recognition of the reduction in staffing across operating departments

There are no anticipated service level changes for FY 2011-2012.

### ***CHANGES IN FINANCIAL RESOURCES REQUIRED***

The most significant change to the Financial Services budget for FY 2011-2012 is that personnel costs will no longer be allocated to the Community Development Agency out of the department budget, an impact that is being implemented in several other departments. Other minor reductions in copying costs and memberships have also been made.

# Financial Services Department



**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**FINANCIAL SERVICES**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
ADMINISTRATION	\$ 227,094	\$ 227,094	\$ 308,059
GENERAL ACCOUNTING	253,373	253,373	380,461
TAXES & LICENSES	79,881	79,881	77,408
UTILITY ACCOUNTING	-	-	-
<b>TOTAL FOR FINANCIAL SERVICES</b>	<b>\$ 560,348</b>	<b>\$ 560,348</b>	<b>\$ 765,928</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**FINANCIAL SERVICES**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 989,950	\$ 989,950	\$ 1,002,300
SERVICES AND SUPPLIES	283,501	283,501	204,326
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,273,451	1,273,451	1,206,626
INTERNAL SERVICES	137,737	137,737	124,152
Subtotal (Total Department Expenses before Reallocations)	1,411,188	1,411,188	1,330,778
REALLOCATIONS	(850,840)	(850,840)	(564,850)
<b>TOTAL FOR FINANCIAL SERVICES</b>	<b>\$ 560,348</b>	<b>\$ 560,348</b>	<b>\$ 765,928</b>

## DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - ADMINISTRATION

Account: 001-1110-415

GENERAL FUND

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-1110-415-4110	PERMANENT SALARIES	\$249,000.00	\$249,000.00
Subtotal		<b>\$249,000.00</b>	<b>\$249,000.00</b>
001-1110-415-4120	FRINGE BENEFITS	\$79,600.00	\$85,400.00
Subtotal		<b>\$79,600.00</b>	<b>\$85,400.00</b>
<b>Employee Services Total</b>		<b>\$328,600.00</b>	<b>\$334,400.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-1110-415-4544	VEHICLE REPLACEMENT	\$15,088.00	\$4,833.00
Subtotal		<b>\$15,088.00</b>	<b>\$4,833.00</b>
001-1110-415-4557	INFORMATION TECHNOLOGY SERVICES	\$18,141.00	\$17,766.00
Subtotal		<b>\$18,141.00</b>	<b>\$17,766.00</b>
001-1110-415-4569	BUILDING MAINTENANCE	\$6,391.00	\$6,098.00
Subtotal		<b>\$6,391.00</b>	<b>\$6,098.00</b>
<b>Internal Services Total</b>		<b>\$39,620.00</b>	<b>\$28,697.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
001-1110-415-4241	COPIES FOR CORRESPONDENCE. AGENDAS, ETC.	\$500.00	\$500.00
001-1110-415-4241	POPULAR REPORT	\$450.00	\$450.00
001-1110-415-4241	PRINTING OF PRELIMINARY AND FINAL BUDGET	\$4,000.00	\$2,000.00
Subtotal		<b>\$4,950.00</b>	<b>\$2,950.00</b>
001-1110-415-4242	POSTAGE FOR LETTERS, PACKAGES, ETC.	\$1,200.00	\$1,200.00
Subtotal		<b>\$1,200.00</b>	<b>\$1,200.00</b>

001-1110-415-4243	OFFICE SUPPLIES	\$1,650.00	\$1,650.00
	Subtotal	<b>\$1,650.00</b>	<b>\$1,650.00</b>
001-1110-415-4249	NEWSPAPER NOTICES	\$300.00	\$300.00
	Subtotal	<b>\$300.00</b>	<b>\$300.00</b>
001-1110-415-4251	ANNUAL MAINTENANCE INVESTMENT SOFTWARE	\$2,450.00	\$0.00
001-1110-415-4251	AUDIT FEES	\$56,676.00	\$56,676.00
001-1110-415-4251	CABLE FRANCHISE CONSULTING (from Admin Svcs)	\$1,500.00	\$1,500.00
001-1110-415-4251	CDA PROJECT I AUDIT FEES-GENERAL FUND	\$0.00	\$1,400.00
001-1110-415-4251	CDA PROJECT I AUDIT FEES-HOUSING FUND	\$0.00	\$1,400.00
001-1110-415-4251	PRINTING OF CAFR REPORT	\$1,800.00	\$1,800.00
001-1110-415-4251	TEMPORARY HELP	\$2,600.00	\$2,600.00
	Subtotal	<b>\$65,026.00</b>	<b>\$65,376.00</b>
001-1110-415-4253	CALIFORNIA MUNICIPAL TREASURER ASSN	\$100.00	\$100.00
001-1110-415-4253	CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS	\$120.00	\$120.00
001-1110-415-4253	COMCAST DIGITAL RECEIVER BOXES (from Admin Svcs)	\$1,000.00	\$1,000.00
001-1110-415-4253	GASB SUBSCRIPTIONS	\$205.00	\$215.00
001-1110-415-4253	GOVERNMENT FINANCE OFFICERS ASSOCIATION	\$225.00	\$225.00
	Subtotal	<b>\$1,650.00</b>	<b>\$1,660.00</b>
001-1110-415-4254	CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS	\$750.00	\$600.00
001-1110-415-4254	LEAGUE OF CALIFORNIA CITIES	\$750.00	\$600.00
001-1110-415-4254	MISCELLANEOUS MEETINGS	\$300.00	\$150.00
	Subtotal	<b>\$1,800.00</b>	<b>\$1,350.00</b>
001-1110-415-4255	GOVERNMENT FINANCE OFFICERS ASSOCIATION	\$2,500.00	\$2,500.00
	Subtotal	<b>\$2,500.00</b>	<b>\$2,500.00</b>
	<b>Services and Supplies Total</b>	<b>\$79,076.00</b>	<b>\$76,986.00</b>
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-1110-415-4495	ALLOCATION OF CDA EXPENSES 311	(\$14,336.00)	\$0.00
001-1110-415-4495	ALLOCATION OF CDA EXPENSES 312	(\$14,336.00)	\$0.00

001-1110-415-4495	ALLOCATION OF CDA EXPENSES 317	(\$5,734.00)	\$0.00
001-1110-415-4495	ALLOCATION OF CDA EXPENSES 318	(\$22,937.00)	\$0.00
001-1110-415-4495	ALLOCATION OF CDA EXPENSES 319	(\$5,734.00)	\$0.00
001-1110-415-4495	ALLOCATION OF CDA EXPENSES 320	(\$22,937.00)	\$0.00
	Subtotal	<b>(\$86,014.00)</b>	<b>\$0.00</b>
001-1110-415-4496	ALLOCATION OF EXPENSES TO WATER	(\$67,094.00)	(\$66,012.00)
	Subtotal	<b>(\$67,094.00)</b>	<b>(\$66,012.00)</b>
001-1110-415-4497	ALLOCATION OF EXPENSE TO SEWER	(\$67,094.00)	(\$66,012.00)
	Subtotal	<b>(\$67,094.00)</b>	<b>(\$66,012.00)</b>
	<b>Reallocation Total</b>	<b>(\$220,202.00)</b>	<b>(\$132,024.00)</b>
	<b>ADMINISTRATION Total</b>	<b>\$227,094.00</b>	<b>\$308,059.00</b>

FINANCIAL SERVICES - GENERAL ACCOUNTING      Account: 001-1120-415      GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-1120-415-4110	PERMANENT SALARIES	\$355,000.00	\$358,300.00
	Subtotal	<b>\$355,000.00</b>	<b>\$358,300.00</b>
001-1120-415-4112	OVERTIME-ACCOUNTS PAYABLE	\$2,500.00	\$0.00
001-1120-415-4112	OVERTIME-PAYROLL	\$2,500.00	\$0.00
	Subtotal	<b>\$5,000.00</b>	<b>\$0.00</b>
001-1120-415-4120	FRINGE BENEFITS	\$114,500.00	\$124,100.00
	Subtotal	<b>\$114,500.00</b>	<b>\$124,100.00</b>
	<b>Employee Services Total</b>	<b>\$474,500.00</b>	<b>\$482,400.00</b>
<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-1120-415-4557	INFORMATION TECHNOLOGY SERVICES	\$36,277.00	\$35,531.00

		Subtotal	<b>\$36,277.00</b>	<b>\$35,531.00</b>
001-1120-415-4569	BUILDING MAINTENANCE		\$12,781.00	\$12,196.00
		Subtotal	<b>\$12,781.00</b>	<b>\$12,196.00</b>
		<b>Internal Services Total</b>	<b>\$49,058.00</b>	<b>\$47,727.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1120-415-4241	COPIES FOR CORRESPONDENCE, COMPUTER REPORTS, ETC.	\$3,000.00	\$3,000.00
		Subtotal	<b>\$3,000.00</b>
001-1120-415-4242	POSTAGE FOR CORRESPONDENCE	\$2,000.00	\$2,000.00
		Subtotal	<b>\$2,000.00</b>
001-1120-415-4243	AP SIG CARD & WINDOW ENVELOPES	\$800.00	\$500.00
001-1120-415-4243	AR INVOICES & WINDOW ENVELOPES	\$650.00	\$650.00
001-1120-415-4243	CALCULATORS (2)	\$200.00	\$200.00
001-1120-415-4243	MISC OFFICE SUPPLIES (BINDERS, BOXES, PAPER, ETC.)	\$800.00	\$800.00
001-1120-415-4243	P.O.'S, ACCOUNTS PAYABLE CHECKS & W2	\$2,250.00	\$2,250.00
001-1120-415-4243	PAYROLL CHECKS, DIRECT DEPOSIT & W2	\$1,400.00	\$1,000.00
001-1120-415-4243	PR SIG CARD & WINDOW ENVELOPES	\$600.00	\$300.00
		Subtotal	<b>\$6,700.00</b>
001-1120-415-4246	BURSTING MACHINE & LETTER OPENER	\$650.00	\$650.00
001-1120-415-4246	CHECK SIGNER	\$250.00	\$0.00
001-1120-415-4246	WHEELWRITER	\$150.00	\$150.00
		Subtotal	<b>\$1,050.00</b>
001-1120-415-4253	MEMBERSHIP FOR CMTA	\$100.00	\$0.00
001-1120-415-4253	MEMBERSHIP FOR CSMFO	\$100.00	\$110.00
001-1120-415-4253	MEMBERSHIP FOR GFOA	\$225.00	\$0.00
		Subtotal	<b>\$425.00</b>
001-1120-415-4254	CSMFO/LEAGUE OF CALIFORNIA CITIES	\$750.00	\$600.00
001-1120-415-4254	MISCELLANEOUS MEETING	\$300.00	\$180.00
		Subtotal	<b>\$1,050.00</b>

001-1120-415-4255	TECHNICAL ACCOUNTING / FINANCE TRAINING	\$1,000.00	\$1,000.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
	<b>Services and Supplies Total</b>	<b>\$15,225.00</b>	<b>\$13,390.00</b>
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-1120-415-4495	ALLOCATION OF CDA EXPENSES 311	(\$20,629.00)	\$0.00
001-1120-415-4495	ALLOCATION OF CDA EXPENSES 312	(\$20,629.00)	\$0.00
001-1120-415-4495	ALLOCATION OF CDA EXPENSES 317	(\$8,252.00)	\$0.00
001-1120-415-4495	ALLOCATION OF CDA EXPENSES 318	(\$33,007.00)	\$0.00
001-1120-415-4495	ALLOCATION OF CDA EXPENSES 319	(\$8,252.00)	\$0.00
001-1120-415-4495	ALLOCATION OF CDA EXPENSES 320	(\$33,007.00)	\$0.00
	Subtotal	<b>(\$123,776.00)</b>	<b>\$0.00</b>
001-1120-415-4496	ALLOCATION OF EXPENSES TO WATER	(\$80,817.00)	(\$81,528.00)
	Subtotal	<b>(\$80,817.00)</b>	<b>(\$81,528.00)</b>
001-1120-415-4497	ALLOCATION OF EXPENSES TO SEWER	(\$80,817.00)	(\$81,528.00)
	Subtotal	<b>(\$80,817.00)</b>	<b>(\$81,528.00)</b>
	<b>Reallocation Total</b>	<b>(\$285,410.00)</b>	<b>(\$163,056.00)</b>
	<b>GENERAL ACCOUNTING Total</b>	<b>\$253,373.00</b>	<b>\$380,461.00</b>

FINANCIAL SERVICES - UTILITY ACCOUNTING

Account: 001-1130-415

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-1130-415-4110	PERMANENT SALARIES	\$67,500.00	\$67,500.00
	Subtotal	<b>\$67,500.00</b>	<b>\$67,500.00</b>
001-1130-415-4112	OVERTIME-UT BILLINGS	\$3,000.00	\$3,000.00

		Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>
001-1130-415-4120	FRINGE BENEFITS		\$22,100.00	\$23,800.00
		Subtotal	<b>\$22,100.00</b>	<b>\$23,800.00</b>
		<b>Employee Services Total</b>	<b>\$92,600.00</b>	<b>\$94,300.00</b>

**Internal Services**

			Approved 2010-2011	Requested 2011-2012
001-1130-415-4557	INFORMATION TECHNOLOGY SERVICES		\$27,208.00	\$26,649.00
		Subtotal	<b>\$27,208.00</b>	<b>\$26,649.00</b>
001-1130-415-4569	BUILDING MAINTENANCE		\$9,586.00	\$9,147.00
		Subtotal	<b>\$9,586.00</b>	<b>\$9,147.00</b>
		<b>Internal Services Total</b>	<b>\$36,794.00</b>	<b>\$35,796.00</b>

**Services and Supplies**

			Approved 2010-2011	Requested 2011-2012
001-1130-415-4241	COPIES FOR UTILITY BILLS, LETTERS & ETC.		\$100.00	\$250.00
		Subtotal	<b>\$100.00</b>	<b>\$250.00</b>
001-1130-415-4242	POSTAGE FOR UTILITY BILLS, LETTERS & ETC.		\$24,750.00	\$3,000.00
		Subtotal	<b>\$24,750.00</b>	<b>\$3,000.00</b>
001-1130-415-4243	DELINQUENT, FINAL, & MISC DOOR HANGING NOTICES		\$1,000.00	\$1,000.00
001-1130-415-4243	MAILING ENVELOPES		\$2,300.00	\$1,000.00
001-1130-415-4243	OFFICE SUPPLIES (PAPER, PENS, BINDERS, BOXES, ETC)		\$800.00	\$800.00
001-1130-415-4243	PRINTER RIBBONS		\$2,700.00	\$0.00
001-1130-415-4243	RETURN ENVELOPES		\$2,000.00	\$1,000.00
001-1130-415-4243	UTILITY SERVICES & AUTO PAY APPLICATION FORMS		\$750.00	\$750.00
001-1130-415-4243	UTILITY STATEMENT BILLS		\$2,500.00	\$0.00
		Subtotal	<b>\$12,050.00</b>	<b>\$4,550.00</b>
001-1130-415-4246	ENDORSE/ENCODE MACHINE, LTR OPENER MAINT		\$1,200.00	\$1,200.00
		Subtotal	<b>\$1,200.00</b>	<b>\$1,200.00</b>
001-1130-415-4251	BANK DRAFT FEES		\$3,500.00	\$3,500.00

001-1130-415-4251	BANK FEES & CREDIT CARD FEES	\$6,000.00	\$6,000.00
001-1130-415-4251	ONLINE CREDIT CARD TRANSACTION FEES - SEWER	\$50,000.00	\$25,000.00
001-1130-415-4251	ONLINE CREDIT CARD TRANSACTION FEES - WATER	\$67,500.00	\$30,000.00
001-1130-415-4251	ONLINE UTILITY BILL AND EBPP PRINT SERVICES	\$0.00	\$32,000.00
001-1130-415-4251	ONLINE UTILITY BILLING - SETUP FEES	\$5,500.00	\$0.00
001-1130-415-4251	UTILITY BILL STUFFING AND MAILING SERVICES	\$10,000.00	\$0.00
	Subtotal	<b>\$142,500.00</b>	<b>\$96,500.00</b>
001-1130-415-4255	TECHNICAL ACCOUNTING / FINANCE TRAINING	\$1,000.00	\$1,000.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
	<b>Services and Supplies Total</b>	<b>\$181,600.00</b>	<b>\$106,500.00</b>

<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-1130-415-4496	ALLOCATION OF EXPENSES TO WATER	(\$135,446.00)	(\$127,117.00)
001-1130-415-4496	REALLOCATION OF CC TRANSACTION FEES - WATER	(\$67,500.00)	(\$30,000.00)
	Subtotal	<b>(\$202,946.00)</b>	<b>(\$157,117.00)</b>
001-1130-415-4497	ALLOCATION OF EXPENSES TO SEWER	(\$58,048.00)	(\$54,479.00)
001-1130-415-4497	REALLOCATION OF CC TRANSACTION FEES - SEWER	(\$50,000.00)	(\$25,000.00)
	Subtotal	<b>(\$108,048.00)</b>	<b>(\$79,479.00)</b>
	<b>Reallocation Total</b>	<b>(\$310,994.00)</b>	<b>(\$236,596.00)</b>
	<b>UTILITY ACCOUNTING Total</b>	<b>\$0.00</b>	<b>\$0.00</b>

**FINANCIAL SERVICES - TAXES & LICENSES**

Account: 001-1140-415

**GENERAL FUND**

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-1140-415-4110	PERMANENT SALARIES	\$70,800.00	\$67,400.00

		Subtotal	<b>\$70,800.00</b>	<b>\$67,400.00</b>
001-1140-415-4112	OVERTIME		\$250.00	\$0.00
		Subtotal	<b>\$250.00</b>	<b>\$0.00</b>
001-1140-415-4120	FRINGE		\$23,200.00	\$23,800.00
		Subtotal	<b>\$23,200.00</b>	<b>\$23,800.00</b>
		<b>Employee Services Total</b>	<b>\$94,250.00</b>	<b>\$91,200.00</b>

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-1140-415-4557	INFORMATION TECHNOLOGY SERVICES	\$9,069.00	\$8,883.00
		Subtotal	<b>\$9,069.00</b>
001-1140-415-4569	BUILDING MAINTENANCE	\$3,196.00	\$3,049.00
		Subtotal	<b>\$3,196.00</b>
		<b>Internal Services Total</b>	<b>\$12,265.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1140-415-4241	COPIES FOR LETTERS, BUSINESS LICENSES, ETC.	\$300.00	\$300.00
		Subtotal	<b>\$300.00</b>
001-1140-415-4242	POSTAGE FOR LETTERS, BUSINESS LICENSES, ETC.	\$2,300.00	\$2,300.00
		Subtotal	<b>\$2,300.00</b>
001-1140-415-4243	BUSINESS LICENSE APPLICATION FORMS, ENVELOPES	\$700.00	\$700.00
001-1140-415-4243	BUSINESS LICENSE CERTIFICATES	\$500.00	\$500.00
001-1140-415-4243	BUSINESS LICENSE RELATED INFORMATION	\$300.00	\$300.00
001-1140-415-4243	BUSINESS LICENSE RENEWAL & DELINQUENT NOTICES	\$1,000.00	\$1,000.00
001-1140-415-4243	OFFICE SUPPLIES (PAPER, PENS, BINDERS, ETC.)	\$200.00	\$200.00
		Subtotal	<b>\$2,700.00</b>
001-1140-415-4251	MRC SALES TAX AUDIT	\$1,500.00	\$1,500.00
		Subtotal	<b>\$1,500.00</b>
001-1140-415-4253	CALIFORNIA MUNICIPAL BUSINESS LICENSE ASSOCIATION	\$100.00	\$0.00

		Subtotal	\$100.00	\$0.00
001-1140-415-4254	MISCELLANEOUS MEETINGS		\$200.00	\$150.00
		Subtotal	\$200.00	\$150.00
001-1140-415-4255	TECHNICAL ACCOUNTING / FINANCE TRAINING		\$500.00	\$500.00
		Subtotal	\$500.00	\$500.00
		<b>Services and Supplies Total</b>	<b>\$7,600.00</b>	<b>\$7,450.00</b>
<b>Reallocation</b>				
			Approved 2010-2011	Requested 2011-2012
001-1140-415-4496	ALLOCATION OF EXPENSES TO WATER		(\$17,117.00)	(\$16,587.00)
		Subtotal	(\$17,117.00)	(\$16,587.00)
001-1140-415-4497	ALLOCATION OF EXPENSES TO SEWER		(\$17,117.00)	(\$16,587.00)
		Subtotal	(\$17,117.00)	(\$16,587.00)
		<b>Reallocation Total</b>	<b>(\$34,234.00)</b>	<b>(\$33,174.00)</b>
		<b>TAXES &amp; LICENSES Total</b>	<b>\$79,881.00</b>	<b>\$77,408.00</b>

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# Parks and Recreation

## DEPARTMENT DESCRIPTION

The Parks and Recreation Department consists of four different divisions: Parks; Recreation; Building Maintenance, and Vehicle Maintenance. The Department exists to build and create community through people, parks and programs. We know that participation in recreation activities can build self-esteem, reduce stress, and improve overall wellness for people of all ages. It has also been demonstrated that well-maintained, accessible parks and recreational facilities are key elements of strong, safe, family-friendly communities. Accessible parks and recreational facilities enhance property values and help attract and retain business as well. Our programs, services, and facilities are designed to create a stronger sense of community and improve the quality of life for residents of Foster City. Internally, we assist the organization in managing all City facilities and the vehicle fleet.

## DEPARTMENT PERSONNEL SUMMARY

Position	09-10	10-11	11-12
<b>Full-Time Employees</b>			
PARKS & RECREATION DIRECTOR	1.0	1.0	1.0
PARKS SUPERINTENDENT	2.0	2.0	2.0
RECREATION SUPERINTENDENT	2.0	2.0	2.0
RECREATION COORDINATOR *	6.0	6.0	5.5
SUPERVISING MECHANIC	1.0	1.0	1.0
MECHANIC I	1.0	1.0	1.0
EQUIP. MAINT. WORKER	1.0	1.0	1.0
PARKS MAINTENANCE LEAD WORKER	4.0	4.0	4.0
PARKS MAINTENANCE WORKER I/II	14.0	12.0	11.0
ADMINISTRATIVE SECRETARY	4.0	4.0	4.0
FACILITY MAINTENANCE WORKER II	3.0	3.0	3.0
FACILITY MAINTENANCE WORKER I	2.0	2.0	2.0
Total Full-time Employees	41.0	39.0	37.5
<b>Part-Time Employees</b>			
RECREATION LEADER III (6)	3.0	3.2	3.2
RECREATION LEADER II (14)	7.0	7.0	7.0
RECREATION LEADER I (14)	7.0	7.0	7.0
BUILDING SERVICES ASSISTANT (12)	6.0	6.0	6.0
PARKS MAINTENANCE WORKER (1)	0.0	0.0	0.5
Total Part-time Employees	23.0	23.2	23.7
<b>TOTAL EMPLOYEES</b>	<b>64.0</b>	<b>62.2</b>	<b>61.2</b>

\* One Recreation Coordinator to be eliminated December 31, 2011 for a total of 5 remaining full-time Recreation Coordinators.

## MISSION STATEMENT

*Foster City Parks and Recreation is committed to providing excellent service, exciting programs, and*

*exceptional places, to enhance our community's quality of life. Our mission is to build a great community through people, parks, and programs.*

This mission includes a commitment to managing and expanding the community's resources, conservation of natural resources and support for the City's economic vitality. Our intended result is to create a community that is vibrant, healthy, and strong.

The Department fulfills its mission by carrying out six key functions where we will:

- Provide high-quality parks and recreation facilities
- Provide high-quality recreational programs
- Manage all City buildings and facilities
- Provide a safe and efficient vehicle fleet
- Create and maintain effective organizational processes
- Recruit, support, retain, and challenge great employees

## **VALUES**

The Foster City Parks and Recreation Department values are:

- Excellence
- Integrity
- Creativity
- Service
- Leadership

## **FIVE-YEAR STRATEGIC PLAN**

The Department has prepared a comprehensive five-year strategic plan with the following components:

### **Values**

The values of the Foster City Parks and Recreation Department describe the basic principles and philosophy that guide all Foster City Parks and Recreation staff. The values have been developed in consultation with Foster City Parks and Recreation staff and the Foster City Parks and Recreation Committee members. These values are the foundation of the Foster City Parks and Recreation staff's attitude towards their work, their mission, and their relationships.

### **Initiatives**

- **Goals and Objectives (2011-2012 to 2014-2015)**
  1. Parks Division: Provide safe, clean, and attractive parks throughout the community
    - Improve scheduling and allocation of park area
    - Increase park safety
    - Implement environmental conservation methods
    - Management and evaluation of 5-20 year CIP program
  2. Recreation Division: Offer high quality recreation programs using a variety of different delivery modes to all age groups and interests
    - Increase program utilization rates
    - Increase program cost recovery

- Develop marketing plan and consistent evaluation process
  - Support ongoing cultural activities and community outreach
  - Foster advocacy of Parks and Recreation services
3. Building Maintenance Division: Provide safe, secure, and clean places for City employees and the community
- To keep building elements performing to the desired level of performance
  - To regularly audit buildings and building use in order to eliminate potential safety issues and inefficiencies
  - To implement building sustainability procedures and mechanisms where possible
4. Vehicle Maintenance Division: Provide a safe and efficient City vehicle fleet
- Increase ability to perform mechanical repairs through mechanics training, acquiring specialty tools, and upgrading the shop's diagnostic tools
  - Increase fuel savings for the City through technology

### **KEY INITIATIVES COMPLETED**

The Parks and Recreation Department continued to provide high quality services to our internal and external customers during FY 2010-2011.

### **Parks**

- Refinished the wooden boardwalk at Leo J. Ryan Park
- The jogging path between San Mateo border and Foster City Blvd/Beach Park Blvd was redressed with new gold dust
- Additional Central Irrigation System (CIS) controllers were installed to improve water conservation
- Revamped the goose control management which included a reduction in contractual services, installation of fencing at beach parks, and staff training on addling
- Installation of Parks storage shed at Edgewater Park
- Adoption of 3-Dog Limit Ordinance for the Dog Park
- Evaluation of use of contractual services as an integral component of parks maintenance

### **Recreation**

- Developed a new sponsorship program to offset costs for the Fourth of July Festival and Summer Concerts
- Made adjustments to the Master Fee Schedule that brought our facility rental rates inline with neighboring cities
- Successfully continued fundraising efforts for the Youth and Teen Foundation
- Created a new summer camp program, Camp Breakaway, to better meet the needs of Foster City's youth population

### ***Building Maintenance***

- Added a disabled person automatic entry system in the front door of City Hall
- Improved security at City Hall by installing a key card access system in the elevator and push button combo locks on the second floor doors
- Installed new paper towel and toilet paper dispensers in all restroom and sink areas that will save a significant amount of money in supplies.

### ***Vehicle Maintenance***

- Recommended and purchased seven new vehicles
- Increased ability to perform more efficient motorcycle repairs with the purchase of necessary tools and equipment

## ***INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012***

Key initiatives and service levels planned for FY 2011-2012 include the following:

### ***Parks / Management and evaluation of 5-20 year CIP program***

- Review and apply for grant funds that become available in FY 2011-2012 to support Parks Maintenance CIP Programs
- Evaluate as a component of annual budget process the current park infrastructure values, life expectancy, and preventative maintenance program

### ***Recreation / Increase program cost recovery***

- Identify opportunities to engage the public through volunteer opportunities and channels for community feedback
- Evaluate optimal use of part-time staff in programs (measured by staff to participant ratios and facility use/attendance to scheduled staff)

### ***Building Maintenance / To keep building elements performing to the desired level of performance***

- Maintain facility maintenance and operation levels while ensuring safety and security. Staff will respond to all high priority service requests within two working days. Medium priority requests are to be processed within 1-2 weeks.
- Check HVAC systems weekly unless an alarm or work request comes in. Monitoring of the HVAC system is done through a network-wide computer program.

### ***Vehicle Maintenance / Increase fuel savings for the City through technology***

- Promote more fuel efficient vehicles and replace the last four Ford Taurus with Toyota Prius and Ford Escape within the next five years
- Continue to research the cost effectiveness of alternative fuels for the parks lawn mowers and small equipment

## **CHANGES IN FINANCIAL RESOURCES REQUIRED**

In order to accomplish the initiatives for FY 2011-2012, the following fiscal changes are required in the Department's annual budget.

### ***Parks***

- Personnel – One full-time Parks Maintenance Worker position is eliminated as of July 1, 2011, which is approximately \$96,000 savings to the City
- Personnel – One part-time Parks Maintenance Worker at 19 hours per week has been added at a cost of \$24,000
- Contractual Services – Parks Maintenance contractual services will decrease by approximately \$35,000 with elimination of the levee maintenance contract

### **Service and Supplies**

- Increase in water charges of \$101,000 due to increase in water rates
- Increase in electricity charges of \$10,000 due to increases in utility rates
- Increase of \$12,000 for synthetic field maintenance now that the warranty period has expired
- Reduction in various maintenance supplies totaling \$12,000

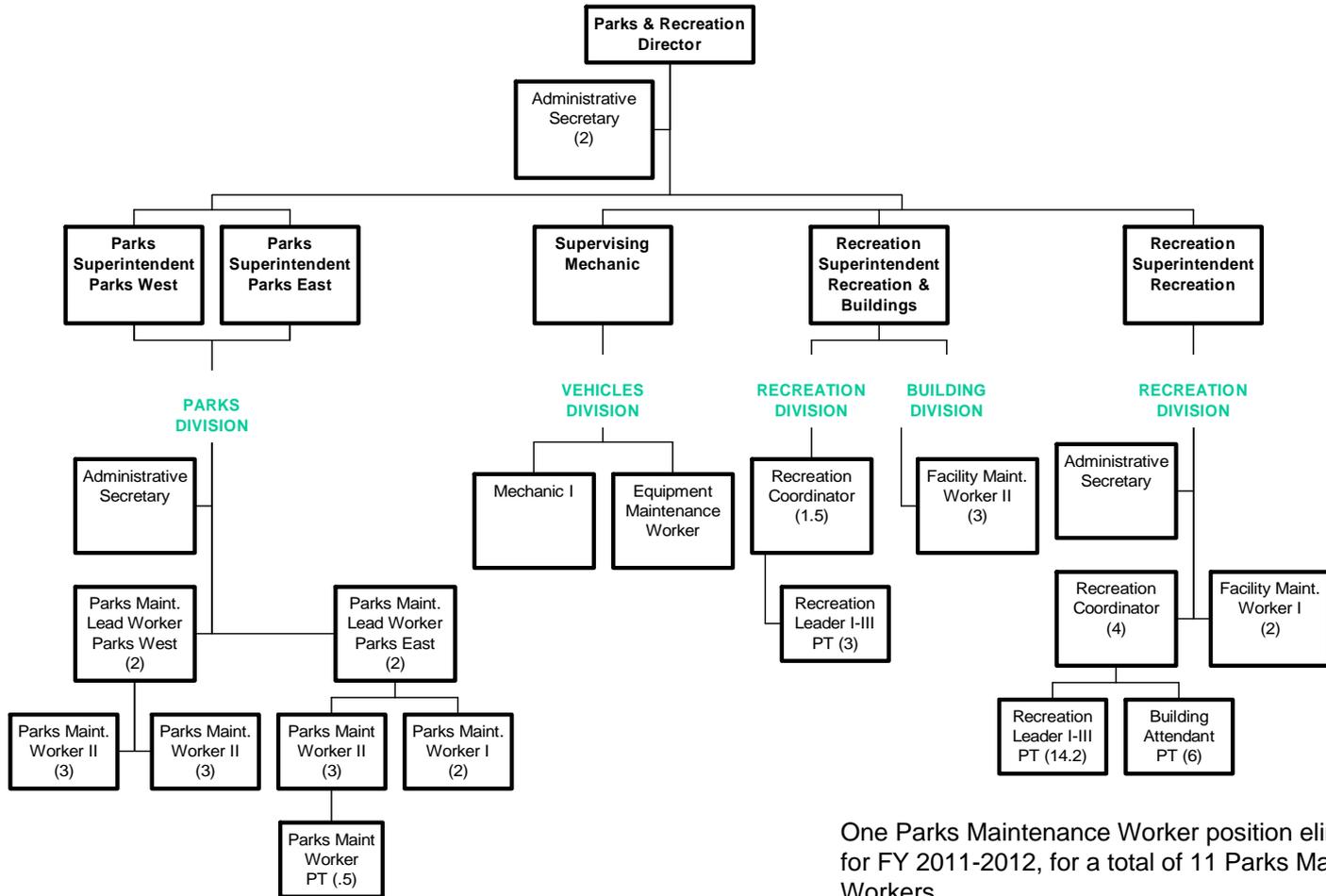
### ***Recreation***

- Personnel – One Recreation Coordinator full-time position to be eliminated December 31, 2011

which is approximately \$46,000 in savings for FY 2011-2012, and annual savings thereafter of approximately \$92,000

- Contractual Services – Advertising expenses attributed to the production on the Leisure Update will be decreased by \$4,000 in FY 2011-2011 and \$9,200 each fiscal year thereafter
- Memberships, Training and Conferences – Reduction of over \$9,500 in memberships and training and conference opportunities for staff development.

# Parks & Recreation Department



One Parks Maintenance Worker position eliminated for FY 2011-2012, for a total of 11 Parks Maintenance Workers.

One Recreation Coordinator position to be eliminated December 31, 2011, for a total of 5 Recreation Coordinators.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PARKS & RECREATION**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
PARKS MAINTENANCE	\$ 3,670,999	\$ 3,670,999	\$ 3,742,428
REC ADMINISTRATION	1,289,698	1,289,698	1,301,274
Subtotal - City General Fund Divisions	4,960,697	4,960,697	5,043,702
ADULT CONTRACTS	157,500	157,500	156,760
ADULT SPORTS	116,495	116,495	96,554
ADVERTISING	66,300	66,300	57,300
FACILITY OPERATIONS	449,692	449,692	469,111
SENIORS / VOLUNTEERS	177,430	177,430	147,520
SPECIAL EVENTS	56,412	56,412	40,984
TEEN PROGRAMS	243,446	243,446	247,020
YOUTH CAMPS	288,375	288,375	292,751
YOUTH CONTRACT CLASSES	244,600	244,600	285,300
YOUTH SPORTS	100,671	100,671	-
Subtotal - Special Recreation Fund	1,900,921	1,900,921	1,793,300
<b>TOTAL FOR PARKS &amp; RECREATION</b>	<b>\$ 6,861,618</b>	<b>\$ 6,861,618</b>	<b>\$ 6,837,002</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PARKS & RECREATION**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 3,741,730	\$ 3,741,730	\$ 3,735,697
SERVICES AND SUPPLIES	2,025,115	2,025,115	1,970,644
CAPITAL OUTLAY	4,200	4,200	4,200
Subtotal (Total Department-Controlled Expenses)	5,771,045	5,771,045	5,710,541
INTERNAL SERVICES	1,090,573	1,090,573	1,126,461
Subtotal (Total Department Expenses before Reallocations)	6,861,618	6,861,618	6,837,002
REALLOCATIONS	-	-	-
<b>TOTAL FOR PARKS &amp; RECREATION</b>	<b>\$ 6,861,618</b>	<b>\$ 6,861,618</b>	<b>\$ 6,837,002</b>

## DETAIL LINE ITEM REPORT

PARKS & RECREATION - REC ADMINISTRATION

Account: 001-0510-451

GENERAL FUND

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0510-451-4110	PERMANENT SALARIES	\$478,000.00	\$478,000.00
Subtotal		<b>\$478,000.00</b>	<b>\$478,000.00</b>
001-0510-451-4112	OVERTIME	\$1,500.00	\$1,500.00
Subtotal		<b>\$1,500.00</b>	<b>\$1,500.00</b>
001-0510-451-4120	FRINGE BENEFITS	\$163,000.00	\$186,500.00
Subtotal		<b>\$163,000.00</b>	<b>\$186,500.00</b>
<b>Employee Services Total</b>		<b>\$642,500.00</b>	<b>\$666,000.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0510-451-4544	VEHICLE REPLACEMENT - 4 Vehicles	\$36,444.00	\$39,407.00
Subtotal		<b>\$36,444.00</b>	<b>\$39,407.00</b>
001-0510-451-4556	EQUIPMENT REPLACEMENT	\$8,699.00	\$8,294.00
Subtotal		<b>\$8,699.00</b>	<b>\$8,294.00</b>
001-0510-451-4557	INFORMATION TECHNOLOGY SERVICES	\$85,347.00	\$78,640.00
Subtotal		<b>\$85,347.00</b>	<b>\$78,640.00</b>
001-0510-452-4569	BUILDING MAINTENANCE -- RC, Sr, TC, CC	\$468,987.00	\$470,783.00
Subtotal		<b>\$468,987.00</b>	<b>\$470,783.00</b>
<b>Internal Services Total</b>		<b>\$599,477.00</b>	<b>\$597,124.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
001-0510-451-4241	COPY - LETTERS AND STAFF REPORTS	\$1,500.00	\$1,500.00
Subtotal		<b>\$1,500.00</b>	<b>\$1,500.00</b>

001-0510-451-4242	POSTAGE, LETTERS, FACILITY AND PLAYFIELD PERMITS	\$4,000.00	\$2,000.00
	Subtotal	<b>\$4,000.00</b>	<b>\$2,000.00</b>
001-0510-451-4243	GENERAL OFFICE SUPPLIES	\$11,500.00	\$13,500.00
	Subtotal	<b>\$11,500.00</b>	<b>\$13,500.00</b>
001-0510-451-4246	SUPPLIES & EQUIPMENT	\$6,250.00	\$6,250.00
001-0510-451-4246	YOUTH SUMMIT	\$3,516.00	\$3,500.00
	Subtotal	<b>\$9,766.00</b>	<b>\$9,750.00</b>
001-0510-451-4249	PUBLICITY/ADVERTISING	\$2,400.00	\$2,400.00
	Subtotal	<b>\$2,400.00</b>	<b>\$2,400.00</b>
001-0510-451-4251	MANDATED FINGERPRINTING	\$1,000.00	\$1,000.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
001-0510-451-4253	CALIF. PARKS & RECREATION SOCIETY - (5)	\$1,250.00	\$0.00
001-0510-451-4253	CALIF. PARKS & RECREATION SOCIETY - AGENCY	\$505.00	\$505.00
001-0510-451-4253	LEISURE SERVICES ASSOCIATION	\$45.00	\$0.00
001-0510-451-4253	LERN MEMBERSHIP	\$350.00	\$350.00
001-0510-451-4253	NATIONAL LEGISLATIVE BULLETIN	\$150.00	\$150.00
001-0510-451-4253	NATIONAL RECREATION & PARKS SOCIETY - AGENCY	\$725.00	\$770.00
001-0510-451-4253	NRPA NET	\$50.00	\$25.00
001-0510-451-4253	SAN FRANCISCO CHRONICLE	\$400.00	\$0.00
001-0510-451-4253	SPORTS ASSOC. OF NORTHERN CALIFORNIA	\$30.00	\$0.00
001-0510-451-4253	SUPERVISION LINES SUBSCRIPTION	\$100.00	\$0.00
	Subtotal	<b>\$3,605.00</b>	<b>\$1,800.00</b>
001-0510-451-4254	ANNUAL DEPARTMENT RETREAT - JANUARY	\$1,200.00	\$1,000.00
001-0510-451-4254	CA PARKS & REC TRAINING - SUPERINTENDENT (2)	\$2,000.00	\$1,000.00
001-0510-451-4254	CPRS REGIONAL - REC COORDINATORS (5)	\$5,000.00	\$1,000.00
001-0510-451-4254	DEPT. REGIONAL TRAINING - STAFF	\$1,000.00	\$0.00
001-0510-451-4254	NRPA	\$500.00	\$0.00
001-0510-451-4254	NRPA/CPRS - DIRECTOR	\$2,000.00	\$2,500.00
001-0510-451-4254	PACIFIC SOUTHWEST CONFERENCE - DIRECTOR	\$650.00	\$0.00

		Subtotal	\$12,350.00	\$5,500.00
001-0510-451-4255	DEPT. REGIONAL TRAINING - STAFF		\$0.00	\$500.00
001-0510-451-4255	RECWARE TRAINING		\$1,200.00	\$0.00
001-0510-451-4255	SECRETARY'S TRAINING		\$400.00	\$200.00
		Subtotal	\$1,600.00	\$700.00
	<b>Services and Supplies Total</b>		<b>\$47,721.00</b>	<b>\$38,150.00</b>
	<b>REC ADMINISTRATION Total</b>		<b>\$1,289,698.00</b>	<b>\$1,301,274.00</b>

PARKS & RECREATION - PARKS MAINTENANCE Account: 001-0520-452 GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0520-452-4110	ON-CALL AND OTHER STAND-BY PAYS	\$5,000.00	\$5,000.00
001-0520-452-4110	PERMANENT SALARIES	\$1,436,700.00	\$1,373,500.00
	Subtotal	<b>\$1,441,700.00</b>	<b>\$1,378,500.00</b>
001-0520-452-4111	EMPLOYEE SERVICES/HOURLY PART-TIME	\$0.00	\$24,000.00
	Subtotal	<b>\$0.00</b>	<b>\$24,000.00</b>
001-0520-452-4112	4TH OF JULY OVERTIME -- PARKS CREWS	\$3,200.00	\$3,200.00
001-0520-452-4112	OVERTIME	\$38,300.00	\$38,300.00
	Subtotal	<b>\$41,500.00</b>	<b>\$41,500.00</b>
001-0520-452-4120	FRINGE BENEFITS	\$495,200.00	\$541,700.00
001-0520-452-4120	FRINGE BENEFITS (P/T SALARIES)	\$0.00	\$960.00
	Subtotal	<b>\$495,200.00</b>	<b>\$542,660.00</b>
	<b>Employee Services Total</b>	<b>\$1,978,400.00</b>	<b>\$1,986,660.00</b>
<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012

001-0520-452-4544	VEHICLE REPLACEMENT	\$227,495.00	\$243,852.00
	Subtotal	<b>\$227,495.00</b>	<b>\$243,852.00</b>
001-0520-452-4556	EQUIPMENT REPLACEMENT	\$150,952.00	\$177,975.00
	Subtotal	<b>\$150,952.00</b>	<b>\$177,975.00</b>
001-0520-452-4569	BUILDING MAINTENANCE (Corp Yard)	\$98,737.00	\$97,431.00
	Subtotal	<b>\$98,737.00</b>	<b>\$97,431.00</b>
	<b>Internal Services Total</b>	<b>\$477,184.00</b>	<b>\$519,258.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0520-452-4240*	SPECIAL SUPPLIES - BOOTS, PANTS, UNIFORMS	\$6,300.00	\$6,300.00
	Subtotal	<b>\$6,300.00</b>	<b>\$6,300.00</b>
001-0520-452-4241	COPY EXPENSE	\$650.00	\$300.00
	Subtotal	<b>\$650.00</b>	<b>\$300.00</b>
001-0520-452-4242	POSTAGE EXPENSE	\$525.00	\$200.00
	Subtotal	<b>\$525.00</b>	<b>\$200.00</b>
001-0520-452-4243*	COPIER & COMPUTER SUPPLIES	\$1,250.00	\$0.00
001-0520-452-4243*	OFFICE SUPPLIES	\$2,440.00	\$0.00
001-0520-452-4243*	OFFICE SUPPLIES, MISCELLANEOUS	\$3,500.00	\$7,190.00
	Subtotal	<b>\$7,190.00</b>	<b>\$7,190.00</b>
001-0520-452-4245*	TOOLS AND EQUIPMENT, MISCELLANEOUS	\$12,100.00	\$12,100.00
001-0520-452-4245*	TOOLS, WORK PROGRAM	\$3,000.00	\$3,000.00
	Subtotal	<b>\$15,100.00</b>	<b>\$15,100.00</b>
001-0520-452-4246*	AGRICULTURE SUPPLIES - CHEMICALS & FERTILIZERS	\$52,000.00	\$51,000.00
001-0520-452-4246*	ELECTRICAL SUPPLIES & REPAIRS	\$5,500.00	\$5,500.00
001-0520-452-4246	FENCING	\$14,000.00	\$12,000.00
001-0520-452-4246*	HARDWARE & MISC. MATERIALS INCL. SIGNS	\$5,860.00	\$5,860.00
001-0520-452-4246*	IRRIGATION SUPPLIES & REPAIRS	\$28,400.00	\$26,400.00
001-0520-452-4246*	JANITORIAL SUPPLIES FOR PARK BATHROOMS	\$10,200.00	\$10,200.00
001-0520-452-4246*	LEVEE MAINTENANCE (Repairs, Erosion Control)	\$12,800.00	\$12,800.00

001-0520-452-4246*	PAINT & CHALK - LINING FIELDS	\$3,100.00	\$3,100.00
001-0520-452-4246*	PLANT MATERIALS REPLACEMENT/SEEDS/AMENDMENTS	\$8,140.00	\$8,140.00
001-0520-452-4246*	PLAY EQUIPMENT MAINT. PARTS - NETS, GOAL REPAIRS	\$5,000.00	\$5,000.00
001-0520-452-4246*	POOPER SCOOPER SUPPLIES	\$6,000.00	\$6,000.00
001-0520-452-4246*	SAFETY EQUIPMENT - (Gloves, Coverings, etc.)	\$10,200.00	\$10,200.00
001-0520-452-4246*	SAND FOR BEACHES	\$45,000.00	\$0.00
001-0520-452-4246	SEA CLOUD PARK MAINTENANCE SUPPLIES	\$15,000.00	\$15,000.00
001-0520-452-4246*	SOIL/CONCRETE/BARK/PLAYGROUND	\$55,000.00	\$50,000.00
001-0520-452-4246*	TENNIS & BALLFIELD WINDSCREENS	\$3,000.00	\$3,000.00
001-0520-452-4246*	TRASH CONTAINERS	\$3,000.00	\$3,000.00
001-0520-452-4246*	VANDALISM REPAIR	\$10,000.00	\$8,000.00
	Subtotal	<b>\$292,200.00</b>	<b>\$235,200.00</b>
001-0520-452-4247	RENTAL OF SPECIAL EQUIPMENT	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
001-0520-452-4248*	COMMUNICATION EQUIPMENT (Pagers, Phones, Radios)	\$1,450.00	\$1,450.00
001-0520-452-4248	ELECTRICITY	\$0.00	\$10,000.00
001-0520-452-4248*	ELECTRICITY	\$29,800.00	\$39,800.00
001-0520-452-4248*	METERS/WATER/SEWER	\$429,000.00	\$520,000.00
	Subtotal	<b>\$460,250.00</b>	<b>\$571,250.00</b>
001-0520-452-4251	CANADIAN GEESE CONTROL - PARKS	\$34,080.00	\$25,000.00
001-0520-452-4251	CANADIAN GEESE CONTROL - SCHOOL SITES	\$6,000.00	\$0.00
001-0520-452-4251	ELECTRICAL CONTRACTOR	\$10,000.00	\$0.00
001-0520-452-4251*	ELECTRICAL SERVICES & LIGHTS MAINTENANCE	\$13,000.00	\$23,000.00
001-0520-452-4251*	FENCE MAINTENANCE CONTRACT	\$4,000.00	\$4,000.00
001-0520-452-4251*	IRRIGATION & PLUMBING SERVICES	\$4,000.00	\$9,900.00
001-0520-452-4251*	MEDIAN MAINTENANCE CONTRACT	\$118,000.00	\$118,000.00
001-0520-452-4251	PARKS MAINTENANCE CONTRACTUAL SERVICES	\$135,000.00	\$100,000.00
001-0520-452-4251*	PORT-O-LET RENTAL SERVICES	\$5,000.00	\$5,000.00
001-0520-452-4251	SEMI - ANNUAL SYNTHETIC FIELD MAINTENANCE	\$0.00	\$12,000.00

001-0520-452-4251*	TREE MAINTENANCE - DISEASE PREVENTION	\$25,000.00	\$25,000.00
001-0520-452-4251	TREE MAINTENANCE - MEDIANS & CUL-DE-SACS	\$35,000.00	\$35,000.00
001-0520-452-4251*	TREE MAINTENANCE - PARKS	\$38,600.00	\$38,600.00
	Subtotal	<b>\$427,680.00</b>	<b>\$395,500.00</b>
001-0520-452-4253	PARKS MAINTENANCE PROFESSIONAL DUES & MEMBERSHIPS	\$300.00	\$300.00
	Subtotal	<b>\$300.00</b>	<b>\$300.00</b>
001-0520-452-4254*	DIVISION RETREAT	\$400.00	\$350.00
	Subtotal	<b>\$400.00</b>	<b>\$350.00</b>
001-0520-452-4255	CERT/TRAIN/RNEW-DMV,SWP,QAC/PCA, ISA, CPSI,BKFLOW	\$1,820.00	\$1,820.00
001-0520-452-4255	MAINTENANCE WORKERS TRAINING	\$1,000.00	\$1,000.00
001-0520-452-4255	PARK SUPERINTENDENT PROFESSIONAL TRAINING	\$1,500.00	\$1,500.00
	Subtotal	<b>\$4,320.00</b>	<b>\$4,320.00</b>
	<b>Services and Supplies Total</b>	<b>\$1,215,415.00</b>	<b>\$1,236,510.00</b>
	<b>PARKS MAINTENANCE Total</b>	<b>\$3,670,999.00</b>	<b>\$3,742,428.00</b>

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**PARKS & RECREATION - FACILITY OPERATIONS**      Account: 003-0525-451      **SPECIAL RECREATION**

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<b>Capital Outlay</b>		Approved 2010-2011	Requested 2011-2012
003-0525-451-4385	8 TABLES & 55 CHAIRS - RECREATION/COMMUNITY CENTER	\$4,200.00	\$4,200.00
	Subtotal	<b>\$4,200.00</b>	<b>\$4,200.00</b>
	<b>Capital Outlay Total</b>	<b>\$4,200.00</b>	<b>\$4,200.00</b>
<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
003-0525-451-4110	PERMANENT SALARIES	\$203,500.00	\$206,600.00
	Subtotal	<b>\$203,500.00</b>	<b>\$206,600.00</b>
003-0525-451-4111	PART TIME SALARIES	\$72,000.00	\$81,600.00

		Subtotal	<b>\$72,000.00</b>	<b>\$81,600.00</b>
003-0525-451-4112	OVERTIME		\$3,000.00	\$3,000.00
		Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>
003-0525-451-4120	FRINGE BENEFITS (F/T Salaries)		\$70,500.00	\$81,800.00
003-0525-451-4120	FRINGE BENEFITS (P/T Salaries)		\$1,380.00	\$1,632.00
		Subtotal	<b>\$71,880.00</b>	<b>\$83,432.00</b>
		<b>Employee Services Total</b>	<b>\$350,380.00</b>	<b>\$374,632.00</b>
<b>Internal Services</b>			Approved 2010-2011	Requested 2011-2012
003-0525-451-4556	EQUIPMENT REPLACEMENT		\$13,912.00	\$10,079.00
		Subtotal	<b>\$13,912.00</b>	<b>\$10,079.00</b>
		<b>Internal Services Total</b>	<b>\$13,912.00</b>	<b>\$10,079.00</b>
<b>Services and Supplies</b>			Approved 2010-2011	Requested 2011-2012
003-0525-451-4242	POSTAGE		\$200.00	\$200.00
		Subtotal	<b>\$200.00</b>	<b>\$200.00</b>
003-0525-451-4243	SUPPLIES		\$9,000.00	\$12,000.00
		Subtotal	<b>\$9,000.00</b>	<b>\$12,000.00</b>
003-0525-451-4246	SM/FC SCHOOL JOINT-USE FACILITIES		\$58,000.00	\$58,000.00
		Subtotal	<b>\$58,000.00</b>	<b>\$58,000.00</b>
003-0525-451-4247	RENTAL		\$4,000.00	\$0.00
		Subtotal	<b>\$4,000.00</b>	<b>\$0.00</b>
003-0525-451-4265	CREDIT CARD ACCEPTANCE FEES		\$10,000.00	\$10,000.00
		Subtotal	<b>\$10,000.00</b>	<b>\$10,000.00</b>
		<b>Services and Supplies Total</b>	<b>\$81,200.00</b>	<b>\$80,200.00</b>
		<b>FACILITY OPERATIONS Total</b>	<b>\$449,692.00</b>	<b>\$469,111.00</b>

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
003-0530-451-4110	FULL-TIME SALARIES	\$34,100.00	\$35,900.00
	Subtotal	<b>\$34,100.00</b>	<b>\$35,900.00</b>
003-0530-451-4111	EMPLOYEE SERVICES\HOURLY PART-TIME	\$18,018.00	\$18,000.00
	Subtotal	<b>\$18,018.00</b>	<b>\$18,000.00</b>
003-0530-451-4112	Overtime	\$700.00	\$700.00
	Subtotal	<b>\$700.00</b>	<b>\$700.00</b>
003-0530-451-4120	FRINGE BENEFITS (F/T Salaries)	\$11,800.00	\$14,200.00
003-0530-451-4120	FRINGE BENEFITS (P/T Salaries)	\$360.00	\$360.00
	Subtotal	<b>\$12,160.00</b>	<b>\$14,560.00</b>
	<b>Employee Services Total</b>	<b>\$64,978.00</b>	<b>\$69,160.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
003-0530-451-4242	POSTAGE MAILINGS	\$148.00	\$0.00
	Subtotal	<b>\$148.00</b>	<b>\$0.00</b>
003-0530-451-4243	SUPPLIES	\$12,272.00	\$6,130.00
	Subtotal	<b>\$12,272.00</b>	<b>\$6,130.00</b>
003-0530-451-4251	CONTRACTUAL SERVICES	\$29,833.00	\$16,000.00
003-0530-451-4251	CONTRACTUAL SERVICES - SPORTS OFFICIALS	\$8,000.00	\$4,000.00
	Subtotal	<b>\$37,833.00</b>	<b>\$20,000.00</b>
003-0530-451-4252	MEMBERSHIP	\$1,264.00	\$1,264.00
	Subtotal	<b>\$1,264.00</b>	<b>\$1,264.00</b>
	<b>Services and Supplies Total</b>	<b>\$51,517.00</b>	<b>\$27,394.00</b>

ADULT SPORTS Total \$116,495.00 \$96,554.00

PARKS & RECREATION - YOUTH SPORTS

Account: 003-0533-451

SPECIAL RECREATION

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
003-0533-451-4110	FULL-TIME SALARIES	\$34,100.00	\$0.00
	Subtotal	<b>\$34,100.00</b>	<b>\$0.00</b>
003-0533-451-4120	FRINGE BENEFITS	\$11,800.00	\$0.00
	Subtotal	<b>\$11,800.00</b>	<b>\$0.00</b>
	<b>Employee Services Total</b>	<b>\$45,900.00</b>	<b>\$0.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
003-0533-451-4242	POSTAGE	\$50.00	\$0.00
	Subtotal	<b>\$50.00</b>	<b>\$0.00</b>
003-0533-451-4243	SUPPLIES	\$500.00	\$0.00
	Subtotal	<b>\$500.00</b>	<b>\$0.00</b>
003-0533-451-4251	CONTRACTUAL SERVICES	\$54,221.00	\$0.00
	Subtotal	<b>\$54,221.00</b>	<b>\$0.00</b>
	<b>Services and Supplies Total</b>	<b>\$54,771.00</b>	<b>\$0.00</b>
	<b>YOUTH SPORTS Total</b>	<b>\$100,671.00</b>	<b>\$0.00</b>

PARKS & RECREATION - YOUTH CAMPS

Account: 003-0534-451

SPECIAL RECREATION

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
003-0534-451-4110	PERMANENT SALARIES	\$75,300.00	\$75,300.00
	Subtotal	<b>\$75,300.00</b>	<b>\$75,300.00</b>
003-0534-451-4111	PART TIME SALARIES	\$95,000.00	\$95,000.00
	Subtotal	<b>\$95,000.00</b>	<b>\$95,000.00</b>
003-0534-451-4112	OVERTIME	\$1,800.00	\$2,050.00
	Subtotal	<b>\$1,800.00</b>	<b>\$2,050.00</b>
003-0534-451-4120	FRINGE BENEFITS (F/T Salaries)	\$26,100.00	\$29,800.00
003-0534-451-4120	FRINGE BENEFITS (P/T Salaries)	\$1,400.00	\$1,901.00
	Subtotal	<b>\$27,500.00</b>	<b>\$31,701.00</b>
	<b>Employee Services Total</b>	<b>\$199,600.00</b>	<b>\$204,051.00</b>
<hr/>			
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
003-0534-451-4242	POSTAGE	\$280.00	\$250.00
	Subtotal	<b>\$280.00</b>	<b>\$250.00</b>
003-0534-451-4243	SUPPLIES	\$6,550.00	\$6,000.00
	Subtotal	<b>\$6,550.00</b>	<b>\$6,000.00</b>
003-0534-451-4251	CONTRACTUAL SERVICES	\$81,945.00	\$82,450.00
	Subtotal	<b>\$81,945.00</b>	<b>\$82,450.00</b>
	<b>Services and Supplies Total</b>	<b>\$88,775.00</b>	<b>\$88,700.00</b>
	<b>YOUTH CAMPS Total</b>	<b>\$288,375.00</b>	<b>\$292,751.00</b>

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PARKS & RECREATION - ADULT CONTRACTS      Account: 003-0535-451      SPECIAL RECREATION

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<b>Employee Services</b>	Approved	Requested
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		2010-2011	2011-2012
003-0535-451-4110	FULL-TIME SALARIES	\$37,700.00	\$37,700.00
	Subtotal	<b>\$37,700.00</b>	<b>\$37,700.00</b>
003-0535-451-4111	EMPLOYEE SERVICES / PART-TIME	\$3,000.00	\$1,000.00
	Subtotal	<b>\$3,000.00</b>	<b>\$1,000.00</b>
003-0535-451-4112	OVERTIME	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
003-0535-451-4120	FRINGE BENEFITS (F/T SALARIES)	\$13,000.00	\$14,900.00
003-0535-451-4120	FRINGE BENEFITS (P/T Salaries)	\$150.00	\$60.00
	Subtotal	<b>\$13,150.00</b>	<b>\$14,960.00</b>
	<b>Employee Services Total</b>	<b>\$54,350.00</b>	<b>\$54,160.00</b>
<b>Services and Supplies</b>			
		Approved 2010-2011	Requested 2011-2012
003-0535-451-4242	POSTAGE	\$550.00	\$0.00
	Subtotal	<b>\$550.00</b>	<b>\$0.00</b>
003-0535-451-4243	SUPPLIES	\$1,600.00	\$1,600.00
	Subtotal	<b>\$1,600.00</b>	<b>\$1,600.00</b>
003-0535-451-4246	MAINTENANCE	\$1,000.00	\$1,000.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
003-0535-451-4251	CONTRACTUAL SERVICES	\$100,000.00	\$100,000.00
	Subtotal	<b>\$100,000.00</b>	<b>\$100,000.00</b>
	<b>Services and Supplies Total</b>	<b>\$103,150.00</b>	<b>\$102,600.00</b>
	<b>ADULT CONTRACTS Total</b>	<b>\$157,500.00</b>	<b>\$156,760.00</b>

PARKS & RECREATION - SPECIAL EVENTS

Account: 003-0537-451

SPECIAL RECREATION

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
003-0537-451-4111	PART TIME SALARIES	\$3,649.00	\$3,000.00
	Subtotal	<b>\$3,649.00</b>	<b>\$3,000.00</b>
003-0537-451-4112	OVERTIME	\$500.00	\$0.00
	Subtotal	<b>\$500.00</b>	<b>\$0.00</b>
003-0537-451-4120	FRINGE BENEFITS (P/T Salaries)	\$73.00	\$64.00
	Subtotal	<b>\$73.00</b>	<b>\$64.00</b>
	<b>Employee Services Total</b>	<b>\$4,222.00</b>	<b>\$3,064.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
003-0537-451-4242	POSTAGE	\$570.00	\$500.00
	Subtotal	<b>\$570.00</b>	<b>\$500.00</b>
003-0537-451-4243	SUPPLIES	\$10,720.00	\$10,720.00
	Subtotal	<b>\$10,720.00</b>	<b>\$10,720.00</b>
003-0537-451-4249	PUBLICITY	\$4,900.00	\$4,300.00
	Subtotal	<b>\$4,900.00</b>	<b>\$4,300.00</b>
003-0537-451-4251	CONTRACTUAL SERVICES	\$36,000.00	\$21,900.00
	Subtotal	<b>\$36,000.00</b>	<b>\$21,900.00</b>
003-0537-451-4265	ART GALLERY - MISC	\$0.00	\$500.00
	Subtotal	<b>\$0.00</b>	<b>\$500.00</b>
	<b>Services and Supplies Total</b>	<b>\$52,190.00</b>	<b>\$37,920.00</b>
	<b>SPECIAL EVENTS Total</b>	<b>\$56,412.00</b>	<b>\$40,984.00</b>

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PARKS & RECREATION - YOUTH CONTRACT CLASSES    Account: 003-0538-451    SPECIAL RECREATION

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<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
003-0538-451-4110	FULL-TIME SALARIES	\$37,700.00	\$37,700.00
	Subtotal	<b>\$37,700.00</b>	<b>\$37,700.00</b>
003-0538-451-4120	FRINGE BENEFITS (F/T SALARIES)	\$13,000.00	\$14,900.00
	Subtotal	<b>\$13,000.00</b>	<b>\$14,900.00</b>
	<b>Employee Services Total</b>	<b>\$50,700.00</b>	<b>\$52,600.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
003-0538-451-4243	SUPPLIES	\$1,250.00	\$1,250.00
	Subtotal	<b>\$1,250.00</b>	<b>\$1,250.00</b>
003-0538-451-4251	CONTRACTUAL SERVICES	\$192,650.00	\$231,450.00
	Subtotal	<b>\$192,650.00</b>	<b>\$231,450.00</b>
	<b>Services and Supplies Total</b>	<b>\$193,900.00</b>	<b>\$232,700.00</b>
	<b>YOUTH CONTRACT CLASSES Total</b>	<b>\$244,600.00</b>	<b>\$285,300.00</b>

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PARKS & RECREATION - ADVERTISING      Account: 003-0539-451      SPECIAL RECREATION

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<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
003-0539-451-4242	POSTAGE	\$9,000.00	\$9,000.00
	Subtotal	<b>\$9,000.00</b>	<b>\$9,000.00</b>
003-0539-451-4243	SUPPLIES	\$10,300.00	\$10,800.00
	Subtotal	<b>\$10,300.00</b>	<b>\$10,800.00</b>
003-0539-451-4247	RENTS	\$5,500.00	\$0.00
	Subtotal	<b>\$5,500.00</b>	<b>\$0.00</b>

003-0539-451-4251	CONTRACTUAL SERVICES	\$41,500.00	\$37,500.00
	Subtotal	<b>\$41,500.00</b>	<b>\$37,500.00</b>
	<b>Services and Supplies Total</b>	<b>\$66,300.00</b>	<b>\$57,300.00</b>
	<b>ADVERTISING Total</b>	<b>\$66,300.00</b>	<b>\$57,300.00</b>

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PARKS & RECREATION - SENIORS / VOLUNTEERS      Account: 003-0540-451      SPECIAL RECREATION

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<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
003-0540-451-4110	PERMANENT SALARIES	\$75,300.00	\$75,300.00
	Subtotal	<b>\$75,300.00</b>	<b>\$75,300.00</b>
003-0540-451-4111	PART TIME SALARIES	\$15,000.00	\$16,000.00
	Subtotal	<b>\$15,000.00</b>	<b>\$16,000.00</b>
003-0540-451-4112	OVERTIME	\$700.00	\$700.00
	Subtotal	<b>\$700.00</b>	<b>\$700.00</b>
003-0540-451-4120	FRINGE BENEFITS (F/T Salaries)	\$26,000.00	\$29,800.00
003-0540-451-4120	FRINGE BENEFITS (P/T Salaries)	\$300.00	\$320.00
	Subtotal	<b>\$26,300.00</b>	<b>\$30,120.00</b>
	<b>Employee Services Total</b>	<b>\$117,300.00</b>	<b>\$122,120.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
003-0540-451-4242	POSTAGE	\$550.00	\$500.00
	Subtotal	<b>\$550.00</b>	<b>\$500.00</b>
003-0540-451-4243	SENIOR PROGRAMS TRIPS & TOURS	\$4,300.00	\$12,000.00
003-0540-451-4243	SUPPLIES	\$5,050.00	\$2,000.00
	Subtotal	<b>\$9,350.00</b>	<b>\$14,000.00</b>

003-0540-451-4249	PUBLICITY	\$200.00	\$200.00
	Subtotal	<b>\$200.00</b>	<b>\$200.00</b>
003-0540-451-4251	SENIOR EXPRESS BUS RENTAL PROGRAM	\$50,030.00	\$10,700.00
	Subtotal	<b>\$50,030.00</b>	<b>\$10,700.00</b>
	<b>Services and Supplies Total</b>	<b>\$60,130.00</b>	<b>\$25,400.00</b>
	<b>SENIORS / VOLUNTEERS Total</b>	<b>\$177,430.00</b>	<b>\$147,520.00</b>

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PARKS & RECREATION - TEEN PROGRAMS      Account: 003-0541-451      SPECIAL RECREATION

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<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
003-0541-451-4110	RECREATION COORDINATOR	\$75,300.00	\$75,300.00
	Subtotal	<b>\$75,300.00</b>	<b>\$75,300.00</b>
003-0541-451-4111	PART TIME SALARIES	\$95,000.00	\$95,000.00
	Subtotal	<b>\$95,000.00</b>	<b>\$95,000.00</b>
003-0541-451-4112	OVERTIME	\$1,000.00	\$1,250.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,250.00</b>
003-0541-451-4120	FRINGE BENEFITS (F/T SALARIES)	\$26,000.00	\$29,800.00
003-0541-451-4120	FRINGE BENEFITS (P/T SALARIES)	\$2,020.00	\$1,900.00
	Subtotal	<b>\$28,020.00</b>	<b>\$31,700.00</b>
	<b>Employee Services Total</b>	<b>\$199,320.00</b>	<b>\$203,250.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
003-0541-451-4242	POSTAGE	\$550.00	\$550.00
	Subtotal	<b>\$550.00</b>	<b>\$550.00</b>
003-0541-451-4243	SUPPLIES	\$6,770.00	\$6,770.00

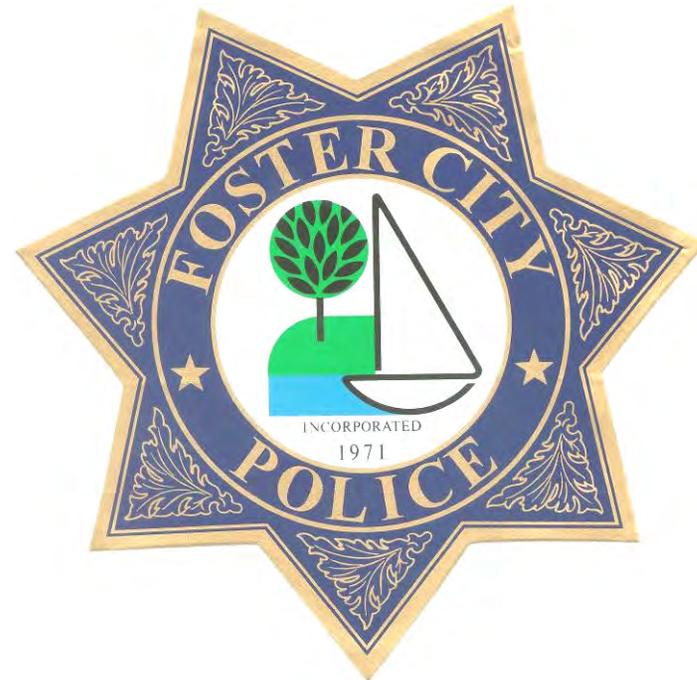
		Subtotal	<b>\$6,770.00</b>	<b>\$6,770.00</b>
003-0541-451-4246	MAINTENANCE		\$100.00	\$0.00
		Subtotal	<b>\$100.00</b>	<b>\$0.00</b>
003-0541-451-4249	PUBLICITY		\$500.00	\$250.00
		Subtotal	<b>\$500.00</b>	<b>\$250.00</b>
003-0541-451-4251	BUS TRANSPORTATION - SUMMER CAMP		\$32,206.00	\$32,200.00
003-0541-451-4251	MIDDLE SCHOOL DANCES		\$2,000.00	\$2,000.00
003-0541-451-4251	TEEN PROGRAMS		\$2,000.00	\$2,000.00
		Subtotal	<b>\$36,206.00</b>	<b>\$36,200.00</b>
		<b>Services and Supplies Total</b>	<b>\$44,126.00</b>	<b>\$43,770.00</b>
		<b>TEEN PROGRAMS Total</b>	<b>\$243,446.00</b>	<b>\$247,020.00</b>

# POLICE DEPARTMENT

## ***DEPARTMENT DESCRIPTION***

The Police Department is comprised of two primary divisions working together in support of our mission of maintaining the highest quality of life for those who live, work or visit in Foster City.

- The **Field Operations Division** includes all uniformed personnel who patrol the streets and respond to crimes and the wide variety of calls for service we receive. This includes Patrol, Traffic, Parking Enforcement, Community Service Officers, and Reserves Officers.
- The **Administrative Services Division** is comprised of the Detective, Youth Services, Property/Evidence, Dispatch and Records Bureau personnel. It also encompasses the Department's Emergency Service Volunteers and Police Explorers.





## DEPARTMENT PERSONNEL SUMMARY

DEPARTMENT PERSONNEL SUMMARY (by year)			
Position	09-10	10-11	11-12
POLICE CHIEF	1	1	1
POLICE CAPTAIN	2	2	2
POLICE LIEUTENANT	2	2	2
POLICE SERGEANT	7	7	7
POLICE CORPORAL	7	7	6
POLICE OFFICER	20	20	18
SR. COMMUNITY SVS. OFFICER	4	4	3
COMM & RECORDS MGR	1	1	1
LEAD DISPATCHER	1	1	1
POLICE DISPATCHER	7	7	7
POLICE RECORDS SPECIALIST	3	3	2
MANAGEMENT ASSISTANT	1	1	1
<b>TOTAL EMPLOYEES</b>	<b>56</b>	<b>56</b>	<b>51</b>

## MISSION STATEMENT

We, the members of the Foster City Police Department, are dedicated to providing the highest level of professional service to the public, ensuring personal safety and the protection of property, with the continuous goal of enhancing the quality of life in our community.

## DEPARTMENT VALUES

**Integrity** – Our society has entrusted us with tremendous authority and expects that we do what is right in matters of personal and professional integrity. This means we have the courage to uphold these principles even in the face of adversity.

**Community Service** – We recognize that to be an effective law enforcement agency we must have the confidence, support and trust of our community. Therefore, we seek and welcome active partnerships that help identify and resolve issues that affect personal safety, security of property and the quality of life within our community.

**Professionalism** – Our community demands that we possess the skills, competence and character expected of highly trained professionals. We will foster internal relationships with an emphasis on effective communication; and are committed to promoting the professional development of our personnel through quality hiring, education and training.



## ***FIVE-YEAR STRATEGIC PLAN***

Since 2002, the Police Department has been using Strategic Planning to help guide our efforts on a daily basis and to ensure the continuity of our 5-year goals and objectives.

1. **Crime enforcement/traffic safety** - maintain a superior level of safety of persons and security of property in our community.
  - Keep Foster City in the top 10% of lowest felony crime rates among California cities of similar size.
  - Reduce the number of injury and non-injury traffic collisions on public roadways in Foster City for each subsequent year for the next five years.
2. **Succession planning** – identify and develop employees who will be interested, prepared and ready for promotion when opportunities arise.
  - Prepare officers for promotion to corporal.
  - Prepare corporals for promotion to sergeant.
  - Prepare sergeants for promotion to lieutenant.
  - Prepare lieutenants for promotion to captain.
  - Prepare captains for promotion to chief.
3. **Organizational and operational efficiencies** – maximize workforce and operational efficiencies to ensure responsible fiscal management.
  - Assessment and potential re-organization of Administrative Division positions and job responsibilities.
4. **Employee development** - develop and maintain a high caliber, technically proficient workforce.
  - Personnel to train on newly developed and/or updated tactical emergency plans and resources for responding to schools and other high profile facilities in the city.
  - Purchase and utilize personal audio/video digital recording devices to be worn by Patrol personnel.
5. **Emergency preparedness** - establish and maintain effective emergency tactical response capabilities
  - Develop and update tactical emergency response plans for schools and high profile facilities in the city, using the latest available technological resources.

6. **Community relations** – establish and maintain a superior level of responsiveness to the community and ensure their satisfaction with the services we provide.
  - Develop and utilize a community satisfaction and needs assessment tool.
  - Locally oriented cultural awareness training for front-line personnel.
7. **Staffing** - maintain a fully staffed and functional workforce as authorized.
  - Reduce employee accidents, injuries and lost workdays.
  - Achieve a 25% increase in our corps of volunteers, including Reserve Officers, Emergency Service Volunteers and Police Explorers.
8. **Use of equipment and technology** - maximize the effective acquisition and use of equipment and technology to improve Department operations and service to the community.
  - Purchase and utilize video surveillance equipment for targeted crime locations in the city.
  - Create a paperless workplace.
  - Purchase and utilize personal audio/video recording devices to be worn by Patrol personnel.

### ***KEY INITIATIVES COMPLETED***

Some of our accomplishments during the past year include:

- The Department helped Foster City achieve the second lowest violent crime rate among 95 cities of similar size in California.

- The Department had 50% fewer work-related injuries that resulted in only 7 missed workdays.
- The Department participated in various activities related to both internal and community emergency preparedness.
- Continued our participation at all levels (Command, Supervisory, Operator and Tactical Dispatching) in the San Mateo County North Central Regional SWAT Team.
- Participation in the Countywide Gang Task Force at both the line, supervisory and management levels.
- Automated External Defibrillators (AEDs) were deployed as part of our standard patrol equipment.
- The Department completed its annual upgrades to our CAD/RMS/Report Writing software which has further enhanced our ability to provide services with a minimum of delay or repetition of work.
- For the 18<sup>th</sup> consecutive year, the Youth Services Bureau presented Gang Resistance Education and Training (G.R.E.A.T.) to students in the middle and elementary schools. In 2010, 630 students in the 4<sup>th</sup> and 6<sup>th</sup> grades completed the program.
- The Department participated in several regional traffic safety and alcohol impaired driver enforcement operations.
- The Police and Fire Departments held a joint community open house.
- Members of the Department participated in numerous community events, including those benefitting local schools, the American Cancer Society, domestic violence prevention, the Red Cross and the Special Olympics.

- Members of the Department Management Team continued their active participation in local community service groups as well as regional and statewide professional organizations.
- The Administrative Division Captain graduated from the SMFCBH Regional Leadership Program.
- Other Department employees attended professional development courses such as the State's Supervisory Leadership Institute, County's Inner Perspectives Leadership Program, POST Executive Development Course, and the Public Sector Management Program.
- Six members of the Department continued their personal educational development by completing their Bachelors Degrees.



- The Department continuously monitored and updated our procedures and policies to incorporate the most recent case law and industry-wide best practices via the Lexipol electronic policy manual. All members of the Department maintained their knowledge of these policies by completing daily training on the contents of this policy manual.

### ***INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012***

The proposed budget reduces existing staffing by five employees within the Police Department. This represents an additional 9% reduction in staffing. The overall safety of the citizens in our community and the protection of their property remain our highest priority. Crime prevention patrol capabilities will be diminished due to the reduced staffing level. Despite these factors, we will strive to continue to provide public safety services at the high level the community has come to expect from the Police Department.

The service levels provided by the Police Department for the coming year will include, at a minimum:

- Response to emergency calls for service within current response times.
- Juvenile intervention through involvement in schools and programs.
- Continued involvement in the County Gang Task Force operations.
- Abandoned vehicle abatement may be delayed.
- Maintain services related to requests for records, criminal report processing and State mandated reporting.

- The continuation of services for arrested inebriates and improved officer processing time in handling them via the First Chance Program.
- Maintaining drug and vehicle theft investigative resources through participation in the Countywide Narcotics and Vehicle Theft Task Forces.
- Response to non-emergency calls for service may be delayed.
- Crime prevention community outreach will be diminished.
- Proactive investigations may continue to be limited.

## ***CHANGES IN RESOURCES REQUIRED***

In Fiscal Year 2011-12 staffing for the Police Department is being reduced. These eliminated positions include the Crime Prevention Corporal, two Patrol Officers, one Patrol Division Senior Community Service Officer, and one Records Specialist.

There are two budget items that have traditionally been funded by the State which are the subject of continued debate and potential elimination during State budget deliberations:

### Employee Services

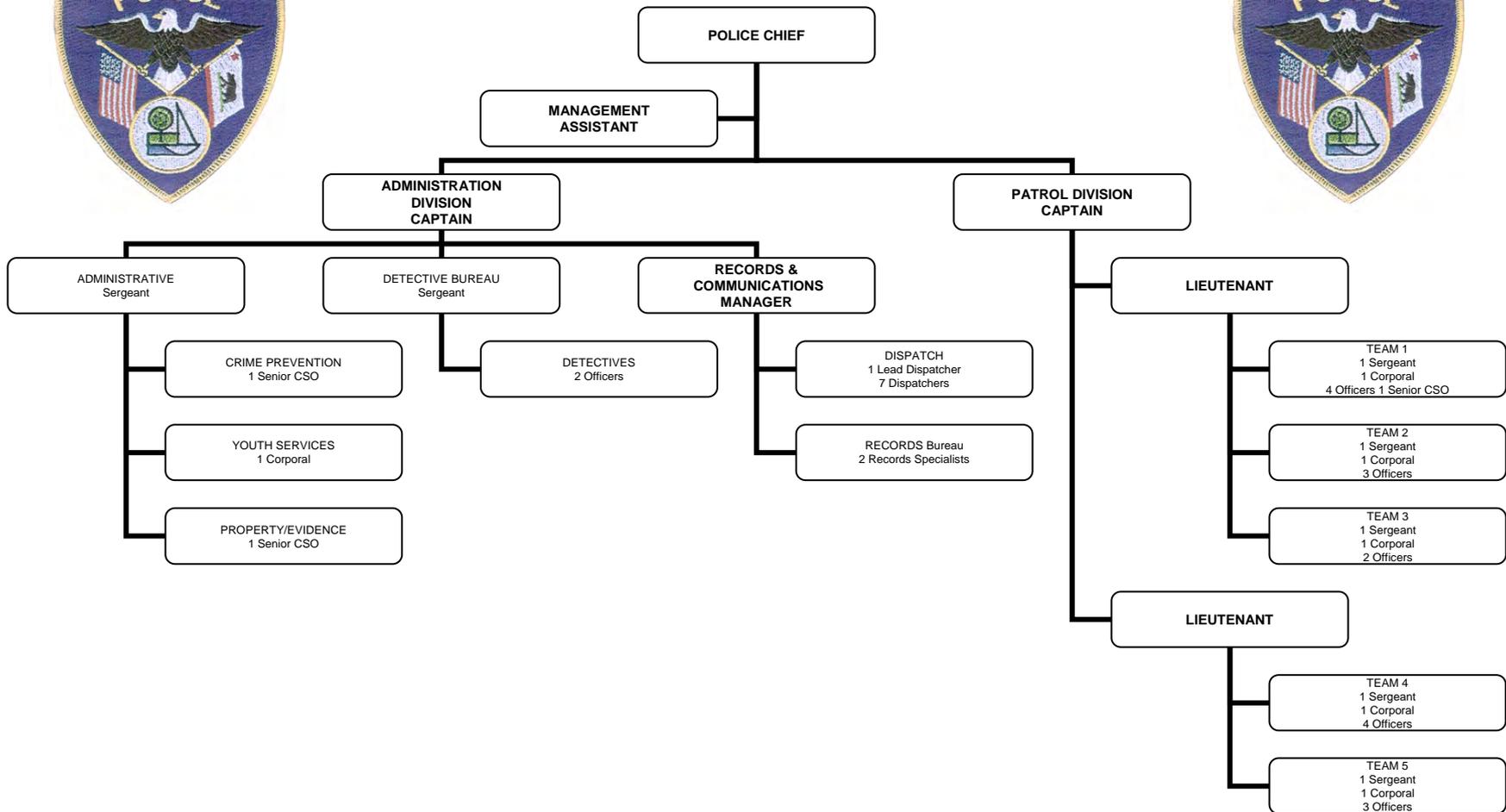
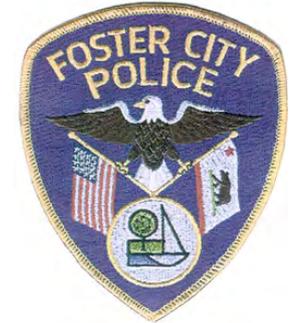
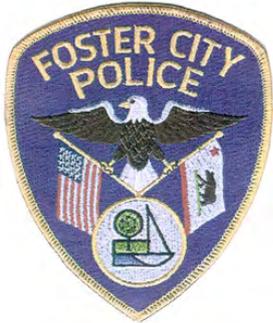
- SLESF/COPS Grant Funding – In previous years, the City received \$100,000 from the State of California under the Citizens Option for Public Safety (COPS) program, a Special Revenue Fund. These funds have been the subject of intense debate during the last few State budget cycles. While the current State budget proposal includes funding for FY 2011-2012, funding of the SLESF/COPS programs are dependent upon the extension of taxes as

proposed by the Governor. Given the uncertainty of those measures, it is assumed that State funding of \$100,000 will not be available for FY 2011-2012.

### Services and Supplies

- The “Booking Fees” line item is subject to the same State budget uncertainties as mentioned previously for the SLESF/COPS grant funding. Any suspects booked into County jail are billed by the County directly to the State. Only those bookings that are either ineligible for State funding, or for which the State has determined through its budget process to cease funding, are then charged back to the City for reimbursement to the County. Booking fee expenditures are included in the FY 2011-2012 budget as a conservative measure to not only cover our typical non-reimbursed expenses but also in the event that all reimbursement ceases from the State or to cover bookings that are re-classified by the State as no longer qualifying for reimbursement.

# Foster City Police Department



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**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**POLICE**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
ADMINISTRATIVE BUREAU	\$ 3,589,586	\$ 3,589,586	\$ 3,474,719
CHIEF'S OFFICE	413,757	413,757	426,939
CROSSING GUARDS	21,600	21,600	21,600
FIELD OPERATIONS	5,501,689	5,501,689	5,404,162
<b>TOTAL FOR POLICE</b>	<b>\$ 9,526,632</b>	<b>\$ 9,526,632</b>	<b>\$ 9,327,420</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**POLICE**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 8,406,300	\$ 8,406,300	\$ 8,239,600
SERVICES AND SUPPLIES	302,913	302,913	295,733
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	8,709,213	8,709,213	8,535,333
INTERNAL SERVICES	817,419	817,419	792,087
Subtotal (Total Department Expenses before Reallocations)	9,526,632	9,526,632	9,327,420
REALLOCATIONS	-	-	-
<b>TOTAL FOR POLICE</b>	<b>\$ 9,526,632</b>	<b>\$ 9,526,632</b>	<b>\$ 9,327,420</b>

## DETAIL LINE ITEM REPORT

POLICE - CHIEF'S OFFICE

Account: 001-0610-421

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0610-421-4110	PERMANENT SALARIES	\$273,500.00	\$273,700.00
Subtotal		<b>\$273,500.00</b>	<b>\$273,700.00</b>
001-0610-421-4120	EMPLOYEE SERVICES/FRINGE BENEFITS	\$109,500.00	\$121,700.00
Subtotal		<b>\$109,500.00</b>	<b>\$121,700.00</b>
<b>Employee Services Total</b>		<b>\$383,000.00</b>	<b>\$395,400.00</b>
<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0610-421-4544	VEHICLE REPLACEMENT	\$14,307.00	\$15,359.00
Subtotal		<b>\$14,307.00</b>	<b>\$15,359.00</b>
<b>Internal Services Total</b>		<b>\$14,307.00</b>	<b>\$15,359.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0610-421-4243	GENERAL OFFICE SUPPLIES	\$600.00	\$500.00
Subtotal		<b>\$600.00</b>	<b>\$500.00</b>
001-0610-421-4251*	LEGAL SERVICES	\$4,000.00	\$4,000.00
001-0610-421-4251*	PRE-EMPLOYMENT EXAMS	\$7,500.00	\$7,500.00
Subtotal		<b>\$11,500.00</b>	<b>\$11,500.00</b>
001-0610-421-4253	CALIFORNIA POLICE CHIEFS' ASSOCIATION	\$325.00	\$600.00
001-0610-421-4253	CALIFORNIA POLICE OFFICERS' ASSOCIATION	\$175.00	\$85.00
001-0610-421-4253	INTERNATIONAL POLICE CHIEFS' ASSOCIATION	\$100.00	\$120.00
001-0610-421-4253	SAN MATEO COUNTY CHIEFS OF POLICE	\$450.00	\$450.00
Subtotal		<b>\$1,050.00</b>	<b>\$1,255.00</b>
001-0610-421-4254	LOCAL MEETINGS AND TOLLS	\$1,100.00	\$725.00

001-0610-421-4254	SAN MATEO COUNTY POLICE CHIEFS' SEMINAR	\$400.00	\$400.00
	Subtotal	<b>\$1,500.00</b>	<b>\$1,125.00</b>
001-0610-421-4255	CALIFORNIA POLICE CHIEFS' TRAINING CONFERENCE	\$1,800.00	\$1,800.00
	Subtotal	<b>\$1,800.00</b>	<b>\$1,800.00</b>
	<b>Services and Supplies Total</b>	<b>\$16,450.00</b>	<b>\$16,180.00</b>
	<b>CHIEF'S OFFICE Total</b>	<b>\$413,757.00</b>	<b>\$426,939.00</b>

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POLICE - FIELD OPERATIONS      Account: 001-0620-421      GENERAL FUND

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<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0620-421-4110	PERMANENT SALARIES	\$3,371,400.00	\$3,150,900.00
001-0620-421-4110	REALLOCATION TO SLESF/COPS GRANT	(\$100,000.00)	\$0.00
	Subtotal	<b>\$3,271,400.00</b>	<b>\$3,150,900.00</b>
001-0620-421-4112	FOURTH OF JULY OVERTIME	\$7,500.00	\$7,700.00
001-0620-421-4112	OVERTIME	\$132,500.00	\$132,000.00
	Subtotal	<b>\$140,000.00</b>	<b>\$139,700.00</b>
001-0620-421-4117	HOLIDAY IN-LIEU PAY	\$160,900.00	\$142,800.00
	Subtotal	<b>\$160,900.00</b>	<b>\$142,800.00</b>
001-0620-421-4120	FRINGE BENEFITS	\$1,587,700.00	\$1,641,800.00
	Subtotal	<b>\$1,587,700.00</b>	<b>\$1,641,800.00</b>
	<b>Employee Services Total</b>	<b>\$5,160,000.00</b>	<b>\$5,075,200.00</b>

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0620-421-4544	VEHICLE REPLACEMENT	\$224,653.00	\$222,279.00
	Subtotal	<b>\$224,653.00</b>	<b>\$222,279.00</b>

001-0620-421-4556	EQUIPMENT REPLACEMENT	\$34,504.00	\$25,506.00
	Subtotal	<b>\$34,504.00</b>	<b>\$25,506.00</b>
	<b>Internal Services Total</b>	<b>\$259,157.00</b>	<b>\$247,785.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0620-421-4240	BADGE REFURBISHING	\$400.00	\$400.00
001-0620-421-4240	EVIDENCE SUPPLIES	\$3,200.00	\$3,200.00
001-0620-421-4240	FIRST AID KIT SUPPLIES	\$100.00	\$100.00
001-0620-421-4240	FLARES	\$500.00	\$500.00
001-0620-421-4240*	FLASHLIGHT EQUIPMENT	\$1,000.00	\$1,000.00
001-0620-421-4240*	LEATHER AND SAFETY EQUIPMENT	\$2,500.00	\$2,500.00
001-0620-421-4240*	MISCELLANEOUS SAFETY EQUIPMENT FOR VOLUNTEERS	\$1,000.00	\$1,000.00
001-0620-421-4240	MOTOR OFFICER EQUIPMENT	\$1,500.00	\$2,200.00
001-0620-421-4240	RANGE/FIREARM PROGRAM	\$11,295.00	\$10,595.00
001-0620-421-4240*	TRAINING SUPPLIES	\$1,000.00	\$1,000.00
	Subtotal	<b>\$22,495.00</b>	<b>\$22,495.00</b>
001-0620-421-4246	RADAR/PAS DEVICE REPAIR	\$600.00	\$600.00
001-0620-421-4246	VEHICLE FIRE EXTINGUISHERS	\$250.00	\$250.00
	Subtotal	<b>\$850.00</b>	<b>\$850.00</b>
001-0620-421-4251	BOOKING FEES	\$20,000.00	\$20,000.00
001-0620-421-4251	COMMUNITY OVERCOMING RELATIONSHIP ABUSE	\$4,261.00	\$4,261.00
001-0620-421-4251*	CRITICAL REACH SUPPORT FEE	\$450.00	\$450.00
001-0620-421-4251	FIRST CHANCE FACILITY	\$25,061.00	\$24,001.00
001-0620-421-4251	RANGE FEES	\$3,000.00	\$3,000.00
	Subtotal	<b>\$52,772.00</b>	<b>\$51,712.00</b>
001-0620-421-4253	CALIFORNIA PEACE OFFICERS' ASSOCIATION (1CPT/2 LT)	\$255.00	\$255.00
001-0620-421-4253	CALIFORNIA POLICE CHIEFS' ASSN. ASSOCIATE MEMBER	\$85.00	\$125.00
001-0620-421-4253	NATIONAL TACTICAL OFFICERS ASSOCIATION	\$100.00	\$40.00
001-0620-421-4253	SAN MATEO COUNTY TRAINING MANAGERS' ASSOCIATION	\$75.00	\$75.00

	Subtotal	<b>\$515.00</b>	<b>\$495.00</b>
001-0620-421-4254*	LOCAL MEETINGS AND TOLLS	\$1,100.00	\$825.00
	Subtotal	<b>\$1,100.00</b>	<b>\$825.00</b>
001-0620-421-4255*	ARPOC RESERVE TRAINING CONFERENCE	\$3,000.00	\$3,000.00
001-0620-421-4255*	CPCA TRAINING CONFERENCE - CAPTAIN	\$1,800.00	\$1,800.00
	Subtotal	<b>\$4,800.00</b>	<b>\$4,800.00</b>
	<b>Services and Supplies Total</b>	<b>\$82,532.00</b>	<b>\$81,177.00</b>
	<b>FIELD OPERATIONS Total</b>	<b>\$5,501,689.00</b>	<b>\$5,404,162.00</b>

POLICE - ADMINISTRATIVE BUREAU    Account: 001-0630-421    GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0630-421-4110	INVESTIGATOR ON-CALL PAY	\$26,000.00	\$26,000.00
001-0630-421-4110	PERMANENT SALARIES	\$1,889,600.00	\$1,738,100.00
	Subtotal	<b>\$1,915,600.00</b>	<b>\$1,764,100.00</b>
001-0630-421-4111	HOURLY AND PART TIME SALARY	\$25,000.00	\$22,200.00
	Subtotal	<b>\$25,000.00</b>	<b>\$22,200.00</b>
001-0630-421-4112	FOURTH OF JULY OVERTIME	\$4,300.00	\$2,500.00
001-0630-421-4112	OVERTIME	\$53,700.00	\$56,500.00
	Subtotal	<b>\$58,000.00</b>	<b>\$59,000.00</b>
001-0630-421-4117	HOLIDAY IN-LIEU PAY SWORN PERSONNEL	\$34,500.00	\$33,200.00
001-0630-421-4117	HOLIDAY PREMIUM PAY DISPATCH	\$30,000.00	\$30,000.00
	Subtotal	<b>\$64,500.00</b>	<b>\$63,200.00</b>
001-0630-421-4120	FRINGE BENEFITS	\$800,200.00	\$860,500.00
	Subtotal	<b>\$800,200.00</b>	<b>\$860,500.00</b>

**Employee Services Total \$2,863,300.00 \$2,769,000.00**

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0630-421-4544	VEHICLE REPLACEMENT	\$65,757.00	\$70,636.00
	Subtotal	<b>\$65,757.00</b>	<b>\$70,636.00</b>
001-0630-421-4556	EQUIPMENT REPLACEMENT	\$3,316.00	\$10,134.00
	Subtotal	<b>\$3,316.00</b>	<b>\$10,134.00</b>
001-0630-421-4557	INFORMATION TECHNOLOGY SERVICES	\$352,363.00	\$327,503.00
	Subtotal	<b>\$352,363.00</b>	<b>\$327,503.00</b>
001-0630-421-4569	BUILDING MAINTENANCE	\$122,519.00	\$120,670.00
	Subtotal	<b>\$122,519.00</b>	<b>\$120,670.00</b>
	<b>Internal Services Total</b>	<b>\$543,955.00</b>	<b>\$528,943.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0630-421-4240	BALLISTIC VEST REPLACEMENT	\$5,200.00	\$4,700.00
001-0630-421-4240*	FILM/PHOTO PROCESSING	\$200.00	\$200.00
001-0630-421-4240*	PENAL CODES/PUBLICATIONS	\$975.00	\$800.00
	Subtotal	<b>\$6,375.00</b>	<b>\$5,700.00</b>
001-0630-421-4242	POSTAGE	\$2,200.00	\$2,200.00
	Subtotal	<b>\$2,200.00</b>	<b>\$2,200.00</b>
001-0630-421-4243*	CITATIONS	\$1,500.00	\$1,500.00
001-0630-421-4243*	OFFICE SUPPLIES	\$17,800.00	\$17,800.00
001-0630-421-4243	PRINTING	\$2,500.00	\$2,500.00
	Subtotal	<b>\$21,800.00</b>	<b>\$21,800.00</b>
001-0630-421-4246	COMMUNICATIONS CENTER EQUIPMENT	\$1,000.00	\$1,000.00
001-0630-421-4246	FIXED RADIO EQUIP (TEA)	\$19,824.00	\$19,824.00
001-0630-421-4246	HAINES CROSS DIRECTORY	\$750.00	\$770.00
001-0630-421-4246	MOBILE RADIO MAINTENANCE CONTRACT	\$5,400.00	\$5,400.00

001-0630-421-4246	MOBILE RADIO REPAIR	\$1,100.00	\$1,100.00
001-0630-421-4246	PLAIN PAPER COPIERS (6765 AND 6632)	\$3,000.00	\$2,600.00
001-0630-421-4246	SHREDDER AND FAX	\$500.00	\$500.00
001-0630-421-4246	UPS (BEST POWER INC.)	\$1,000.00	\$1,000.00
001-0630-421-4246	VEHICLE EQUIPMENT MAINTENANCE	\$2,000.00	\$2,000.00
	Subtotal	<b>\$34,574.00</b>	<b>\$34,194.00</b>
001-0630-421-4249	ADVERTISING	\$200.00	\$200.00
001-0630-421-4249	COMMUNITY OUTREACH	\$4,500.00	\$4,500.00
	Subtotal	<b>\$4,700.00</b>	<b>\$4,700.00</b>
001-0630-421-4251	AT & T LANGUAGE LINE	\$700.00	\$700.00
001-0630-421-4251	COPWARE/LEXIPOL (SOFTWARE UPDATES)	\$5,500.00	\$6,450.00
001-0630-421-4251	SAN MATEO COUNTY CHAPLAINCY PROGRAM	\$4,000.00	\$0.00
001-0630-421-4251	SAN MATEO COUNTY CRIME LAB FEES	\$19,000.00	\$23,000.00
001-0630-421-4251	SAN MATEO COUNTY INFORMATION SERVICES DIVISION	\$30,000.00	\$25,000.00
001-0630-421-4251*	SAN MATEO COUNTY NARCOTICS TASK FORCE	\$43,647.00	\$43,647.00
	Subtotal	<b>\$102,847.00</b>	<b>\$98,797.00</b>
001-0630-421-4253	ASSN OF PUBLIC SAFETY COMMUNICATIONS OFFICIALS	\$70.00	\$70.00
001-0630-421-4253	CA CRIMINAL JUSTICE WARRANT SERVICE ASSN.	\$75.00	\$75.00
001-0630-421-4253	CA LAW ENF. ASSN. OF RECORDS SUPERVISORS	\$50.00	\$50.00
001-0630-421-4253	CA POLICE CHIEFS' ASSN ASSOCIATE MEMBER	\$125.00	\$125.00
001-0630-421-4253	CALIFORNIA ASSN OF PROPERTY & EVIDENCE OFFICERS	\$45.00	\$45.00
001-0630-421-4253	CALIFORNIA PEACE OFFICERS' ASSOCIATION (1 CPT/RCM)	\$170.00	\$170.00
001-0630-421-4253	INTERNATIONAL ASSN. OF PROPERTY AND EVIDENCE OFCS.	\$50.00	\$50.00
001-0630-421-4253	SAN MATEO CO. COMMUNICATIONS MANAGERS ASSOC	\$100.00	\$100.00
	Subtotal	<b>\$685.00</b>	<b>\$685.00</b>
001-0630-421-4254	LOCAL MEETINGS AND TOLLS	\$1,800.00	\$1,350.00
	Subtotal	<b>\$1,800.00</b>	<b>\$1,350.00</b>
001-0630-421-4255	CAPE/CLETS/CCUG TRAINING	\$1,100.00	\$1,100.00
001-0630-421-4255	CPOA TRAINING SYMPOSIUM (1 Capt)	\$1,500.00	\$1,500.00

001-0630-421-4255	RIMS USERS GROUP CONFERENCE (1 ATTENDEE in 10-11)	\$1,250.00	\$1,250.00
	Subtotal	<b>\$3,850.00</b>	<b>\$3,850.00</b>
001-0630-421-4265	ADMINISTRATIVE INVESTIGATIVE FUND	\$3,500.00	\$3,500.00
	Subtotal	<b>\$3,500.00</b>	<b>\$3,500.00</b>
	<b>Services and Supplies Total</b>	<b>\$182,331.00</b>	<b>\$176,776.00</b>
	<b>ADMINISTRATIVE BUREAU Total</b>	<b>\$3,589,586.00</b>	<b>\$3,474,719.00</b>

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**POLICE - CROSSING GUARDS**      Account: 001-0650-421      **GENERAL FUND**

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<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0650-421-4251	CROSSING GUARDS	\$21,600.00	\$21,600.00
	Subtotal	<b>\$21,600.00</b>	<b>\$21,600.00</b>
	<b>Services and Supplies Total</b>	<b>\$21,600.00</b>	<b>\$21,600.00</b>
	<b>CROSSING GUARDS Total</b>	<b>\$21,600.00</b>	<b>\$21,600.00</b>

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# Foster City Fire Department



## DEPARTMENT DESCRIPTION

The Foster City Fire Department consists of three divisions: Administration, Prevention and Operations. The **Administration Division**, which includes the Office of the Fire Chief, provides program direction to all divisions, budget oversight, and manages the city's emergency operations center (EOC) on behalf of the City Manager. The **Fire Prevention Division** works to reduce the factors which contribute to the cause and spread of fire by consulting with the public, educating citizens and businesses about emergency preparedness, issuing permits, checking plans, inspecting for fire code compliance and developing and recommending new or modified codes to the City Council. The **Operations Division** personnel, trained in the most current and modern firefighting and medical techniques, respond to fire, medical, rescue, hazardous materials and citizen assist calls.

## DEPARTMENT PERSONNEL SUMMARY

Position	09-10	10-11	11-12
<b>Full-Time Employees</b>			
FIRE CHIEF ^	1.0	0.0	0.0
DEPUTY FIRE CHIEF**	0.0	0.0	0.0
FIRE MARSHAL	1.0	1.0	1.0
ASSISTANT FIRE MARSHAL	1.0	1.0	1.0
BATTALION CHIEF #	3.0	3.0	3.0
FIRE CAPTAIN	9.0	9.0	9.0
FIREFIGHTER	21.0	21.0	21.0
MANAGEMENT ASSISTANT	1.0	1.0	1.0
ADMINISTRATIVE SECRETARY	1.0	1.0	1.0
<b>Total Full-Time Employees</b>	<b>38.0</b>	<b>37.0</b>	<b>37.0</b>
<b>Part-Time Employees</b>			
CLERICAL ASSISTANT	0.5	0.5	0.5
<b>Total Part-Time Employees</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
<b>TOTAL EMPLOYEES</b>	<b>38.5</b>	<b>37.5</b>	<b>37.5</b>

### Notes:

^ The Fire Chief position is a contract position with the City of San Mateo and, for FY 2011-2012, will be split 33.3% to Foster City and 66.7% to San Mateo.

\*\* The Deputy Fire Chief position is a limited-term position under a long-term plan for the Fire Command Shared Services Model with the City of San Mateo, considering the operational and succession planning requirements of both Foster City and San Mateo. This position is funded 100% by Foster City until which time the shared services model is fully implemented (anticipated in FY 2013-2014).

# - One (1) Battalion Chief Position will be split 33.3% to Foster City and 66.7% to San Mateo under the concept of the Fire Command Shared Services Models discussed above.

## **MISSION STATEMENT**

The Fire Department protects lives, property and the environment from fire and exposure to hazardous materials, provides pre-hospital emergency medical care, offers programs which prepare our employees and citizens for emergencies and provides non-emergency services, including fire prevention and related code enforcement, emergency preparedness and fire prevention to residents, businesses and visitors of Foster City.

## **VALUES**

- **Service to the Community:** Delivering the highest level of service to our customers during emergency operations, citizen assists and public education programs.
- **Integrity:** Maintaining high ethical standards and treating customers and all Department members with dignity. Striving through deeds to earn the trust and respect of others.
- **Dedication:** Demonstrating loyalty to our organization and seeking and supporting continued education, training opportunities and ways to create ongoing improvement within our mission.
- **Teamwork:** Striving for unity and working together with steady progress toward worthy goals. Ensuring that all decisions are honest, fair and in the best interest of our organization.
- **Positive Work Environment:** Striving to create an environment that strengthens working relationships and fosters a sense of pride and camaraderie.



## **Fire Department STRATEGIC PLAN**

The Fire Department will pursue shared services with neighboring cities while still maintaining local control. The Fire Department will also integrate the new 36 month Shared Services Model with San Mateo Fire Department into our Five Year Strategic Plan and include the following components:

### **Initiatives:**

#### ➤ **Goals and Objectives**

1. **Continue to provide preparedness education (Fire Prevention, Emergency Preparedness, CERT, CPR) to the community, businesses and city staff. (FY 11-12 to 12-13)**
  - Activate the EOC for smaller events or drills and include Line Staff to increase their knowledge and skills.
  - Address the needs of our diverse language population in regards to Fire Prevention and Emergency Preparedness.
  - Increase formal public contact and become more involved in delivery of Prevention

Education to all levels of the community to include service clubs, senior groups, social clubs, schools, and local businesses.

- Maintain current Emergency Preparedness Work Plan and continue to organize and schedule ongoing Incident Command System (ICS), and National Incident Management System (NIMS) training to meet federal and state law for newly hired employees or promoted employees on an annual basis.
- Recruit and train 100 citizens per year with a goal of 500 active CERT members.
- Train and Qualify CERT members to staff the HAM Radio Station at Foster City Police Department.
- Establish a CERT Pet Preparedness/Care Division.
- Look for opportunities to increase shared services in emergency preparedness between neighboring cities.

**2. Seek opportunities for leadership and offer career development training and guidance.**

- Define and create opportunities for career advancement.
- Increase expectations for all “acting” positions (Captain and BC) and consistently evaluate and mentor those currently in the programs.
- Integrate new Core Competencies into job duties, performance evaluations and succession planning.
- Implement Acting Truck Captain program to provide increased leadership and responsibility for current and future Acting Captains.

**3. Develop or enhance current training that provides employees the opportunity to maintain a high level of service and commitment to the community.**

- Ensure all line staff is meeting the mandated state and federal training requirements.
- Develop a program for Operations personnel expanding the training and skills of water rescue operations.
- Develop a deployment and training plan that the Water Rescue Technicians will follow when responding to a water rescue incident.
- Develop an Incident Command Tabletop Training Program for Acting Captains, Fire Captains, and Acting Battalion Chiefs.

**4. Create an environment that fosters loyalty and department ownership.**

- Continue joint Officer level meetings with San Mateo Fire Department to further build relationships during shared service efforts
- Examine all Staff Assignments currently held in the department to increase effectiveness and assure fiscal responsibility.
- Develop a system to accurately track the progress of department projects.

**KEY INITIATIVES COMPLETED**

- In 2010, the Fire Department responded to 1867 calls for service, 956 of which were medical in nature. The Fire Department continues to achieve a 98% JPA compliance response rate for medical responses. This means that we respond to medical calls within 6 minutes, 59 seconds, as defined in the contract, 98% of the time.

- Effective July 1, 2010, the Fire Chief position was contracted with the City of San Mateo under an agreement for shared Fire Chief Services totaling \$180,000.
- Foster City and San Mateo Fire Department Chief Officers held a joint strategy and planning meeting to identify opportunities and roadblocks to sharing services between the two agencies. Additionally, joint Chief Officer meetings occur regularly to discuss and enhance day-to-day operations in both cities. A larger meeting consisting of 40+ Foster City and San Mateo Officers was held in March 2011 to discuss the future of Fire Operations as related to the 36-Month Shared Services Plan.
- The Fire Department provides plan checking services for San Mateo Fire Department on a contract basis recovering costs to Foster City Fire.
- In 2010 the Fire Department initiated the Acting Battalion Chief program. This program provides necessary career development of Company Officers to better prepare them for promotional opportunities. This new program also aids in department succession planning efforts. Currently there are 3 Fire Captains in the program.
- The Fire Department held its annual Open House, in conjunction with the Police Department, in October of 2010, allowing Foster City residents the opportunity to meet its Fire Department. A Fire Safety Trailer provided an opportunity for kids to learn what to do if there is a fire in their home. Additionally, stove and utility demonstrations were given and free blood pressure checks by firefighters were offered. Over 1000 residents stopped by the Fire Station for our Open House.
- The Assistant Fire Marshal, under the direction of the Fire Chief, continues to manage the CERT (Community Emergency Response Training) program, which promotes partnering efforts between emergency services and the people they serve. The goal is to train citizens, community organizations, or businesses in basic response skills. The Assistant Fire Marshal will have trained over 500 CERT members by the end of Fiscal Year 2010-2011.
- The Fire Department Purchased and outfitted 4 trailers to support CERT teams with Incident Command items and Emergency supplies. These are “readily deployable” trailers that will be utilized by trained CERT members in the event of a catastrophe.
- The Fire Department continued administering the CERT continuing education program for residents who have already completed the basic course. Continuing education for members of the CERT community include: Incident Command, Fire Extinguisher, Fire Prevention, Terrorism and Weapons of Mass Destruction, Utilities, Search and Rescue, Triage, Disaster Medical, Disaster Psychology and Disaster Preparedness. We also offer to our members expanded training classes that are not included in the Citizen Corp CERT curriculum, they include: Pet Preparedness, Ham Radio Communications, Family Radio Service (FRS)/General Mobile Radio Service (GMRS) Radio Communications, CERT Leadership, Moulage, Shelter Management, and Earthquakes 101. We also conduct large scale drills to help keep our CERT members skills current.



- In March 2011, Foster City, Cal-Fire, San Mateo County Office of Emergency Services and San Mateo County Health Department partnered with other San Mateo County Fire Department and utilized trained CERT members to participate in a Bio-Hazard Field Exercise called Silver Dragon V. CERT Members canvassed Foster City neighborhoods 1 and 2, plus City Homes (East and West) and distributed emergency preparedness flyers to over 2,200 homes in less than 3 hours.
- The Fire Department continues to organize and schedule ongoing Incident Command System (ICS), and National Incident Management System (NIMS) training to meet federal and state law for newly hired employees or promoted employees on an annual basis.

- The Administration Division continues to administer the Vehicle and Residential lockout program generating revenue for the City.
- Every year, the Fire Department provides classes to Foster City residents. Basic Emergency Preparedness gives the residents the opportunity to attend and participate in emergency planning, identify hazards in their homes, and work toward being self-reliant for 72 hours. Cardiopulmonary Resuscitation (CPR) provides valuable information, teaching lay rescuers how to recognize and treat life threatening emergencies, such as cardiac arrest and choking.
- The Fire Marshal is part of the State Fire Alarm Advisory Committee. The Advisory Board is a group of California Fire Marshals, Regulatory Agencies and Major Industry representatives. They advise the State Fire Marshal on fire alarm code enforcement or installation issues, make recommendations for code changes and provide interpretations for dissemination to contractors and code enforcement jurisdictions.
- The Fire Marshal completed plan reviews and construction approvals on several high profile property development and redevelopment projects.
- The Bureau also continues to provide assistance to other San Mateo County jurisdictions for fire investigation and training. The City of San Mateo has contracted with Foster City Fire for plan checking services provided by the Fire Marshal. These costs are fully reimbursed back to Foster City.

- Effective January 1, 2011 the Fire Department moved into the Central San Mateo County Training Division to align training efforts with San Mateo Fire Department to further assist shared service efforts. The Department continues to train on a daily basis with other San Mateo County fire agencies. This inter-agency relationship allows us to accomplish day-to-day training requirements in an expanded and quality manner, providing resources that are not available in a single agency.
- The Fire Department continues to successfully participate in the San Mateo County Pre-Hospital Emergency Medical Services Group (JPA). Major components of the system are the provision of engine-based paramedic service to the community and the coordinated dispatch of all fire agencies in the County. Fire and medical responses are dispatched based upon the closest available engine regardless of jurisdiction

***INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR THE NEXT 36 MONTHS BEGINNING FY 2011-2012***

Service levels to the residents remained high and will continue to remain high in FY 2011-2012

Administration

- Within the 36 month Shared Services Plan a Deputy Chief position will be created for Foster City, funded solely by Foster City to assist in managing day to day operations.

Fire Prevention

- In FY 2011-2012, the Assistant Fire Marshal's time will be split between traditional Fire Prevention duties and Emergency Preparedness, including EOC Drills and the CERT program.

Operations

- The plan to reduce overall Battalion Chief staffing will begin in July of 2011. As part of the 36 Month Shared Service Plan, Battalion Chiefs between Foster City and San Mateo Fire Departments will be reduced from six to three positions

***CHANGES IN FINANCIAL RESOURCES REQUIRED***

**Personnel**

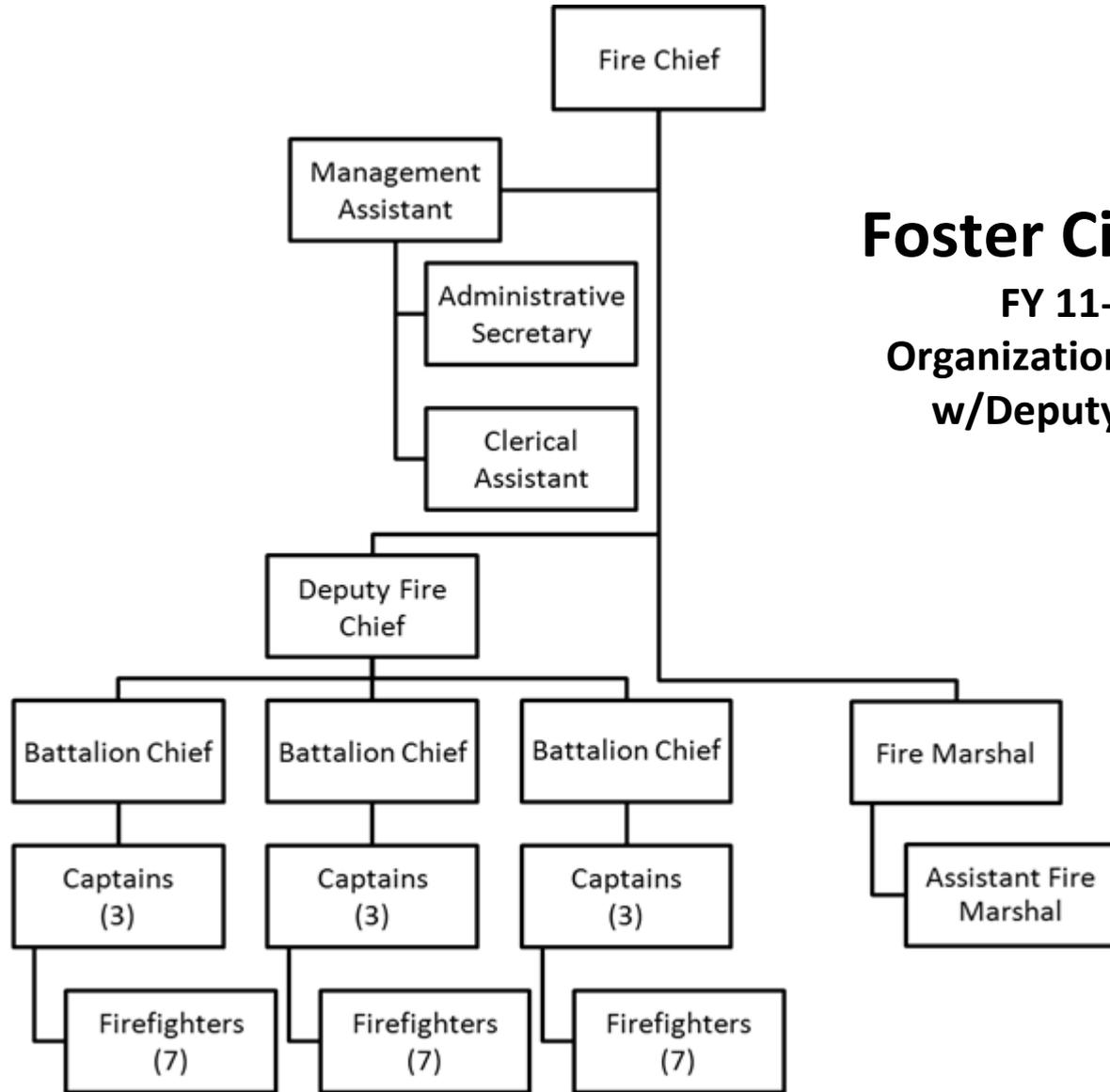
- Create a Deputy Chief position in the Administration Division through a contractual relationship with the City of San Mateo which will be allocated 100% to Foster City.
- One (1) Battalion Chief position will be provided for coverage to the City of San Mateo through a contractual relationship and will be allocated 33.3% to Foster City and 66.7% to San Mateo.

**Services and Supplies**

- Central San Mateo County Training Division funds needed for Foster City's participation will increase the FY 11-12 Budget by approximately \$130,000

# Foster City Fire

FY 11-12  
Organizational Chart  
w/Deputy Chief



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**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**FIRE**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
ADMINISTRATION	\$ 491,018	\$ 491,018	\$ 559,927
PREVENTION	474,152	474,152	454,775
TRAINING / OPERATIONS	6,960,855	6,960,855	7,097,299
<b>TOTAL FOR FIRE</b>	<b>\$ 7,926,025</b>	<b>\$ 7,926,025</b>	<b>\$ 8,112,001</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**FIRE**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 6,892,700	\$ 6,892,700	\$ 7,024,440
SERVICES AND SUPPLIES	320,192	320,192	362,555
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	7,212,892	7,212,892	7,386,995
INTERNAL SERVICES	713,133	713,133	725,006
Subtotal (Total Department Expenses before Reallocations)	7,926,025	7,926,025	8,112,001
REALLOCATIONS	-	-	-
<b>TOTAL FOR FIRE</b>	<b>\$ 7,926,025</b>	<b>\$ 7,926,025</b>	<b>\$ 8,112,001</b>

## DETAIL LINE ITEM REPORT

FIRE - ADMINISTRATION

Account: 001-0710-422

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0710-422-4110	PERMANENT SALARIES	\$142,723.00	\$142,723.00
	Subtotal	<b>\$142,723.00</b>	<b>\$142,723.00</b>
001-0710-422-4111	CLERICAL ASSISTANT	\$11,200.00	\$11,200.00
	Subtotal	<b>\$11,200.00</b>	<b>\$11,200.00</b>
001-0710-422-4120	FRINGE	\$59,012.00	\$66,856.00
	Subtotal	<b>\$59,012.00</b>	<b>\$66,856.00</b>
	<b>Employee Services Total</b>	<b>\$212,935.00</b>	<b>\$220,779.00</b>
<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0710-422-4557	INFORMATION TECHNOLOGY SERVICES	\$83,193.00	\$84,498.00
	Subtotal	<b>\$83,193.00</b>	<b>\$84,498.00</b>
	<b>Internal Services Total</b>	<b>\$83,193.00</b>	<b>\$84,498.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0710-422-4240	OFFICE FURNITURE	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
001-0710-422-4241	PAPER/COPY SUPPLIES	\$2,000.00	\$3,000.00
	Subtotal	<b>\$2,000.00</b>	<b>\$3,000.00</b>
001-0710-422-4242	GENERAL POSTAGE	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
001-0710-422-4243	GENERAL OFFICE SUPPLIES	\$4,740.00	\$4,500.00
	Subtotal	<b>\$4,740.00</b>	<b>\$4,500.00</b>

001-0710-422-4246	OFFICE MACHINE MAINTENANCE	\$1,000.00	\$500.00
001-0710-422-4246	SUNPRO UPDATES	\$1,450.00	\$1,450.00
	Subtotal	<b>\$2,450.00</b>	<b>\$1,950.00</b>
001-0710-422-4251	BACKGROUND INVESTIGATIONS	\$1,000.00	\$1,000.00
001-0710-422-4251	CONTRACT FOR SHARED FIRE CHIEF SVCS (SAN MATEO)	\$180,000.00	\$120,000.00
001-0710-422-4251	FIRE COMMAND SHARED SERVICES MODEL	\$0.00	\$120,000.00
001-0710-422-4251	LEGAL SERVICES	\$1,000.00	\$1,000.00
	Subtotal	<b>\$182,000.00</b>	<b>\$242,000.00</b>
001-0710-422-4253	PROFESSIONAL PUBLICATIONS	\$200.00	\$200.00
	Subtotal	<b>\$200.00</b>	<b>\$200.00</b>
001-0710-422-4254	CONFERENCES AND MEETINGS	\$1,000.00	\$1,000.00
001-0710-422-4254	MISCELLANEOUS	\$1,000.00	\$500.00
	Subtotal	<b>\$2,000.00</b>	<b>\$1,500.00</b>
001-0710-422-4255	TRAINING	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
	<b>Services and Supplies Total</b>	<b>\$194,890.00</b>	<b>\$254,650.00</b>
	<b>ADMINISTRATION Total</b>	<b>\$491,018.00</b>	<b>\$559,927.00</b>

FIRE - PREVENTION Account: 001-0720-422

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0720-422-4110	PERMANENT SALARIES	\$293,118.00	\$293,118.00
	Subtotal	<b>\$293,118.00</b>	<b>\$293,118.00</b>
001-0720-422-4111	COMMUNITY EMERGENCY PREPAREDNESS INTERN	\$25,000.00	\$0.00
	Subtotal	<b>\$25,000.00</b>	<b>\$0.00</b>

001-0720-422-4120	FRINGE	\$128,464.00	\$142,154.00
	Subtotal	<b>\$128,464.00</b>	<b>\$142,154.00</b>
	<b>Employee Services Total</b>	<b>\$446,582.00</b>	<b>\$435,272.00</b>

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0720-422-4544	VEHICLE REPLACEMENT	\$21,180.00	\$13,238.00
	Subtotal	<b>\$21,180.00</b>	<b>\$13,238.00</b>
	<b>Internal Services Total</b>	<b>\$21,180.00</b>	<b>\$13,238.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0720-422-4240	1997 CA CCR	\$300.00	\$300.00
001-0720-422-4240	CODE ADOPTION - UBC	\$300.00	\$300.00
001-0720-422-4240	CODE ADOPTION - UFC	\$920.00	\$920.00
001-0720-422-4240	FIRE PREVENTION MATERIALS	\$1,750.00	\$1,750.00
	Subtotal	<b>\$3,270.00</b>	<b>\$3,270.00</b>
001-0720-422-4243	FIRE INSPECTION FORMS	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
001-0720-422-4253	CCAI MEMBERSHIP	\$150.00	\$150.00
001-0720-422-4253	NATIONAL FIRE CODE UPDATES	\$845.00	\$845.00
001-0720-422-4253	NORCAL FPO	\$100.00	\$100.00
001-0720-422-4253	SMCFPO/FIU	\$100.00	\$100.00
001-0720-422-4253	TITLE 19 UPDATES	\$300.00	\$300.00
	Subtotal	<b>\$1,495.00</b>	<b>\$1,495.00</b>
001-0720-422-4254	FIRE PREVENTION MEETINGS	\$625.00	\$500.00
	Subtotal	<b>\$625.00</b>	<b>\$500.00</b>
001-0720-422-4255	TRAINING	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
	<b>Services and Supplies Total</b>	<b>\$6,390.00</b>	<b>\$6,265.00</b>

PREVENTION Total                      \$474,152.00 \$454,775.00

FIRE - TRAINING/OPERATIONS Account: 001-0730-422

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0730-422-4110	PERMANENT SALARIES	\$3,714,517.00	\$3,714,517.00
Subtotal		<b>\$3,714,517.00</b>	<b>\$3,714,517.00</b>
001-0730-422-4112	4TH OF JULY STAFFING	\$1,200.00	\$0.00
001-0730-422-4112	GENERAL OVERTIME	\$303,280.00	\$301,558.00
Subtotal		<b>\$304,480.00</b>	<b>\$301,558.00</b>
001-0730-422-4116	FLSA	\$56,168.00	\$56,168.00
001-0730-422-4116	TRAINING OVERTIME	\$45,000.00	\$20,000.00
Subtotal		<b>\$101,168.00</b>	<b>\$76,168.00</b>
001-0730-422-4117	HOLIDAY PAY	\$168,111.00	\$168,111.00
Subtotal		<b>\$168,111.00</b>	<b>\$168,111.00</b>
001-0730-422-4120	FRINGE BENEFITS	\$1,944,907.00	\$2,108,035.00
Subtotal		<b>\$1,944,907.00</b>	<b>\$2,108,035.00</b>
<b>Employee Services Total</b>		<b>\$6,233,183.00</b>	<b>\$6,368,389.00</b>

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0730-422-4544	VEHICLE REPLACEMENT (APPARATUS & ONE STAFF CAR)	\$304,570.00	\$338,188.00
Subtotal		<b>\$304,570.00</b>	<b>\$338,188.00</b>
001-0730-422-4556	EQUIPMENT REPLACEMENT	\$85,188.00	\$80,112.00
Subtotal		<b>\$85,188.00</b>	<b>\$80,112.00</b>
001-0730-422-4569	BUILDING MAINTENANCE	\$219,002.00	\$208,970.00

Subtotal	<b>\$219,002.00</b>	<b>\$208,970.00</b>
<b>Internal Services Total</b>	<b>\$608,760.00</b>	<b>\$627,270.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0730-422-4240	ALS ROLLING STOCK	\$2,000.00	\$2,000.00
001-0730-422-4240	BLS SUPPLIES	\$3,000.00	\$3,000.00
001-0730-422-4240	CPR MANUALS	\$2,000.00	\$2,000.00
001-0730-422-4240	HOSE	\$3,000.00	\$3,000.00
001-0730-422-4240	KITCHEN SUPPLIES	\$500.00	\$500.00
001-0730-422-4240	MATTRESSES & DAYROOM CHAIRS	\$1,500.00	\$1,500.00
001-0730-422-4240	NERT SUPPLIES	\$1,500.00	\$5,755.00
001-0730-422-4240	SAFETY UNIFORMS	\$7,820.00	\$7,820.00
001-0730-422-4240	SAFETY UNIFORMS	\$10,000.00	\$10,000.00
001-0730-422-4240	WILDLAND EQUIPMENT	\$1,800.00	\$1,800.00
	Subtotal	<b>\$33,120.00</b>	<b>\$37,375.00</b>
001-0730-422-4243	MAPS	\$500.00	\$1,000.00
001-0730-422-4243	MISCELLANEOUS	\$1,300.00	\$1,300.00
001-0730-422-4243	OFFICE SUPPLIES	\$1,700.00	\$1,700.00
	Subtotal	<b>\$3,500.00</b>	<b>\$4,000.00</b>
001-0730-422-4245	ADAPTERS	\$200.00	\$200.00
001-0730-422-4245	AUDIO VISUAL AIDS	\$700.00	\$500.00
001-0730-422-4245	BATTERIES	\$1,000.00	\$1,000.00
001-0730-422-4245	CHAMOIS	\$100.00	\$100.00
001-0730-422-4245	ELECTRICAL	\$100.00	\$100.00
001-0730-422-4245	FLASHLIGHTS	\$315.00	\$315.00
001-0730-422-4245	FOAM	\$750.00	\$750.00
001-0730-422-4245	HAZMAT SUPPLIES	\$400.00	\$400.00
001-0730-422-4245	MISCELLANEOUS	\$1,500.00	\$1,500.00
001-0730-422-4245	SALVAGE COVERS	\$200.00	\$200.00

001-0730-422-4245	SPECIAL OPERATIONS EQUIPMENT	\$4,000.00	\$4,000.00
	Subtotal	<b>\$9,265.00</b>	<b>\$9,065.00</b>
001-0730-422-4246*	AED	\$0.00	\$1,000.00
001-0730-422-4246	AIR CASCADE SYSTEM	\$1,500.00	\$1,500.00
001-0730-422-4246	AIR TESTING	\$400.00	\$400.00
001-0730-422-4246	BOAT MOTOR	\$500.00	\$500.00
001-0730-422-4246	BREATHING APPARATUS	\$2,000.00	\$2,000.00
001-0730-422-4246	BREATHING SUPPORT VEHICLE	\$1,000.00	\$1,000.00
001-0730-422-4246	BUILDING MAINTENANCE	\$1,500.00	\$1,500.00
001-0730-422-4246	EXTINGUISHERS	\$550.00	\$550.00
001-0730-422-4246	GAS MONITORING EQUIP. MAINT.	\$300.00	\$300.00
001-0730-422-4246	HAND TOOLS	\$350.00	\$350.00
001-0730-422-4246	LADDER TESTING	\$1,000.00	\$1,000.00
001-0730-422-4246	LADDERS	\$200.00	\$200.00
001-0730-422-4246	LIGHT EQUIPMENT	\$100.00	\$100.00
001-0730-422-4246	LINEN SERVICE	\$800.00	\$500.00
001-0730-422-4246	NOZZLES/VALVES	\$100.00	\$100.00
001-0730-422-4246	POWER TOOLS	\$300.00	\$300.00
001-0730-422-4246	RADIO MAINTENANCE	\$5,500.00	\$5,500.00
001-0730-422-4246	RESCUE TOOLS	\$600.00	\$600.00
001-0730-422-4246	SAW BLADES	\$800.00	\$800.00
001-0730-422-4246	SCBA EQUIP CALIBRATION	\$1,150.00	\$1,150.00
001-0730-422-4246	THERMAL IMAGING CAMERA MAINT.	\$400.00	\$400.00
001-0730-422-4246	TRAINING PROP	\$100.00	\$100.00
001-0730-422-4246	TURNOUT CLEANING & MAINT	\$1,000.00	\$1,000.00
001-0730-422-4246	VEHICLE MAINTENANCE	\$2,450.00	\$2,450.00
	Subtotal	<b>\$22,600.00</b>	<b>\$23,300.00</b>
001-0730-422-4251	ALS CERTIFICATION	\$10,315.00	\$3,000.00
001-0730-422-4251	EMT/DEFIB RECERTIFICATION	\$1,200.00	\$3,000.00
001-0730-422-4251	JPA CAD LINK	\$3,700.00	\$3,700.00

001-0730-422-4251	JPA DATA LINK	\$1,430.00	\$1,430.00
001-0730-422-4251	JPA EMS SUPERVISOR	\$11,852.00	\$0.00
001-0730-422-4251	JPA TEA CONTRACT	\$3,800.00	\$3,800.00
001-0730-422-4251	SAN MATEO COUNTY PAGERS	\$4,500.00	\$4,500.00
001-0730-422-4251	TB TESTING	\$560.00	\$560.00
	Subtotal	<b>\$37,357.00</b>	<b>\$19,990.00</b>
001-0730-422-4253	DEPARTMENT LIBRARY	\$250.00	\$250.00
001-0730-422-4253	SMCTO	\$320.00	\$320.00
	Subtotal	<b>\$570.00</b>	<b>\$570.00</b>
001-0730-422-4254	TRAVEL & MEETINGS	\$500.00	\$340.00
	Subtotal	<b>\$500.00</b>	<b>\$340.00</b>
001-0730-422-4255	MUTUAL AID WILDLAND	\$1,500.00	\$1,500.00
001-0730-422-4255	OPERATIONAL TRAINING	\$10,500.00	\$5,500.00
	Subtotal	<b>\$12,000.00</b>	<b>\$7,000.00</b>
	<b>Services and Supplies Total</b>	<b>\$118,912.00</b>	<b>\$101,640.00</b>
	<b>TRAINING/OPERATIONS Total</b>	<b>\$6,960,855.00</b>	<b>\$7,097,299.00</b>

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# Community Development Department

## DEPARTMENT DESCRIPTION

The Community Development Department is organized into two Divisions:

- The Planning/Code Enforcement Division is responsible for long term planning regarding growth and development of the City, for reviewing and processing applications for all development proposals, and for maintaining the appearance of the community. This Division also administers the Community Development Agency that was formed in 1981 to build infrastructure, improve circulation, create job opportunities, finance public facilities, assist in providing a stable economy and provide affordable housing through a combination of public and private investment in the community.
- The Building Inspection Division is responsible for ensuring that all construction projects permitted within the City comply with the International Building Code, the Foster City Municipal Code and all other applicable codes and regulations.

## DEPARTMENT PERSONNEL SUMMARY

Position	09-10	10-11	11-12
<b>Full-Time Employees</b>			
COMMUNITY DEVELOPMENT DIRECTOR	1.0	1.0	1.0
PLANNING MANAGER	1.0	1.0	1.0
SENIOR PLANNER	1.0	1.0	1.0
ASSOCIATE PLANNER	1.0	1.0	1.0
ASSISTANT PLANNER	1.0	0.0	0.0
MANAGEMENT ASSISTANT	1.0	1.0	1.0
OFFICE ASSISTANT II	1.0	1.0	0.0
CHIEF BUILDING OFFICIAL	1.0	1.0	1.0
SENIOR BUILDING INSPECTOR	1.0	1.0	1.0
BUILDING INSPECTOR	2.0	2.0	2.0
BLDG. PERMIT TECHNICIAN	1.0	1.0	1.0
<b>Total Full-Time Employees</b>	<b>12.0</b>	<b>11.0</b>	<b>10.0</b>

## MISSION STATEMENT

The Community Development Department is committed to planning, improving and maintaining the quality of life and public safety in the City consistent with the Goals and Policies established by the City Council in the General Plan and other related City ordinances and regulations consistent with the City's heritage as a Master Planned community.

## FIVE-YEAR STRATEGIC PLAN

The Department has prepared a comprehensive five-year strategic plan with the following components:

### **Values**

Given the charge of the Community Development Department, we can't always do what people want us to do and we can't always offer the recommendations to the City Council or Planning Commission that people or businesses want. However, the staff of the Community Development Department is committed to providing:

**Excellence:** We pride ourselves on the quality of the services and work product that our department provides the City and strive to maintain the highest standards of excellence. We seek to provide consistent and predictable interpretation of rules and regulations.

**Innovation:** We are open to new ideas regarding how we conduct business and to reexamine the rules by which we operate.

**Integrity:** We provide accurate information and honest, ethical responses. We are also willing to admit our mistakes and learn from them.

**Customer Service:** We value employees that offer fair and courteous treatment and that are assessable to the public via meetings, phone, fax, Internet and mail. We value accountability and professionalism in our work and being responsive to the needs of our stakeholders.

**Problem Solving:** We value an approach that looks to the future and examines the impacts of the Department's recommendations and an approach that stresses problem-solving – not simply regulation.

### **Initiatives**

#### **A. ADMINISTRATION**

The Administrative staff is responsible for supporting the day-to-day operations and work flow of the Department and for directly assisting contractors, permit applicants, and the public.

- 1 Provide staffing services to the public every business day during the entire time that City Hall is open for business.
- 2 Provide support services to the Planning Commission and Department Staff.

#### **B. PLANNING/ CODE ENFORCMENT DIVISION**

The Planning/Code Enforcement Division is responsible for long term planning regarding growth and development of the City, for reviewing and processing applications for all development proposals, and for maintaining the appearance of the community.

Code Enforcement is a function within the Planning/Code Enforcement Division, with responsibility is to enhance

and protect the health, safety and general welfare of the people who live, work and visit Foster City. The City/District has enacted ordinances which regulate the use, design, construction and maintenance of buildings and properties. Code enforcement efforts ensure that those ordinances and regulations are complied with or that compliance is gained in a manner acceptable to the City/District and within a reasonable period of time

1. Continue to update the General Plan, including, as possible, preparing optional elements, and ensure that the Plan is relevant and reflects the current values of the community.
2. Update the zoning code to be more user friendly and to reflect changed local circumstances and update zoning practices.
3. Develop a vision for the continued long-term economic development of the City after the Pilgrim-Triton, Chess Hatch and Gilead Science campuses are developed.
4. Evaluate where future housing can be accommodated.
5. Process Use Permits as submitted for Gilead, Chess Hatch and Pilgrim-Triton developments.

6. Maintain property values throughout the City through the enforcement of the City's property maintenance standards.

#### **D. BUILDING INSPECTION DIVISION**

The Building Inspection Division of the Community Development Department oversees all aspects of residential and commercial construction within Foster City. During the past five years, the Building Inspection Division performed an average of 500 plan checks, issued an average of 2,200 permits, and performed an average of over 15,025 inspections per year. Building projects within Foster City include projects as small as replacement of water heaters to multi-story multi-million dollar office buildings. The Building Inspection Division upholds the California Building Codes, Energy Code, Accessibility Code, as well as the Foster City Municipal Code.

1. Ensure Building Inspectors and Plan Checkers are trained and equipped to inspect and plan check any and all new construction, tenant improvements and residential remodels with the latest code requirements.
2. The Building Division continues to educate the public and their contractors, in the Safety and Environmental benefits of Code compliance, at the Department counter on a daily basis. This education is accomplished by explaining the

Safety and Environmental elements of the California Building, Electrical, Mechanical, Plumbing, Fire, Green and Energy Codes and their constant updates.

3. Continue to provide permitting and inspection services in a timely manner.

### **KEY INITIATIVES COMPLETED**

The Community Development Department continued to provide high quality services to the Departments and staff during FY 2010-2011.

The Department has accomplished many significant objectives during FY 10-11 including the following major items:

- **General Plan Update** – A consultant was hired and work commenced on background studies for an update to the land use and circulation element of the General Plan.
- **Development Plan Processing** – Review of several significant development projects occurred in FY 2010-11, some of which will continue into FY 2011-2012:
  - Construction plans for Phase 1 of the Pilgrim-Triton development were submitted in December 2010. Phase consists of 300 apartment units and 17,000 square feet of commercial. Construction is expected to commence in spring 2011.

- A Request for Qualifications was sent to developers interested in the City's 15-acre site adjacent to City Hall for a mixed use development consisting of senior housing, open space and retail (optional).
- Gilead Sciences has submitted plans for approval of an 189,000 square foot lab building.
- The Chess Drive Office proposal for removal of 180,000 sq. ft. of office/warehouse buildings and construction of 800,000 sq. ft. of offices and lab buildings.
- Negotiations continued for a CulturalWorks building at the North Peninsula Jewish Campus.

- **Staff Training** – A Senior Planner was recruited and hired and will start in April 2011. The Chief Building Official attended the International Code Development Hearings conference. The Chief Building Official, Building Inspectors and Permit Technician attended approximately 40 continuing education seminars and 60 local code group meetings annually regarding new regulations and Building Code updates.
- **Planning Permit Processing** – During calendar year 2010, the Planning/Code Enforcement Division processed 243 permits, including the major categories of 109 Architectural Review permits, 9 Use Permits and 56 Sign Review permits compared to 306 permits, including the major categories of 105 Architectural Review permits, 10 Use Permits and 54 Sign Review Permits in 2009.

- **Building Permit Processing** - In calendar year 2010, the Building Inspection Division issued 2,081 permits and conducted 12,941 inspections, compared to 1,931 permits 12,435 inspections in 2009.
- **Code Enforcement** – During calendar year 2010, a total of 299 code enforcement cases were handled, including the major categories of 190 property maintenance cases, 75 sign cases, 19 boat cases on private properties and 6 buildings without permits, compared to 2009 totals of 239 code enforcement cases, including the major categories of 158 property maintenance cases, 42 sign cases, 4 building without permits and 4 boats on private property.
- **Affordable Housing Programs** – Staff continued to implement the City’s and Community Development Agency’s affordable housing programs, including the First-time Homebuyer Program and the Existing Unit Purchase Program. Staff continues to with the ongoing administrative efforts required for the affordable housing programs for units at Foster’s Landing, Metro Senior Apartments, Marlin Cove and Miramar and Pilgrim/Triton projects. Staff and Agency Counsel has been working with the owners of the Miramar and Marlin Cove developments, to bring their respective projects into compliance with the terms of the Agency’s affordability covenants. Staff is also working with all the affordable housing providers on a procedures and guidelines manual for the Below

Market Rate (BMR) Rental Housing Program of the Foster City Community Development Agency.

***INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012***

The Community Development Department will continue to provide the required planning and building services with one less staff member for FY 2011-12 compared to FY 2009-10. Staff will be augmented with consulting planners as needed. The consulting planners will be paid from the developers’ deposits.

Key initiatives and service levels planned for FY 2010-2011 include the following:

**Planning/Code Enforcement Division**

- Work with the City Council regarding options for the 15-acre site.
- Process the Specific Development Plan/Use Permit for Gilead Sciences new lab building.
- Complete review of the General Development Plan and Development Agreement for the Chess Drive Offices.
- Review and process Specific Development Plan/Use Permit application for the redevelopment of the Charter Square Shopping Center.
- Complete revisions of the Land Use and Circulation Element and preparation of an environmental assessment associated with these revisions.

- Permit processing/zoning permits with the target turnaround time for most property improvement applications of 72 hours.
- Development and implementation of State mandated laws and programs, such as preparation/adoption of ordinances to comply with changes in State law, review of CIP projects for CEQA compliance, and review of land development projects.

### **Building Inspection Division**

- Review plans and provide daily inspection services for residential and commercial development.
- Review plans for the Pilgrim-Triton development.
- Review plans for the Gilead development.
- Provide inspection services for all other construction projects.
- Adopt and enforce all State and locally adopted codes regulating the construction, alteration and use of buildings.
- Enforcement of State energy regulations
- Enforcement of the Federal Americans with Disabilities Act.
- Special State mandate/ensure the safety of automatic garage door openers.
- Special State mandate/ensure that asbestos is not being applied to new structures.
- Conduct inspection of buildings under construction to ensure code compliance with all relevant codes and ordinances.

- File and maintain approved construction plans for the life of a building.

### ***CHANGES IN FINANCIAL RESOURCES REQUIRED***

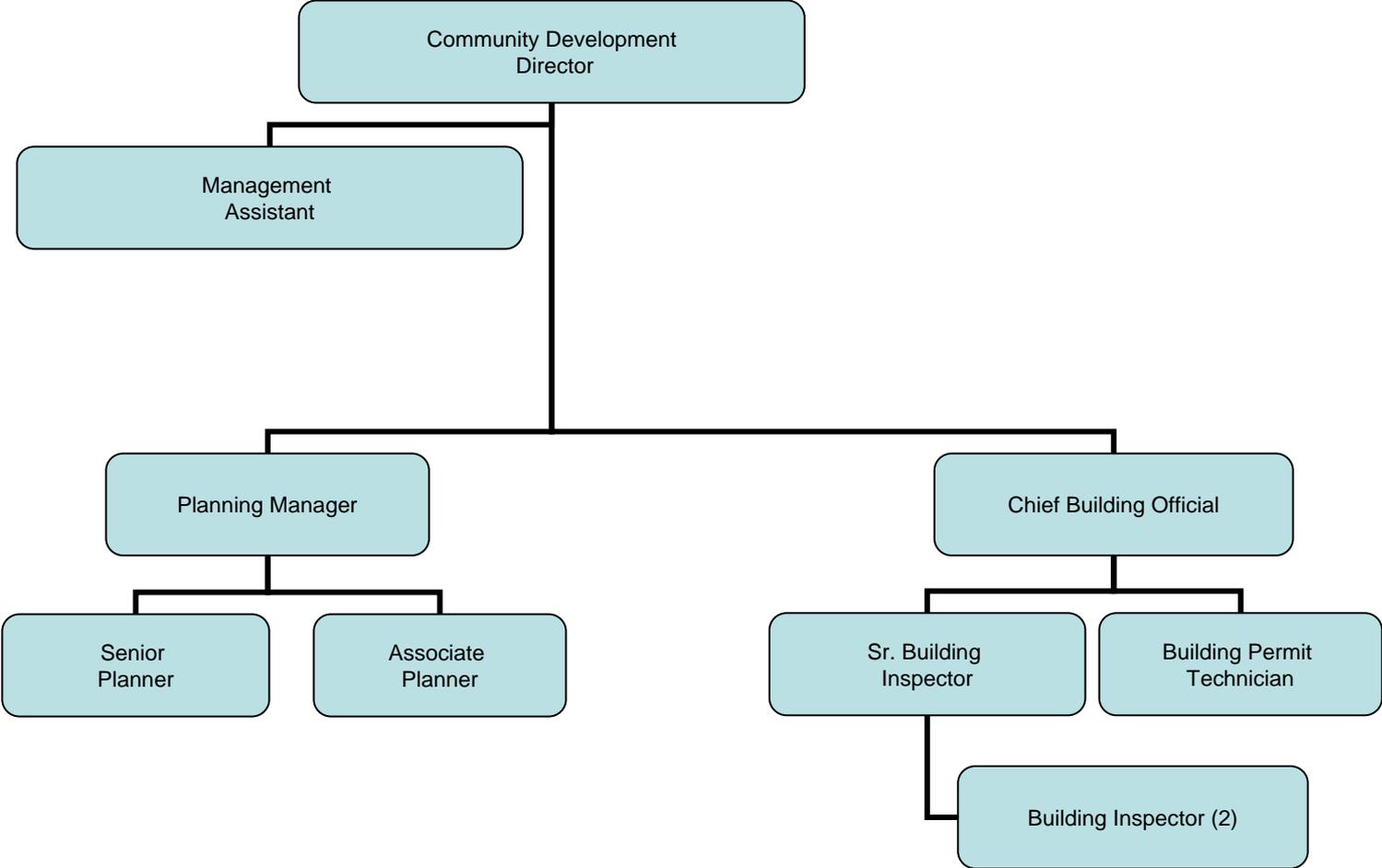
#### Employee Services

- The Office Assistant II position is being eliminated. The Building Permit Technician's time and duties will be divided between the Building Inspection and Planning Code/ Enforcement Divisions. The position will continue assisting the Building Inspection Division half time. The position will also support the Planning/Code Enforcement Position half time providing assistance to the public at the counter and general clerical aid.

#### Services and Supplies

- Consultant services are proposed to assist with the preparation of the General Plan Update and preparation of the required Environmental Impact Report.
- Continued use of consulting planners is anticipated for major projects. The cost for the consulting planners will be paid from the applicant's processing deposit.
- In order to accomplish the General Plan Update to the Land and Circulation Element \$10,000 is required for FY 2011-2012 to pay for mailings associated with the General Plan Update.

# Community Development Department



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**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**COMMUNITY DEVELOPMENT**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
ADVANCE PLANNING	\$ 188,208	\$ 188,208	\$ 257,000
BUILDING SAFETY, CODE, PLAN CHECK	717,695	717,695	822,669
CURRENT PLANNING	173,520	173,520	251,900
ORDINANCE ENFORCEMENT	91,548	91,548	110,800
PLANNING ADMINISTRATION	367,328	367,328	431,561
<b>TOTAL FOR COMMUNITY DEVELOPMENT</b>	<b>\$ 1,538,299</b>	<b>\$ 1,538,299</b>	<b>\$ 1,873,930</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**COMMUNITY DEVELOPMENT**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 1,533,700	\$ 1,533,700	\$ 1,528,400
SERVICES AND SUPPLIES	142,234	142,234	171,201
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,675,934	1,675,934	1,699,601
INTERNAL SERVICES	167,575	167,575	174,329
Subtotal (Total Department Expenses before Reallocations)	1,843,509	1,843,509	1,873,930
REALLOCATIONS	(305,210)	(305,210)	-
<b>TOTAL FOR COMMUNITY DEVELOPMENT</b>	<b>\$ 1,538,299</b>	<b>\$ 1,538,299</b>	<b>\$ 1,873,930</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - PLANNING ADMINISTRATION    Account: 001-0810-419    GENERAL FUND

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0810-419-4110	PERMANENT SALARIES	\$251,500.00	\$201,300.00
Subtotal		<b>\$251,500.00</b>	<b>\$201,300.00</b>
001-0810-419-4120	FRINGE BENEFITS	\$82,800.00	\$76,100.00
Subtotal		<b>\$82,800.00</b>	<b>\$76,100.00</b>
<b>Employee Services Total</b>		<b>\$334,300.00</b>	<b>\$277,400.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0810-419-4544	VEHICLE REPLACEMENT	\$39,057.00	\$33,353.00
Subtotal		<b>\$39,057.00</b>	<b>\$33,353.00</b>
001-0810-419-4557	INFORMATION TECHNOLOGY SERVICES	\$34,531.00	\$34,195.00
Subtotal		<b>\$34,531.00</b>	<b>\$34,195.00</b>
001-0810-419-4569	BUILDING MAINTENANCE	\$13,444.00	\$19,242.00
Subtotal		<b>\$13,444.00</b>	<b>\$19,242.00</b>
<b>Internal Services Total</b>		<b>\$87,032.00</b>	<b>\$86,790.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
001-0810-419-4241	COPY EXPENSE	\$8,650.00	\$10,000.00
Subtotal		<b>\$8,650.00</b>	<b>\$10,000.00</b>
001-0810-419-4242	POSTAGE EXPENSE	\$11,000.00	\$14,000.00
Subtotal		<b>\$11,000.00</b>	<b>\$14,000.00</b>
001-0810-419-4243	GENERAL OFFICE SUPPLIES	\$9,000.00	\$9,000.00
Subtotal		<b>\$9,000.00</b>	<b>\$9,000.00</b>

001-0810-419-4246	MAINTENANCE-ONE TRANSCRIBER	\$80.00	\$80.00
001-0810-419-4246	MAINTENANCE-THREE TYPEWRITERS	\$216.00	\$216.00
	Subtotal	<b>\$296.00</b>	<b>\$296.00</b>
001-0810-419-4249	ADVERTISING	\$30,000.00	\$30,000.00
	Subtotal	<b>\$30,000.00</b>	<b>\$30,000.00</b>
001-0810-419-4253	AMERICAN PLANNING ASSOC. (2 MEMBERSHIPS)	\$1,000.00	\$1,000.00
001-0810-419-4253	SUBSCRIPTIONS/MAGAZINES	\$200.00	\$200.00
	Subtotal	<b>\$1,200.00</b>	<b>\$1,200.00</b>
001-0810-419-4255	APA ANNUAL TECHNICAL TRAINING CONF.-STATE	\$2,500.00	\$1,875.00
001-0810-419-4255	MISCELLANEOUS TECHNICAL TRAINING	\$1,000.00	\$1,000.00
	Subtotal	<b>\$3,500.00</b>	<b>\$2,875.00</b>
	<b>Services and Supplies Total</b>	<b>\$63,646.00</b>	<b>\$67,371.00</b>

**Reallocation**

		Approved 2010-2011	Requested 2011-2012
001-0810-463-4495	ALLOCATION OF CDA EXPENSES 311	(\$34,300.00)	\$0.00
001-0810-463-4495	ALLOCATION OF CDA EXPENSES 312	(\$34,300.00)	\$0.00
001-0810-463-4495	ALLOCATION OF CDA EXPENSES 317	(\$4,905.00)	\$0.00
001-0810-463-4495	ALLOCATION OF CDA EXPENSES 318	(\$19,620.00)	\$0.00
001-0810-463-4495	ALLOCATION OF CDA EXPENSES 319	(\$4,905.00)	\$0.00
001-0810-463-4495	ALLOCATION OF CDA EXPENSES 320	(\$19,620.00)	\$0.00
	Subtotal	<b>(\$117,650.00)</b>	<b>\$0.00</b>
	<b>Reallocation Total</b>	<b>(\$117,650.00)</b>	<b>\$0.00</b>
<b>PLANNING ADMINISTRATION Total</b>		<b>\$367,328.00</b>	<b>\$431,561.00</b>

COMMUNITY DEVELOPMENT - ADVANCE PLANNING

Account: 001-0811-419

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0811-419-4110	PERMANENT SALARIES	\$134,100.00	\$135,700.00
	Subtotal	<b>\$134,100.00</b>	<b>\$135,700.00</b>
001-0811-419-4120	FRINGE BENEFITS	\$43,900.00	\$51,300.00
	Subtotal	<b>\$43,900.00</b>	<b>\$51,300.00</b>
	<b>Employee Services Total</b>	<b>\$178,000.00</b>	<b>\$187,000.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0811-419-4241	COPY EXPENSE-PRINTING OF GP ELEMENTS	\$5,000.00	\$5,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
001-0811-419-4251	GENERAL PLAN IMPLEMENTATION	\$0.00	\$15,000.00
001-0811-419-4251	GENERAL PLAN UPDATE AND EIR	\$50,000.00	\$50,000.00
	Subtotal	<b>\$50,000.00</b>	<b>\$65,000.00</b>
	<b>Services and Supplies Total</b>	<b>\$55,000.00</b>	<b>\$70,000.00</b>
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-0811-419-4495	ALLOCATION OF CDA EXPENSES 311	(\$16,297.00)	\$0.00
001-0811-419-4495	ALLOCATION OF CDA EXPENSES 312	(\$16,297.00)	\$0.00
001-0811-419-4495	ALLOCATION OF CDA EXPENSES 317	(\$1,220.00)	\$0.00
001-0811-419-4495	ALLOCATION OF CDA EXPENSES 318	(\$4,879.00)	\$0.00
001-0811-419-4495	ALLOCATION OF CDA EXPENSES 319	(\$1,220.00)	\$0.00
001-0811-419-4495	ALLOCATION OF CDA EXPENSES 320	(\$4,879.00)	\$0.00
	Subtotal	<b>(\$44,792.00)</b>	<b>\$0.00</b>
	<b>Reallocation Total</b>	<b>(\$44,792.00)</b>	<b>\$0.00</b>
	<b>ADVANCE PLANNING Total</b>	<b>\$188,208.00</b>	<b>\$257,000.00</b>

COMMUNITY DEVELOPMENT - CURRENT PLANNING

Account: 001-0812-419

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0812-419-4110	PERMANENT SALARIES	\$180,300.00	\$182,800.00
	Subtotal	<b>\$180,300.00</b>	<b>\$182,800.00</b>
001-0812-419-4120	FRINGE BENEFITS	\$59,000.00	\$69,100.00
	Subtotal	<b>\$59,000.00</b>	<b>\$69,100.00</b>
	<b>Employee Services Total</b>	<b>\$239,300.00</b>	<b>\$251,900.00</b>
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-0812-419-4495	ALLOCATION OF CDA EXPENSES 311	(\$22,426.00)	\$0.00
001-0812-419-4495	ALLOCATION OF CDA EXPENSES 312	(\$22,426.00)	\$0.00
001-0812-419-4495	ALLOCATION OF CDA EXPENSES 317	(\$2,093.00)	\$0.00
001-0812-419-4495	ALLOCATION OF CDA EXPENSES 318	(\$8,371.00)	\$0.00
001-0812-419-4495	ALLOCATION OF CDA EXPENSES 319	(\$2,093.00)	\$0.00
001-0812-419-4495	ALLOCATION OF CDA EXPENSES 320	(\$8,371.00)	\$0.00
	Subtotal	<b>(\$65,780.00)</b>	<b>\$0.00</b>
	<b>Reallocation Total</b>	<b>(\$65,780.00)</b>	<b>\$0.00</b>
	<b>CURRENT PLANNING Total</b>	<b>\$173,520.00</b>	<b>\$251,900.00</b>

COMMUNITY DEVELOPMENT - ORDINANCE ENFORCEMENT

Account: 001-0813-419

GENERAL FUND

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0813-419-4110	PERMANENT SALARIES	\$80,400.00	\$80,400.00

		Subtotal	<b>\$80,400.00</b>	<b>\$80,400.00</b>
001-0813-419-4120	FRINGE BENEFITS		\$26,300.00	\$30,400.00
		Subtotal	<b>\$26,300.00</b>	<b>\$30,400.00</b>
		<b>Employee Services Total</b>	<b>\$106,700.00</b>	<b>\$110,800.00</b>
<b>Reallocation</b>				
			Approved 2010-2011	Requested 2011-2012
001-0813-419-4495	ALLOCATION OF CDA EXPENSES 311		(\$6,400.00)	\$0.00
001-0813-419-4495	ALLOCATION OF CDA EXPENSES 312		(\$6,400.00)	\$0.00
001-0813-419-4495	ALLOCATION OF CDA EXPENSES 317		(\$235.00)	\$0.00
001-0813-419-4495	ALLOCATION OF CDA EXPENSES 318		(\$941.00)	\$0.00
001-0813-419-4495	ALLOCATION OF CDA EXPENSES 319		(\$235.00)	\$0.00
001-0813-419-4495	ALLOCATION OF CDA EXPENSES 320		(\$941.00)	\$0.00
		Subtotal	<b>(\$15,152.00)</b>	<b>\$0.00</b>
		<b>Reallocation Total</b>	<b>(\$15,152.00)</b>	<b>\$0.00</b>
		<b>ORDINANCE ENFORCEMENT Total</b>	<b>\$91,548.00</b>	<b>\$110,800.00</b>

COMMUNITY DEVELOPMENT - BLDG SAFETY, CODE, PLN CHK    Account: 001-0820-424    GENERAL FUND

<b>Employee Services</b>			Approved 2010-2011	Requested 2011-2012
001-0820-424-4110	PERMANENT SALARIES		\$501,000.00	\$501,000.00
		Subtotal	<b>\$501,000.00</b>	<b>\$501,000.00</b>
001-0820-424-4120	FRINGE BENEFIT -- BLDG INSP. CERT PAY		\$7,200.00	\$7,200.00
001-0820-424-4120	FRINGE BENEFITS		\$167,200.00	\$193,100.00
		Subtotal	<b>\$174,400.00</b>	<b>\$200,300.00</b>
		<b>Employee Services Total</b>	<b>\$675,400.00</b>	<b>\$701,300.00</b>

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0820-424-4544	VEHICLE REPLACEMENT	\$31,505.00	\$34,102.00
	Subtotal	<b>\$31,505.00</b>	<b>\$34,102.00</b>
001-0820-424-4556	EQUIPMENT REPLACEMENT	\$1,063.00	\$0.00
	Subtotal	<b>\$1,063.00</b>	<b>\$0.00</b>
001-0820-424-4557	INFORMATION TECHNOLOGY SERVICES	\$34,531.00	\$34,194.00
	Subtotal	<b>\$34,531.00</b>	<b>\$34,194.00</b>
001-0820-424-4569	BUILDING MAINTENANCE	\$13,444.00	\$19,243.00
	Subtotal	<b>\$13,444.00</b>	<b>\$19,243.00</b>
	<b>Internal Services Total</b>	<b>\$80,543.00</b>	<b>\$87,539.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0820-424-4241	COPY EXPENSE	\$100.00	\$100.00
	Subtotal	<b>\$100.00</b>	<b>\$100.00</b>
001-0820-424-4242	POSTAGE EXPENSE	\$250.00	\$250.00
	Subtotal	<b>\$250.00</b>	<b>\$250.00</b>
001-0820-424-4243*	GENERAL OFFICE SUPPLIES	\$3,700.00	\$3,700.00
	Subtotal	<b>\$3,700.00</b>	<b>\$3,700.00</b>
001-0820-424-4246	MAINTENANCE-MICROFICHE READER/PRINTER	\$1,758.00	\$0.00
	Subtotal	<b>\$1,758.00</b>	<b>\$0.00</b>
001-0820-424-4251	CREDIT CARD PROCESSING FEES - BLDG PERMITS	\$0.00	\$12,000.00
001-0820-424-4251	IMAGING - DOCUMENTS AND PLANS	\$4,000.00	\$4,000.00
	Subtotal	<b>\$4,000.00</b>	<b>\$16,000.00</b>
001-0820-424-4253	CALBO CODE LINK SUBSCRIPTION	\$400.00	\$400.00
001-0820-424-4253	CALIFORNIA BUILDING OFFICIALS	\$215.00	\$215.00
001-0820-424-4253	INTERNATIONAL ASSN. OF PLMB & HTG OFFICIALS	\$150.00	\$150.00
001-0820-424-4253	INTERNATIONAL CONFERENCE OF BUILDING OFFICIALS	\$300.00	\$300.00
001-0820-424-4253	MISCELLANEOUS PUBLICATIONS & SUBSCRIPTIONS	\$1,300.00	\$1,300.00

001-0820-424-4253	NATIONAL FIRE PROTECTION ASSN-PUBLICATIONS/AV	\$125.00	\$125.00
001-0820-424-4253	PENINSULA CHAPTER OF ICBO	\$80.00	\$80.00
001-0820-424-4253	STATE CODES AND AMENDMENTS	\$500.00	\$500.00
001-0820-424-4253	UNIFORM CODES & AMENDMENTS SUBSCRIPTION	\$1,800.00	\$1,800.00
	Subtotal	<b>\$4,870.00</b>	<b>\$4,870.00</b>
001-0820-424-4255	CALBIG (BUILDING INSPECTOR'S GROUP) TRAINING	\$410.00	\$410.00
001-0820-424-4255	CALBO ANNUAL TRAINING MEETINGS	\$1,750.00	\$1,750.00
001-0820-424-4255	ICBO ANNUAL TRAINING MEETINGS	\$2,250.00	\$2,250.00
001-0820-424-4255	PENINSULA BLDG INSPECTOR'S TRAINING (BLDG OFFL)	\$250.00	\$250.00
001-0820-424-4255	PENINSULA CHAPTER ICBO MONTHLY TRAINING	\$250.00	\$250.00
001-0820-424-4255	TRAINING FOR INSPECTORS	\$4,000.00	\$4,000.00
	Subtotal	<b>\$8,910.00</b>	<b>\$8,910.00</b>
	<b>Services and Supplies Total</b>	<b>\$23,588.00</b>	<b>\$33,830.00</b>

***Reallocation***

		Approved 2010-2011	Requested 2011-2012
001-0820-424-4495	ALLOCATION OF CDA EXPENSES 311	(\$30,918.00)	\$0.00
001-0820-424-4495	ALLOCATION OF CDA EXPENSES 312	(\$30,918.00)	\$0.00
	Subtotal	<b>(\$61,836.00)</b>	<b>\$0.00</b>
	<b>Reallocation Total</b>	<b>(\$61,836.00)</b>	<b>\$0.00</b>
<b>BLDG SAFETY, CODE, PLN CHK Total</b>		<b>\$717,695.00</b>	<b>\$822,669.00</b>

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# Public Works Department

## DEPARTMENT DESCRIPTION

The Department of Public Works manages infrastructure construction, operations and maintenance programs for streets (including traffic signal system, street lighting and street sweeping), lagoon and levees, and drainage, water and sewer facilities. The Department also manages the City's Capital Improvement Program and reviews infrastructure improvements for private developments within the City.

## DEPARTMENT PERSONNEL SUMMARY

Position	09-10	10-11	11-12
<b>Full-Time Employees</b>			
Director of Public Works	1.0	1.0	1.0
Maintenance Manager	1.0	1.0	1.0
Senior Civil Engineer	2.0	2.0	1.0
Junior/Assistant/Associate Engineer	4.0	4.0	4.0
Senior Eng. Tech/Eng. Tech	1.0	0.0	0.0
Management Assistant	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0
Office Assistant I/II	2.0	1.0	1.0
PW Maintenance Superintendent	3.0	3.0	2.0
PW Maintenance Lead Worker	6.0	6.0	6.0
PW Maint Worker/ MW1/MW2*	17.0	17.0	16.0
Total Full-Time Employees	39.0	37.0	34.0
<b>Part-Time Employees</b>			
Public Works Interns (2)	1.0	1.0	1.0
Total Part-Time Employees (FTE)	1.0	1.0	1.0
<b>TOTAL EMPLOYEES</b>	<b>40.0</b>	<b>38.0</b>	<b>35.0</b>

\* One (1) Public Works Maintenance II was added during FY 2007-2008 to take over the meter reading responsibilities from the Financial Services Department. This position will be eliminated in FY 2012-2013.

## MISSION STATEMENT

The mission of Public Works is to maintain and improve the City/District infrastructure of roadways, sidewalks, utilities and facilities for the benefit of the community while providing a safe working environment for employees.

## VALUES

The Department's values are providing excellent service with integrity, leadership, and fiscal responsibility with emphasis on public safety, employee safety and infrastructure preservation.

## FIVE-YEAR STRATEGIC PLAN

The Department has prepared a comprehensive five-year strategic plan with the following components:

### Values

- Integrity – Do the right thing every day
- Service – Responsibility to meet needs and make a difference every day
- Excellence – Passion to do our best every day
- Fiscal Responsibility – Public trust and accountability
- Leadership – Ability to communicate and act upon our vision every day

**Initiatives**

➤ **Goals and Objectives**

**Goal # 1** – Public Works Engineering – Provide administrative and engineering support services based on policies established by the City Council for the City’s Capital and operational programs.

Objectives:

1. Ensure continued capacity and integrity of capital facilities necessary to effectively serve the community.
2. Ensure consistent, reliable, and high quality service.
3. Serve as repository for City infrastructure records.
4. Investigate, evaluate, and respond to traffic safety issues.
5. Optimize the use of public funds to further the City’s programs and objectives.

**Goal # 2** – Lagoon & Levees – Maintain the lagoon and levee systems for storm water control and recreational uses.

Objectives:

1. Maintain lagoon infrastructure to provide for storm water control, recreational uses and aesthetic qualities.

2. Maintain levee system to provide reliable protection against tidal storm water and safe recreational uses.

**Goal # 3** – Streets and Storm Drains – Provide safe and well maintained streets, sidewalks, and effective drainage of surface water runoff.

Objectives:

1. Provide safe and well maintained paths of travel for the public.
2. Provide effective surface drainage in compliance with regulatory requirements.

**Goal # 4** – Water – Provide safe, reliable and uninterrupted sources of water supply.

Objectives:

1. Provide safe water supply that meets or exceeds Federal and State water standards.
2. Provide reliable and uninterrupted sources of water supply.
3. Promote and implement water conservation measures through programs and services.
4. Ensure customers pay competitive rates for quality programs and services.

**Goal # 5** – Wastewater – Maintain a reliable wastewater collection and conveyance system to protect the environment and public health and safety.

Objectives:

1. Provide safe and reliable collection and conveyance of wastewater meeting current regulations.
2. Maintain collection system infrastructure.
3. Work cooperatively with wastewater treatment plant operations.
4. Ensure customers pay competitive rates for quality programs and services.

**Goal # 6** – Solid Waste Collection – Ensure that all municipal solid waste generated within the City is collected and transported in a manner that protects public health and safety and the environment.

Objective:

1. Achieve and exceed State mandated diversion (recycling) goals of 50%.
2. Ensure customers pay competitive rates for quality programs and services.
3. Ensure consistent, reliable and high quality service.
4. Address climate change and other environmental needs through enhanced programs and services.

### **KEY INITIATIVES COMPLETED**

The Public Works Department continues to work efficiently and effectively to provide courteous, responsive services to the public and other City Departments in protecting public health and safety and

ensuring reliable delivery of services. Public Works Department continues to seek available grant funding for program improvements.

### **INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012**

Key initiatives and service levels planned for FY 2011-2012 include the following.

#### ***Division / Category***

##### *Public Works Engineering*

- Continue to develop and implement Capital Improvement Program to maintain infrastructure
- Perform project management
- Coordinate and collaborate with other Departments and agencies for the successful completion of projects
- Issue and update City Engineering and Construction Standards
- Monitor and control use of Public Rights of Way
- Review private development projects in a timely manner
- Develop and maintain GIS infrastructure record system (plan, mapping, records)
- Maintain and organize paper records
- Conduct Traffic Review Committee meetings
- Implement recommendations from the Traffic Review Committee
- Respond to public inquiries

- Pursue available Federal and State grants and monies
- Administer budgets
- Competitively bid all contracts

#### *Lagoon & Levees*

- Monitor lagoon water surface levels with seasonal needs
- Implement algae and widgeon weed control program
- Regulate water exchange
- Maintain and repair bulkheads, intakes and outfall
- Maintain lagoon pump station
- Provide flood control
- Maintain FEMA certification
- Maintain pedway facility
- Manage squirrel control program

#### *Streets and Storm Drains*

- Maintain and implement PMP (Pavement Management Program)
- Maintain and implement the public/private sidewalk policy
- Maintain street lights
- Maintain traffic signals
- Maintain pavement striping and markings
- Implement ADA Improvements
- Manage street sweeping contract
- Annual storm drain and catch basin cleaning
- Monitor problem areas

- Participate and comply with NPDES (National Pollution Discharge Elimination System) program requirements

#### *Water*

- Testing of water supply (DHS, Regulations)
- Preventative maintenance flushing, tank cleaning
- Back flow devices certifications
- Preventative maintenance, exercise valves, monitor corrosion protection system
- Condition assessment
- Maintain relationships with emergency water purveyors
- Review development plans for impacts
- Monitor regional desalination projects
- Indoor/outdoor water conservation use ordinances
- Tiered water rates
- Public Awareness
- Rebate Programs
- AMR Meters
- Efficiently manage infrastructure
- Implement rate smoothing policy to minimize rate spikes
- Simplify payment process for online payment option

#### *Wastewater*

- Abide by current regulations
- Implement and update Sewer System Management Plan (SSMP)
- Prevent sewer spills and overflows

- Inspect and assess condition of the collection system (CCTV, lift stations, MH's)
- Evaluate and implement cost effective technologies (protective coatings, chemical dosing & odor control)
- Maintain emergency response equipment (SCADA, standby generators)
- Attend meetings and review Capital Maintenance Programs
- Efficiently manage infrastructure
- Implement rate smoothing policy to minimize rate spikes
- Simplify payment process for online payment

#### *Solid Waste Collection*

- Modernize programs to increase customer convenience and maximize recycling by single stream recycling, weekly recycling, automated collection, food waste collection, expanded collection of hard to dispose of materials (i.e. batteries, cell phones, HHW, sharps, U-waste, E-waste, etc)
- Perform outreach and education to the public
- Hold community events – compost giveaways, e-waste events, shred events, etc.
- Fixed fee contract with agreed to adjustments
- Apply for grant funding
- Participate in SBWMA Board and committees to represent best interests of community represented
- Decrease wait time – utilize phone trees
- Provide contractor with incentives and disincentives in new contracts

- Simplify payment process for customers – automated and online
- Improve directive signage at the transfer station
- Achieve USGBC LEED certification or equivalent for new MRF and Transfer Station Facility
- Support expansion of commercial recycling outreach and education efforts
- Develop an environmental education center
- Incorporate sustainable building measures in new facilities
- Minimize environmental impact, maximize environmental benefits
- Partner with Environmental Sustainability Task Force to promote recycling waste reduction practices
- Monitor collection and operations contractor's performance
- Implement household hazardous waste collection program
- Close out expired contracts with Allied Waste
- Respond to customers concerns and inquiries
- Set rates for next year

#### ***CHANGES IN FINANCIAL RESOURCES REQUIRED***

The City has had the good fortune of utilizing a variety of funding sources for its CIP's in the form of one-time revenues from capital asset sales, park-in-lieu fees, developer contributions, federal and state grants, and bond financing (e.g., EMID, Special Assessment District and CDA). However, the City does not anticipate the

magnitude of previous one-time revenues or CDA funds to be available in the future. Also, economic pressures at the federal and state levels are limiting future grant opportunities. In addition, the City is debt free and currently uses a “pay-as-you-go” approach to funding capital projects. Therefore, the City would prefer to not use debt financing for its capital projects unless it is necessary.

Based on a “10-Year Cash Flow Forecasting” approach in funding CIPs, a moving 10-year window is used to determine actual cash flow needs and sets aside sufficient funds annually to fund CIP projects on a “pay-as-you-go” basis. Adopting this scenario would require \$1,342,000 of annual funding from the City’s General Fund should no other grant funding be available. This amount is the difference over the next 10 years between estimated expenditures and estimated revenues, divided by 10 years. Based on direction provided by the City Council at the Budget Study Session held on March 28, 2011, a \$1,342,000 fund balance transfer will be incorporated into the FY 2011-2012 annual budget and Five-Year Financial Plan in accordance with the revised General Fund Reserve policy.

Based on the District’s “pay-as-you-go” approach to funding water and wastewater Enterprise Fund capital projects, a “10-Year Cash Flow Forecasting” approach is recommended for funding CIP’s. This approach provides for a moving 10-year window to determine actual cash flow needs, and sets aside sufficient funds annually to fund CIP projects. This approach, as approved by the

District Board, will require about \$475,000 to be incorporated annually into the 10-year Water Rate Model, and approximately \$1,144,000 to be incorporated annually into the 10-year Wastewater Rate Model.

The Department has eliminated three (3) positions; Senior Civil Engineer, Maintenance Superintendent and Maintenance Worker.

### **Senior Civil Engineer**

The primary function of the Senior Civil Engineer’s position is to manage staff and major program areas in the Engineering Division. Through the course of the past 15 years the City has completed all of the major Capital Improvement Projects as set forth by the City Council. Examples of these projects are: Seismic Retrofit of all four Bridges; Corporation Yard Improvements; Rehabilitation of the three domestic water storage tanks; construction of an 8 – million gallon domestic water storage tank; Civic Center / Government Center complex; rehabilitation of 17 – wastewater lift stations; Ryan Park refurbishment; lagoon dredging; annual residential and arterial street resurfacing projects; Teen Center and the Wastewater Treatment Plant improvements. As a result of the completion of these projects, the reduction of senior level staff is appropriate with the reduced workload.

In addition, the engineering staff has been reduced from a maximum of ten engineers and technicians to the current staffing of six consisting of two (2) – Senior Civil Engineers and four (4) – Junior – Associate Engineers.

The current staff is well trained and minimal senior supervision is needed. Implementing this plan would require the four (4) – Junior – Associate Engineers to report directly to the Senior Civil Engineer.

With the approval of the reduced staffing, work will be prioritized to respond to the highest concerns based on public / employee health and safety. The response time to residents' requests will be prioritized based on safety issues.

### **Public Works Maintenance Superintendent**

The elimination of the Maintenance Superintendent's position will require a modification to the Maintenance Management organization structure and work assignments. The recent retirement of the Water Superintendent has presented an opportunity to re-assign the Superintendents responsibilities and utilize their skills to continue to provide the full spectrum of supervision across all three Programs. Our highly qualified and cross-trained Maintenance Workers gives us a great deal of flexibility.

The work assignments for the two Superintendents' and the overall supervisory work have been divided as follows:

#### **Superintendent**

Street, Storm Drain Collection, Wastewater Collection and Wastewater conveyance (all lift stations)

#### **Superintendent**

Water Distribution and Lagoon & Levee Program

#### **Maintenance Manager**

Oversight of the two Superintendents and more daily involvement of maintenance assignments.

#### **Engineering Administration**

The Engineering Department will perform many of the contracting duties (such as curb & gutter repairs, sidewalk repairs, striping, street sweeping, etc) that had been shared previously by the three Superintendents. In addition, Engineering will participate in an oversight capacity to assure regulatory compliance related to each program and perform other work as may be needed.

With the approval of the reduced staffing, work will be prioritized to respond to the highest concerns based on public / employee health and safety issues.

#### **Public Works Maintenance Worker**

The primary responsibilities for the Maintenance Worker assigned to the General Fund maintenance activities is as follows: Maintains, operates, inspects, repairs and installs lagoon system facilities including, piping, storm drains, catch basins, sub-drains, meters, pumping stations, pumps, controls, measuring devices, cathodic protection systems, communications systems and related appurtenances. Inspects and maintains the integrity of the levee system. Installs, removes and replaces asphalt and concrete. Installs traffic counting equipment, traffic

and parking control signs, traffic markings, red curbs and street paving and painting equipment. Inspects and maintains the bridges and responds to public service requests such as graffiti removal, dead animal removal, etc.

The functions identified above are required for providing safe and well maintained streets, sidewalks, levee protection and effective drainage of surface water runoff as well as tidal storm water. With the approval of the reduced staffing, work will be prioritized to respond to the highest concerns based on public / employee health and safety. The response time to residents' requests will be prioritized based on safety issues.

In addition to the above personnel changes the Department has proposed one operational maintenance service level modification for additional annual General Fund savings:

**Lagoon Maintenance Products Reduction**

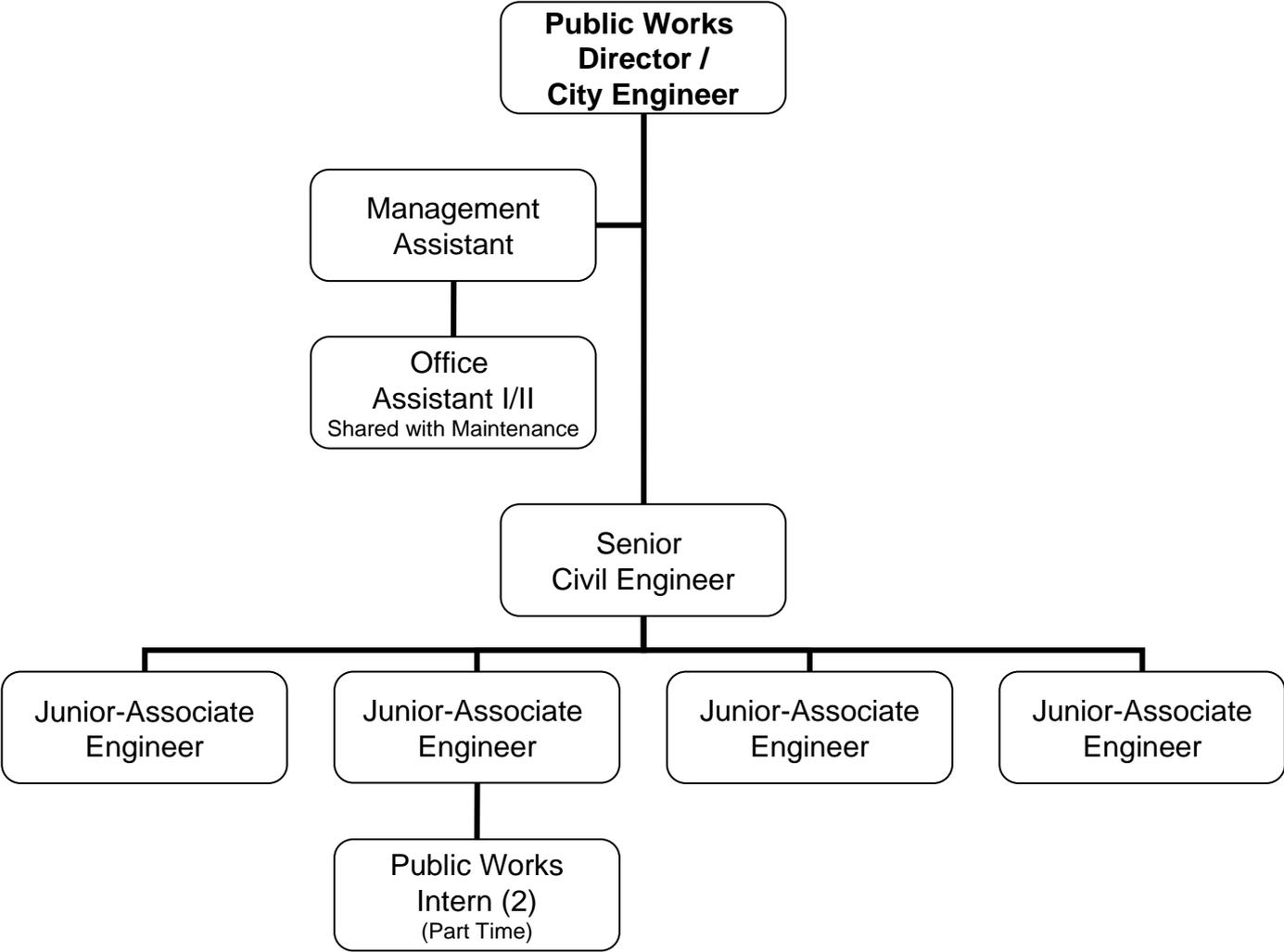
The line item budget for the procurement of lagoon management products (\$73,000) includes adequate funds to purchase all of the chemicals needed for the entire Spring and Summer season. Staff has analyzed the past four years of lagoon management product purchased and determined that the line item can be reduced by \$43,000 and still maintain an acceptable level of service for recreational use of the lagoon during the Spring and Summer months.

Other factors that entered into the recommendation to reduce the line item costs include:

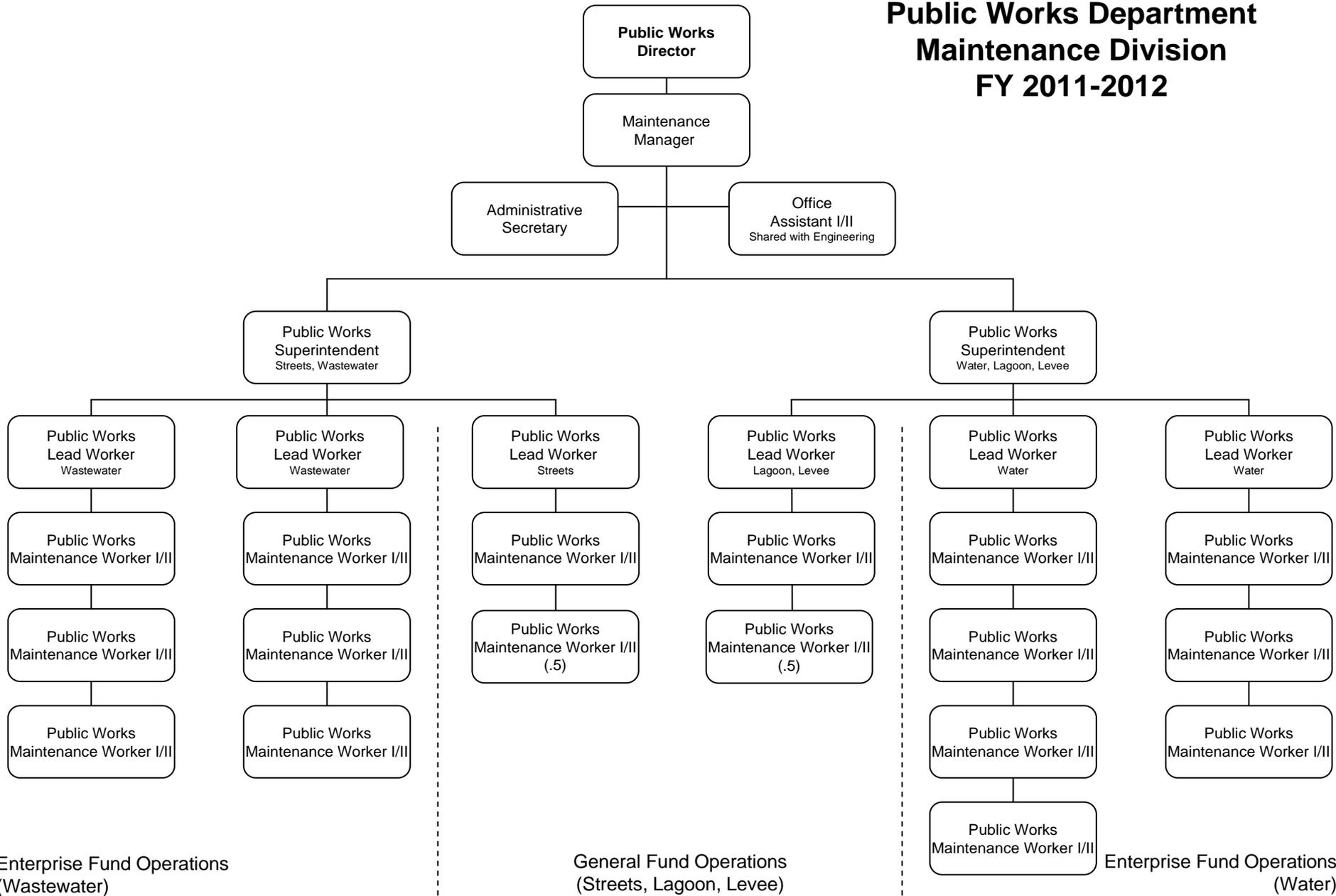
- Minimal algae and weed growth has occurred since the completion of the lagoon dredging in 2004. The lack of algae and weed growth may be attributed to a combination of factors including the removal of root systems of weeds during dredging.
- Increased frequency of inspection of the lagoon by staff and prudent spot application of chemicals in localized areas has controlled the spread of algae and weeds and minimized chemical costs.

The line item expenses for lagoon management products will be closely monitored in order to minimize any delay should additional funds need to be requested from the City Council.

# Public Works Department - Engineering Division



# Public Works Department Maintenance Division FY 2011-2012



Enterprise Fund Operations  
(Wastewater)

General Fund Operations  
(Streets, Lagoon, Levee)

Enterprise Fund Operations  
(Water)

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
 PUBLIC WORKS -- General Fund Divisions  
 GENERAL FUND  
 Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
ADMINISTRATION & ENGINEERING	\$ 680,849	\$ 680,849	\$ 559,126
LAGOON & LEVEES	747,629	747,629	647,450
STREETS	461,177	461,177	234,221
<b>TOTAL FOR PUBLIC WORKS -- General Fund Divisions</b>	<b>\$ 1,889,655</b>	<b>\$ 1,889,655</b>	<b>\$ 1,440,797</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
 PUBLIC WORKS -- General Fund Divisions  
 GENERAL FUND  
 Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 1,538,600	\$ 1,538,600	\$ 1,169,800
SERVICES AND SUPPLIES	813,100	813,100	773,600
CAPITAL OUTLAY	5,000	5,000	-
Subtotal (Total Department-Controlled Expenses)	2,356,700	2,356,700	1,943,400
INTERNAL SERVICES	443,717	443,717	438,203
Subtotal (Total Department Expenses before Reallocations)	2,800,417	2,800,417	2,381,603
REALLOCATIONS	(910,762)	(910,762)	(940,806)
<b>TOTAL FOR PUBLIC WORKS -- General Fund Divisions</b>	<b>\$ 1,889,655</b>	<b>\$ 1,889,655</b>	<b>\$ 1,440,797</b>

## DETAIL LINE ITEM REPORT

PUBLIC WORKS - ADMIN & ENGINEERING

Account: 001-0910-431

GENERAL FUND

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0910-431-4110	PERMANENT SALARY	\$491,100.00	\$310,100.00
	Subtotal	<b>\$491,100.00</b>	<b>\$310,100.00</b>
001-0910-431-4111	PUBLIC WORKS INTERNS	\$12,000.00	\$12,000.00
	Subtotal	<b>\$12,000.00</b>	<b>\$12,000.00</b>
001-0910-431-4120	FRINGE BENEFITS	\$173,900.00	\$126,900.00
	Subtotal	<b>\$173,900.00</b>	<b>\$126,900.00</b>
	<b>Employee Services Total</b>	<b>\$677,000.00</b>	<b>\$449,000.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
001-0910-431-4544	VEHICLE REPLACEMENT - UNITS 2, 3, 4, 5	\$53,316.00	\$50,852.00
	Subtotal	<b>\$53,316.00</b>	<b>\$50,852.00</b>
001-0910-431-4557	INFORMATION TECHNOLOGY SERVICES	\$72,118.00	\$69,515.00
	Subtotal	<b>\$72,118.00</b>	<b>\$69,515.00</b>
001-0910-431-4569	BUILDING MAINTENANCE	\$35,197.00	\$33,585.00
	Subtotal	<b>\$35,197.00</b>	<b>\$33,585.00</b>
	<b>Internal Services Total</b>	<b>\$160,631.00</b>	<b>\$153,952.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
001-0910-431-4240	BLUE PRINT REPRODUCTIONS	\$500.00	\$500.00
001-0910-431-4240	FILM AND DEVELOPING	\$200.00	\$200.00
001-0910-431-4240	LARGE XEROX COPIER SUPPLIES	\$1,400.00	\$1,400.00
001-0910-431-4240	SMALL TOOLS	\$500.00	\$500.00
001-0910-431-4240	SURVEY SUPPLIES	\$150.00	\$150.00

001-0910-431-4240	TRAFFIC COUNTER MATERIALS	\$500.00	\$500.00
	Subtotal	<b>\$3,250.00</b>	<b>\$3,250.00</b>
001-0910-431-4241	COPY EXPENSE	\$4,000.00	\$4,000.00
	Subtotal	<b>\$4,000.00</b>	<b>\$4,000.00</b>
001-0910-431-4242	POSTAGE EXPENSE	\$3,000.00	\$3,000.00
	Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>
001-0910-431-4243	MISC. OFFICE SUPPLIES	\$5,000.00	\$5,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
001-0910-431-4246	COPIER (DIGITAL)	\$3,900.00	\$3,900.00
001-0910-431-4246	LANIER EQUIPMENT	\$100.00	\$100.00
001-0910-431-4246	LARGE XEROX COPIER	\$1,000.00	\$1,000.00
001-0910-431-4246	MAINTENANCE CONTRACT, 2 TYPEWRITERS	\$50.00	\$50.00
	Subtotal	<b>\$5,050.00</b>	<b>\$5,050.00</b>
001-0910-431-4251	DOCUMENT IMAGING CONVERSION	\$1,000.00	\$1,000.00
001-0910-431-4251	GIS MAPPING UPDATES	\$1,500.00	\$1,500.00
001-0910-431-4251	MISCELLANEOUS CONSULTANT SERVICES	\$25,000.00	\$25,000.00
001-0910-431-4251	MONITORING / MITIGATION PLAN SEA CLOUD PARK Ph II	\$10,000.00	\$10,000.00
001-0910-431-4251	OBTAINING REPRODUCIBLE DRAWINGS	\$1,000.00	\$1,000.00
	Subtotal	<b>\$38,500.00</b>	<b>\$38,500.00</b>
001-0910-431-4253	PROFESSIONAL ASSOCIATIONS	\$1,800.00	\$1,800.00
001-0910-431-4253	PROFESSIONAL PUBLICATIONS	\$1,200.00	\$1,200.00
	Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>
001-0910-431-4254	LEAGUE OF CALIFORNIA CITIES MEETINGS	\$2,000.00	\$0.00
001-0910-431-4254	LOCAL MEETINGS	\$700.00	\$700.00
001-0910-431-4254	STATE CONFERENCE/WORKSHOP	\$800.00	\$800.00
	Subtotal	<b>\$3,500.00</b>	<b>\$1,500.00</b>
001-0910-431-4255	PROFESSIONAL TECHNICAL TRAINING	\$3,000.00	\$3,000.00
	Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>

		Approved 2010-2011	Requested 2011-2012
<b>Services and Supplies Total</b>		<b>\$68,300.00</b>	<b>\$66,300.00</b>
<b>Reallocation</b>			
001-0910-431-4495	ALLOCATION OF CDA EXPENSES 311	(\$55,308.00)	\$0.00
001-0910-431-4495	ALLOCATION OF CDA EXPENSES 312	(\$55,308.00)	\$0.00
	Subtotal	<b>(\$110,616.00)</b>	<b>\$0.00</b>
001-0910-431-4496	ALLOCATION TO WATER	(\$57,233.00)	(\$55,063.00)
	Subtotal	<b>(\$57,233.00)</b>	<b>(\$55,063.00)</b>
001-0910-431-4497	ALLOCATION TO SEWER	(\$57,233.00)	(\$55,063.00)
	Subtotal	<b>(\$57,233.00)</b>	<b>(\$55,063.00)</b>
	<b>Reallocation Total</b>	<b>(\$225,082.00)</b>	<b>(\$110,126.00)</b>
<b>ADMIN &amp; ENGINEERING Total</b>		<b>\$680,849.00</b>	<b>\$559,126.00</b>

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PUBLIC WORKS - LAGOON & LEVEES      Account: 001-0920-431      GENERAL FUND

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		Approved 2010-2011	Requested 2011-2012
<b>Employee Services</b>			
001-0920-431-4110	PERMANENT SALARIES	\$312,900.00	\$250,600.00
	Subtotal	<b>\$312,900.00</b>	<b>\$250,600.00</b>
001-0920-431-4112	OVERTIME	\$5,000.00	\$5,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
001-0920-431-4120	FRINGE BENEFITS	\$112,900.00	\$104,800.00
	Subtotal	<b>\$112,900.00</b>	<b>\$104,800.00</b>
	<b>Employee Services Total</b>	<b>\$430,800.00</b>	<b>\$360,400.00</b>
<b>Internal Services</b>			
		Approved 2010-2011	Requested 2011-2012

001-0920-431-4544	VEHICLE REPLACEMENT - UNIT 12	\$12,103.00	\$13,066.00
	Subtotal	<b>\$12,103.00</b>	<b>\$13,066.00</b>
001-0920-431-4556	EQUIPMENT REPLACEMENT	\$59,902.00	\$59,357.00
001-0920-431-4556	EQUIPMENT REPLACEMENT POOLED RADIOS	\$252.00	\$252.00
	Subtotal	<b>\$60,154.00</b>	<b>\$59,609.00</b>
001-0920-431-4557	INFORMATION TECHNOLOGY SERVICES	\$18,269.00	\$17,965.00
	Subtotal	<b>\$18,269.00</b>	<b>\$17,965.00</b>
001-0920-431-4569	BUILDING MAINTENANCE	\$29,703.00	\$29,310.00
	Subtotal	<b>\$29,703.00</b>	<b>\$29,310.00</b>
	<b>Internal Services Total</b>	<b>\$120,229.00</b>	<b>\$119,950.00</b>

### ***Services and Supplies***

		Approved 2010-2011	Requested 2011-2012
001-0920-431-4240	BOOTS/UNIFORMS/SAFETY GEAR	\$4,500.00	\$4,500.00
001-0920-431-4240	LAGOON MANAGEMENT PRODUCTS	\$73,000.00	\$40,000.00
001-0920-431-4240	SMALL TOOLS	\$1,000.00	\$1,000.00
	Subtotal	<b>\$78,500.00</b>	<b>\$45,500.00</b>
001-0920-431-4245	PORTABLE FIELD DATA UNITS	\$5,000.00	\$5,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
001-0920-431-4246	BOAT MAINTENANCE	\$8,500.00	\$5,000.00
001-0920-431-4246	CRANE MAINTENANCE	\$3,000.00	\$3,000.00
001-0920-431-4246	HYDRAULIC FLUID	\$1,000.00	\$1,000.00
001-0920-431-4246	MAINTENANCE OF LEVEES, INCL. RIP-RAP	\$9,000.00	\$9,000.00
001-0920-431-4246	OIL FOR DIESEL ENGINES	\$1,500.00	\$1,500.00
001-0920-431-4246	REPAIR TO DIESEL ENGINES, PUMPS AND CONTROLS	\$5,000.00	\$5,000.00
	Subtotal	<b>\$28,000.00</b>	<b>\$24,500.00</b>
001-0920-431-4251	CATHODIC INSPECTION OF ALUMINUM BULKHEADS	\$4,000.00	\$4,000.00
001-0920-431-4251	LAB TESTS REQUIRED FOR NPDES	\$5,000.00	\$16,000.00
001-0920-431-4251	LAGOON PUMP ENGINE SERVICE	\$2,000.00	\$0.00
001-0920-431-4251	MOSQUITO ABATEMENT PROGRAM	\$44,000.00	\$42,000.00

001-0920-431-4251	NPDES PERMIT FEE		\$25,000.00	\$25,000.00
		Subtotal	<b>\$80,000.00</b>	<b>\$87,000.00</b>
001-0920-431-4253	VARIOUS WATERWAYS MANAGEMENT ASSOCIATIONS		\$350.00	\$350.00
		Subtotal	<b>\$350.00</b>	<b>\$350.00</b>
001-0920-431-4254	TRAVEL, CONFERENCES AND MEETINGS		\$750.00	\$750.00
		Subtotal	<b>\$750.00</b>	<b>\$750.00</b>
001-0920-431-4255	TRAINING AND CERTIFICATION		\$4,000.00	\$4,000.00
		Subtotal	<b>\$4,000.00</b>	<b>\$4,000.00</b>
		<b>Services and Supplies Total</b>	<b>\$196,600.00</b>	<b>\$167,100.00</b>
		<b>LAGOON &amp; LEVEES Total</b>	<b>\$747,629.00</b>	<b>\$647,450.00</b>

**PUBLIC WORKS - STREET** Account: 001-0930-431

**GENERAL FUND**

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
001-0930-431-4110	PERMANENT SALARIES	\$312,900.00	\$250,600.00
	Subtotal	<b>\$312,900.00</b>	<b>\$250,600.00</b>
001-0930-431-4112	4TH OF JULY OVERTIME -- PUBLIC WORKS	\$1,000.00	\$1,000.00
001-0930-431-4112	OVERTIME	\$4,000.00	\$4,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
001-0930-431-4120	FRINGE BENEFITS	\$112,900.00	\$104,800.00
	Subtotal	<b>\$112,900.00</b>	<b>\$104,800.00</b>
	<b>Employee Services Total</b>	<b>\$430,800.00</b>	<b>\$360,400.00</b>

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-0930-431-4544	VEHICLE REPLACEMENT - UNITS # 13,14,15,16,23	\$50,761.00	\$52,975.00

		Subtotal	<b>\$50,761.00</b>	<b>\$52,975.00</b>
001-0930-431-4556	EQUIPMENT REPLACEMENT		\$63,872.00	\$63,798.00
001-0930-431-4556	EQUIPMENT REPLACEMENT POOLED RADIOS		\$252.00	\$252.00
		Subtotal	<b>\$64,124.00</b>	<b>\$64,050.00</b>
001-0930-431-4557	INFORMATION TECHNOLOGY SERVICES		\$18,269.00	\$17,965.00
		Subtotal	<b>\$18,269.00</b>	<b>\$17,965.00</b>
001-0930-431-4569	BUILDING MAINTENANCE		\$29,703.00	\$29,311.00
		Subtotal	<b>\$29,703.00</b>	<b>\$29,311.00</b>
		<b>Internal Services Total</b>	<b>\$162,857.00</b>	<b>\$164,301.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-0930-431-4240	BARRICADES AND ACCESSORIES	\$1,500.00	\$1,500.00
001-0930-431-4240	BOOTS/UNIFORMS/SAFETY GEAR	\$6,000.00	\$6,000.00
001-0930-431-4240	CONCRETE SAW BLADES	\$1,500.00	\$1,500.00
001-0930-431-4240	MATERIALS FOR TRAFFIC MARKINGS	\$12,500.00	\$12,500.00
001-0930-431-4240	MISC. SUPPLIES	\$1,500.00	\$1,500.00
001-0930-431-4240	SAND BAGS	\$1,000.00	\$1,000.00
001-0930-431-4240	SAND, ROCK, CEMENT	\$5,000.00	\$5,000.00
001-0930-431-4240	SEALER AND ASPHALT, CUT BACK	\$5,000.00	\$5,000.00
001-0930-431-4240	SIGN MOUNTING HARDWARE	\$2,000.00	\$2,000.00
001-0930-431-4240	SIGN REFURBISHING	\$5,000.00	\$5,000.00
001-0930-431-4240	STORM SEWER CLEANING, REPAIR AND INSTALLATION	\$15,000.00	\$15,000.00
001-0930-431-4240	STORM SEWER POLLUTION PREVENTION PRODUCTS	\$5,000.00	\$5,000.00
		Subtotal	<b>\$61,000.00</b>
001-0930-431-4243	MISC. OFFICE SUPPLIES	\$1,500.00	\$1,500.00
		Subtotal	<b>\$1,500.00</b>
001-0930-431-4246	LUBRICATING OIL AND GREASE	\$1,200.00	\$1,200.00
001-0930-431-4246	MAINTENANCE OF COPY MACHINE (1/3)	\$1,000.00	\$1,000.00
001-0930-431-4246	SMALL EQUIPMENT MAINTENANCE	\$2,000.00	\$2,000.00

001-0930-431-4246	TRAFFIC MARKING EQUIPMENT AND PARTS	\$2,500.00	\$2,500.00
	Subtotal	<b>\$6,700.00</b>	<b>\$6,700.00</b>
001-0930-431-4247	RENTAL EQUIPMENT	\$1,000.00	\$1,000.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
001-0930-431-4248	ELEC. COST FOR 2100 STREET LTS./25 TRAFFIC SIGNALS	\$230,000.00	\$220,000.00
	Subtotal	<b>\$230,000.00</b>	<b>\$220,000.00</b>
001-0930-431-4251	CURB RAMP INSTALLATION / REPLACEMENT	\$25,000.00	\$25,000.00
001-0930-431-4251	MAINTENANCE AND REPAIR OF 2100 STREET LIGHTS	\$62,500.00	\$62,500.00
001-0930-431-4251	MAINTENANCE AND REPAIR OF 25 TRAFFIC SIGNALS	\$55,000.00	\$57,000.00
001-0930-431-4251	RECYCLE AND DISPOSAL OF HAZARDOUS WASTE	\$15,000.00	\$10,000.00
001-0930-431-4251	STREET SWEEPING	\$90,000.00	\$90,000.00
	Subtotal	<b>\$247,500.00</b>	<b>\$244,500.00</b>
001-0930-431-4253	VARIOUS STREET AND TRAFFIC ASSOCIATIONS	\$1,000.00	\$1,000.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
001-0930-431-4254	TRAVEL, CONFERENCES AND MEETINGS	\$1,500.00	\$1,500.00
	Subtotal	<b>\$1,500.00</b>	<b>\$1,500.00</b>
001-0930-431-4255	TRAINING AND CERTIFICATION	\$3,000.00	\$3,000.00
	Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>
<b>Services and Supplies Total</b>		<b>\$553,200.00</b>	<b>\$540,200.00</b>
<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
001-0930-431-4498	REALLOCATION TO GAS TAX FUNDS	(\$558,680.00)	(\$719,680.00)
001-0930-431-4498	REALLOCATION TO TRAFFIC SAFETY FUND	(\$127,000.00)	(\$111,000.00)
	Subtotal	<b>(\$685,680.00)</b>	<b>(\$830,680.00)</b>
<b>Reallocation Total</b>		<b>(\$685,680.00)</b>	<b>(\$830,680.00)</b>
<b>STREET Total</b>		<b>\$461,177.00</b>	<b>\$234,221.00</b>

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# Library Services



The County of San Mateo Library Services Joint Powers Authority (JPA), of which Foster City is a member, operates a library on the ground floor of the Foster City Library / Community Center. The JPA funds the operations of the Library: acquires and maintains book asset inventory, provides personnel to operate the library, etc. Under the JPA, the City owns the building housing the library and is responsible for its maintenance.

For about 10 years the City elected to fund three (3) additional library hours per week above the standard operating hours provided by the JPA through payment to the JPA of the incremental costs associated with those 3 additional hours. The City ceased funding these three additional hours on January 1, 2011.

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**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**LIBRARY SERVICES**  
**GENERAL FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	18,000	18,000	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	18,000	18,000	-
INTERNAL SERVICES	230,880	230,880	213,128
Subtotal (Total Department Expenses before Reallocations)	248,880	248,880	213,128
REALLOCATIONS	-	-	-
<b>TOTAL FOR LIBRARY SERVICES</b>	<b>\$ 248,880</b>	<b>\$ 248,880</b>	<b>\$ 213,128</b>

## DETAIL LINE ITEM REPORT

LIBRARY SERVICES - LIBRARY SERVICES

Account: 001-1310-415

GENERAL FUND

<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
001-1310-415-4569	BUILDING MAINTENANCE -- LIBRARY	\$230,880.00	\$213,128.00
Subtotal		<b>\$230,880.00</b>	<b>\$213,128.00</b>
<b>Internal Services Total</b>		<b>\$230,880.00</b>	<b>\$213,128.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
001-1310-415-4251	CITY LIBRARY SERVICES (3 ADD'L HOURS to 12/31/10)	\$18,000.00	\$0.00
Subtotal		<b>\$18,000.00</b>	<b>\$0.00</b>
<b>Services and Supplies Total</b>		<b>\$18,000.00</b>	<b>\$0.00</b>
<b>LIBRARY SERVICES Total</b>		<b>\$248,880.00</b>	<b>\$213,128.00</b>

# Property Tax Administration



Property taxes are collected by the County of San Mateo's Assessor's Office. For those services, the County charges the City a property tax administration fee for collecting and remitting the property taxes to the Estero Municipal Improvement District. For Fiscal Year 2011-2012 there is an increase in total cost to \$150,000 to correspond with an increase in the taxes collected for the City with the closeout of Community Development Agency Project Area One.

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**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
PROPERTY TAX ADMINISTRATION  
GENERAL FUND -- DISTRICT  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	110,000	110,000	150,000
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	110,000	110,000	150,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	110,000	110,000	150,000
REALLOCATIONS	-	-	-
<b>TOTAL FOR PROPERTY TAX ADMINISTRATION</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 150,000</b>

## DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - GENERAL ACCOUNTING      Account: 002-1120-415      GENERAL FUND-DISTRICT

<b><i>Services and Supplies</i></b>			Approved 2010-2011	Requested 2011-2012
002-1120-415-4251	PROPERTY TAX ADMINISTRATION FEE		\$110,000.00	\$150,000.00
	Subtotal		<b>\$110,000.00</b>	<b>\$150,000.00</b>
	<b>Services and Supplies Total</b>		<b>\$110,000.00</b>	<b>\$150,000.00</b>
	<b>GENERAL ACCOUNTING Total</b>		<b>\$110,000.00</b>	<b>\$150,000.00</b>

# Traffic Safety

Revenues are received by the City as its share of fines generated from violations of the State Motor Vehicle Code and expended for traffic safety programs. These funds are eligible to be spent on street and roadway improvements that facilitate traffic safety programs in Foster City.

A portion of the costs incurred in the Public Works – Streets Maintenance Division are charged to the Traffic Safety Fund as an expenditure reallocation.



**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PUBLIC WORKS**  
**TRAFFIC SAFETY FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	-
REALLOCATIONS	127,000	127,000	111,000
<b>TOTAL FOR PUBLIC WORKS</b>	<b>\$ 127,000</b>	<b>\$ 127,000</b>	<b>\$ 111,000</b>

## DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - GENERAL ACCOUNTING

Account: 101-1120-415

TRAFFIC SAFETY

<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
101-1120-415-4499	REALLOCATION FROM PW STREETS	\$127,000.00	\$111,000.00
	Subtotal	<b>\$127,000.00</b>	<b>\$111,000.00</b>
	<b>Reallocation Total</b>	<b>\$127,000.00</b>	<b>\$111,000.00</b>
	<b>GENERAL ACCOUNTING Total</b>	<b>\$127,000.00</b>	<b>\$111,000.00</b>

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# Gas Tax

The State of California imposes excise taxes on various transportation fuels and apportions those taxes based upon state law to the City. There are two separate funds to account for these gas taxes.

## **Gas Tax (Section 2105-2107.5)**

Historically, Gas Taxes of 18 cents per gallon of fuel sold statewide were remitted to the City in accordance with the Streets and Highways Code under the four following sections:

- Section 2105(b) – Allocation of tax revenues above 9 cents per gallon based on city population.
- Section 2106 – Revenues equal to 1.04 cents per gallon subject to a flat amount of \$400 per month plus any residual based on registered vehicles in the county
- Section 2107 – allocations ranging from 1.315 cents per gallon of gasoline to 2.59 cents per gallon of LP Gas based on population
- Section 2107.5 – Flat allocation based on city size (\$6,000 for Foster City based on population between 25,000 and 50,000)



These funds are eligible to be spent for engineering, construction and maintenance of City streets. The City has chosen to allocate expenses related to the City / County Association of Governments Congestion Management and Relief Plans in the Council/Board division as eligible expenditures for reimbursement from these Gas Tax revenues, as well as all costs associated with Streets Maintenance under the Public Works – Streets Division in the General Fund up to the full amount of gas tax revenues expected in each budget year.

## **Gas Tax (Section 2103)**

As part of the State's attempt to solve its budgetary deficit in FY 2010-2011, the State passed legislation by creating a new section in the Streets and Highway Code:

- Section 2103 – Allocation of funds from a new motor vehicle fuel excise tax (17.3 cents per gallon) that replaces previous city and county allocations from the Proposition 42 sales tax on gasoline. Forty-four percent (44%) of the amount collected is allocated to cities and counties based on a pro-rata share of the total of the other gas taxes in Sections 2105-2107.5 above.

When the legislation was passed, Section 2103 revenues were intended for the same purposes as the Proposition 42 revenues, which were intended for streets and roadways infrastructure projects. However, clean-up legislation was signed by the Governor in light of the passage of Propositions 22 and 26 in November 2010 that changes the characterization of those revenues and allows them to be used for the same purposes as the other Gas Tax revenues (Sections 2105-2107.5).

The City has elected to retain the Gas Tax (Section 2103) revenues for purposes of funding streets and roadway capital improvement projects in future years.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PUBLIC WORKS**  
**GAS TAX FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	-
REALLOCATIONS	665,500	665,500	826,500
<b>TOTAL FOR PUBLIC WORKS</b>	<b>\$ 665,500</b>	<b>\$ 665,500</b>	<b>\$ 826,500</b>

## DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - GENERAL ACCOUNTING

Account: 103-1120-415

GAS TAX

<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
103-1120-415-4499	REALLOCATION FROM COUNCIL/BOARD	\$106,820.00	\$106,820.00
103-1120-415-4499	REALLOCATION FROM PW STREETS	\$558,680.00	\$719,680.00
Subtotal		<b>\$665,500.00</b>	<b>\$826,500.00</b>
<b>Reallocation Total</b>		<b>\$665,500.00</b>	<b>\$826,500.00</b>
<b>GENERAL ACCOUNTING Total</b>		<b>\$665,500.00</b>	<b>\$826,500.00</b>

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## SLESF/COPS Grant



SLESF/COPS Grant Funding – The City has continued to be the recipient of \$100,000 of funding annually from the State of California under the Citizens Option for Public Safety (COPS) program, a Special Revenue Fund. However, while the Governor has proposed the continued funding of the COPS program, there has not been funding identified in order to fund the program. Given the uncertainties surrounding the ability for the State to fund the program, the City is taking a conservative approach as assuming that funding will not be available for FY 2011-2012.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**POLICE**  
**SLESF / COPS GRANT**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 100,000	\$ 100,000	\$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	100,000	100,000	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	100,000	100,000	-
REALLOCATIONS	-	-	-
<b>TOTAL FOR SLESF / COPS GRANT</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>

## DETAIL LINE ITEM REPORT

POLICE - FIELD OPERATIONS

Account: 108-0620-421

SLESF/COPS GRANT

<i>Employee Services</i>		Approved 2010-2011	Requested 2011-2012
108-0620-421-4110	ALLOCATION FR GEN'L FUND (POLICE) FOR 1 OFFICER	\$100,000.00	\$0.00
	Subtotal	<b>\$100,000.00</b>	<b>\$0.00</b>
	<b>Employee Services Total</b>	<b>\$100,000.00</b>	<b>\$0.00</b>
	<b>FIELD OPERATIONS Total</b>	<b>\$100,000.00</b>	<b>\$0.00</b>

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In 2004, the City of Foster City took the initiative to create and launch a recruitment website for advertising public sector employment opportunities, which also functions as an applicant tracking and processing tool. The entrepreneurial endeavor was developed by the Human Resources Department in partnership with the Information Technology Division. The Human Resources Department administers the program, handling all aspects of marketing and relationships with employer clients. Job seekers can log on to one web site and search for career opportunities in the public sector, post their resumes, and apply for jobs that are open. Employers are charged an initiation fee of up to \$2,000 to join the program, a one-time \$750 training fee and then an annual maintenance fee of \$1,500 thereafter. For agencies who are only interested in posting summer internship positions, the fee is \$500. Agencies can also opt not to become members and pay \$150 per job announcement. A job seeker incurs no cost to submit applications or post resumes.

The City benefits from the creation and maintenance of this entrepreneurial endeavor. The Personnel Allocations greatly subsidize personnel that would otherwise be charged to the General Fund. The savings is approximately \$80,000 per year. Additionally, the City would otherwise be either processing all recruitments manually through paper applications and scoring. The use of web-based technology increases the quality of the applicant pool and decreases recruitment times by approximately 60% and has reduced Human Resources staff time spent on recruitments greatly, allowing capacity for more strategic City endeavors. If Foster City were to buy these services on the market, the cost could be approximately \$7,500 annually through another vendor. This is an expense that the City does not incur, but rather enjoys for free. Lastly, CalOpps signifies an important partnership of governmental entities to provide these services at an affordable cost.

### ***RESOURCES REQUIRED***

This is a self-supporting initiative accounted for in the City's Special Revenue Funds (fund #114). Resources required include the following:

- Personnel Allocations – Allocations of 10% of the Human Resources Director and 20% of one Human Resources Analyst time are charged to the fund on an annual basis.
- Internal Services Charges – Support and hardware / software replacement charges from the Information Technology Internal Services Fund are allocated to the fund.
- Supplies – Miscellaneous supply and copy expense charges are necessary to account for such expenses borne by the City for the CalOpps program.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
HUMAN RESOURCES  
CALOPPS.ORG FUND  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 59,900	\$ 59,900	\$ 58,600
SERVICES AND SUPPLIES	13,900	13,900	13,900
CAPITAL OUTLAY		-	
Subtotal (Total Department-Controlled Expenses)	73,800	73,800	72,500
INTERNAL SERVICES	19,153	19,153	20,503
Subtotal (Total Department Expenses before Reallocations)	92,953	92,953	93,003
REALLOCATIONS	-	-	-
<b>TOTAL FOR HUMAN RESOURCES</b>	<b>\$ 92,953</b>	<b>\$ 92,953</b>	<b>\$ 93,003</b>

## DETAIL LINE ITEM REPORT

HUMAN RESOURCES - ADMINISTRATION Account: 114-1210-415

CALOPPS.ORG

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
114-1210-415-4110	PERMANENT SALARIES	\$44,100.00	\$44,100.00
Subtotal		<b>\$44,100.00</b>	<b>\$44,100.00</b>
114-1210-415-4120	FRINGE BENEFITS	\$15,800.00	\$14,500.00
Subtotal		<b>\$15,800.00</b>	<b>\$14,500.00</b>
<b>Employee Services Total</b>		<b>\$59,900.00</b>	<b>\$58,600.00</b>
<b>Internal Services</b>		Approved 2010-2011	Requested 2011-2012
114-1210-415-4557	INFORMATION TECHNOLOGY SERVICES	\$19,153.00	\$20,503.00
Subtotal		<b>\$19,153.00</b>	<b>\$20,503.00</b>
<b>Internal Services Total</b>		<b>\$19,153.00</b>	<b>\$20,503.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
114-1210-415-4241	COPY EXPENSES	\$2,500.00	\$2,500.00
Subtotal		<b>\$2,500.00</b>	<b>\$2,500.00</b>
114-1210-415-4249	MARKETING / TRADE SHOWS	\$6,400.00	\$6,400.00
Subtotal		<b>\$6,400.00</b>	<b>\$6,400.00</b>
114-1210-415-4251	CONSULTING FEES -- DOCUMENTATION / TRAINING	\$5,000.00	\$5,000.00
Subtotal		<b>\$5,000.00</b>	<b>\$5,000.00</b>
<b>Services and Supplies Total</b>		<b>\$13,900.00</b>	<b>\$13,900.00</b>
<b>ADMINISTRATION Total</b>		<b>\$92,953.00</b>	<b>\$93,003.00</b>

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# Foster City Community Development Agency Affordable Housing Reimbursement Agreement

On February 22, 2011, the Foster City Community Development Agency (“Agency”) and the City of Foster City (“City”) entered into an Affordable Housing Reimbursement Agreement (“AHRA”), under which the City would undertake certain high priority affordable housing projects to be paid for by a binding pledge of tax increment from the Agency. The Agency would provide net available tax increment and loan proceeds over the next 25 years to provide affordable housing to low- to moderate-income families in the City.

In addition, the Agency’s Project Area One reached its tax increment cap of \$170 million as of June 30, 2011. The remaining assets in the Project Area One’s Housing Fund totaling over \$17 million were transferred to the City under the terms of the AHRA. In addition, the Agency also conveyed six (6) properties representing eight (8) affordable housing units to the City under the terms of the AHRA to administer the affordable housing subsidy programs through those units.

The budget for FY 2011-2012 includes costs associated with the following initiatives:

- Affordable Housing Rent Subsidy Programs – costs associated with providing below-market-rate rent to low- and moderate-income families
- Rehabilitation Programs – loans and financial assistance to rehabilitate affordable housing units
- 1<sup>st</sup> Time Homebuyer Loans – funding for up to three (3) first-time homebuyer loans at below-market interest rates
- Human Investment Project – funding towards the HIP Homeshare Program
- San Mateo County Housing Endowment and Regional Trust (HEART) – dues funding to support affordable housing initiatives in Foster City
- Pilgrim-Triton Developer Payment – a payment of over \$1 million will fund the first part of Phase I of the project which will ultimately fund 60 affordable housing units.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**COMMUNITY DEVELOPMENT**  
**FOSTER CITY CDA AFFORDABLE HOUSING REIMBURSEMENT AGREEMENT**  
**Annual Budget Appropriation for Fiscal Year**

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	-	-	1,611,000
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	1,611,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	1,611,000
REALLOCATIONS	-	-	-
<b>TOTAL FOR COMMUNITY DEVELOPMENT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,611,000</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - HOUSING

Account: 120-0832-463

CDA AHRA

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
120-0832-463-4251	AFFORDABLE HOUSING PROGRAMS MANAGEMENT (CITY)	\$0.00	\$59,000.00
120-0832-463-4251	HOUSING IMPLEMENTATION	\$0.00	\$35,000.00
120-0832-463-4251	HUMAN INVESTMENT PROJECT - HOMESHARE PROGRAM	\$0.00	\$27,000.00
	Subtotal	<b>\$0.00</b>	<b>\$121,000.00</b>
120-0832-463-4253	CALIFORNIA REDEVELOPMENT ASSOCIATION DUES	\$0.00	\$1,800.00
120-0832-463-4253	SAN MATEO COUNTY HEART DUES	\$0.00	\$11,200.00
	Subtotal	<b>\$0.00</b>	<b>\$13,000.00</b>
120-0832-463-4254	CRA CONFERENCE	\$0.00	\$2,000.00
	Subtotal	<b>\$0.00</b>	<b>\$2,000.00</b>
120-0832-463-4265	AFFORDABLE HOUSING RENT SUBSIDY PROGRAM	\$0.00	\$130,000.00
120-0832-463-4265	DEVELOPER PAYMENT - PILGRIM-TRITON	\$0.00	\$1,050,000.00
120-0832-463-4265	FIRST TIME HOMEBUYERS PROGRAM	\$0.00	\$225,000.00
120-0832-463-4265	REHABILITATION LOAN PROGRAM	\$0.00	\$60,000.00
120-0832-463-4265	SENIOR HOME REPAIR PROGRAM	\$0.00	\$10,000.00
	Subtotal	<b>\$0.00</b>	<b>\$1,475,000.00</b>
	<b>Services and Supplies Total</b>	<b>\$0.00</b>	<b>\$1,611,000.00</b>
	<b>HOUSING Total</b>	<b>\$0.00</b>	<b>\$1,611,000.00</b>

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## **Foster City Community Development Agency Cooperative Services Agreement**

On April 18, 2011, the Foster City Community Development Agency (“Agency”) and the City of Foster City (“City”) entered into Cooperative Services Agreement (“CSA”), under which the City would undertake responsibilities to make payments under a Stipulated Judgment and Mutual Release between the Agency and the San Mateo Union High School District (“SMUHSD”) dated June 27, 1991. Under the terms of the agreement, the Agency was responsible for making annual payments to SMUHSD through FY 2015-2016 out of Project Area One tax increment.

The Agency’s Project Area One reached its tax increment cap of \$170 million as of June 30, 2011. Assets in the Project Area One’s General Fund totaling \$2,467,000 were transferred to the City under the terms of the CSA. The Agreement requires the City to fulfill the obligation to render the payments to SMUHSD, and handle all administrative / financial requirements under the Stipulated Judgment, including financial accounting, auditing, external reporting, and investment of funds. In payment for those services, the Agreement would allow the City to retain any interest that accrues on the reserves maintained until all funds are liquidated in full in FY 2015-2016.

The operating budget for FY 2011-2012 includes the payment to SMUHSD as well as an expenditure in payment for services provided by the City’s General Fund associated with the CSA equivalent to the project interest earnings in the fund per the terms of the CSA.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**FINANCIAL SERVICES**  
**FOSTER CITY CDA COOPERATIVE SERVICES AGREEMENT**  
**Annual Budget Appropriation for Fiscal Year**

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	-	-	524,000
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	524,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	524,000
REALLOCATIONS	-	-	-
<b>TOTAL FOR FINANCIAL SERVICES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 524,000</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - COMMUNITY DEVELOPMENT  
0831-463

Account: 121-

CDA SMUHSD SVCS  
AGMT

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
121-0831-463-4251	CITY ADMINISTRATIVE SUPPORT SERVICES	\$0.00	\$49,000.00
	Subtotal	<b>\$0.00</b>	<b>\$49,000.00</b>
121-0831-463-4265	SMUHSD PAYMENT PER AGREEMENT	\$0.00	\$475,000.00
	Subtotal	<b>\$0.00</b>	<b>\$475,000.00</b>
	<b>Services and Supplies Total</b>	<b>\$0.00</b>	<b>\$524,000.00</b>
<b>COMMUNITY DEVELOPMENT Total</b>		<b>\$0.00</b>	<b>\$524,000.00</b>

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# Water Enterprise Fund

The Estero Municipal Improvement District (EMID) provides water utility services to customers in Foster City and the Mariner's Island area of the City of San Mateo (north of Highway 92 and East of Highway 101). Treated water is purchased exclusively from the San Francisco Water Department, a department of the San Francisco Public Utilities Commission (SFPUC). The water is delivered to EMID via the Hetch Hetchy Reservoir distribution system with approximately 120 pounds per square inch (PSI) of pressure. EMID reduces the pressure to approximately 60 PSI operating pressure for customers. The SFPUC treats and monitors the water quality to meet all drinking water standards. EMID also continually tests the water it distributes with dedicated sampling sites throughout our service area to assure compliance with State health standards.



EMID maintains and operates the distribution system within its boundaries. EMID maintains and operates four (4) water tanks with a total storage of 20 million gallons to provide supply storage in the event of system shutdowns or emergencies. EMID has three (3) natural gas engines with propane backup systems and two (2) electrical powered pumps that pump water from the storage tanks into the distribution system. The water storage tanks and the pumping station are located at the District's corporation yard. EMID also maintains and operates more than 110 miles of water lines, more than 4,800 water valves, over 8,600 Water Meters, more than 1,400 fire hydrants, two water pressure reduction stations, as well as the facilities at the corporation yard.

EMID customers are currently billed bi-monthly for the water services. There are two (2) components of charges in the customer bill. The customers are charged a water availability charge, which is often referred to as a meter charge because the charge is based on the size of the water meter at the property, and a consumption charge for the amount of water consumed. On average, EMID customers consume 5.2 to 5.6 million gallons of water per day (MGD). The Water Supply Assurance from the SFPUC is 5.9 MGD through June 30, 2034<sup>1</sup>. Water conservation efforts are underway to ensure that EMID maintains a sufficient amount of water for its customers. Conservation-based water rates and expanded rebated programs were implemented in an effort to provide incentives for customers to conserve. The City is converting to an online utility billing system that will allow customers to view and pay their utility bills online at no additional cost to the customer.

For further information about the EMID Water Enterprise Fund operations, please refer to the Public Works narrative included earlier in this Budget Document.

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<sup>1</sup> The Water Supply Agreement has conditional provisions for two (2) five-year extensions through June 30, 2044.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PUBLIC WORKS**  
**WATER ENTERPRISE FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 1,491,000	\$ 1,491,000	\$ 1,600,000
SERVICES AND SUPPLIES	5,271,221	5,271,221	6,787,663
CAPITAL OUTLAY	5,000	5,000	-
Subtotal (Total Department-Controlled Expenses)	6,767,221	6,767,221	8,387,663
INTERNAL SERVICES	760,528	760,528	803,136
Subtotal (Total Department Expenses before Reallocations)	7,527,749	7,527,749	9,190,799
REALLOCATIONS	843,087	843,087	774,888
<b>TOTAL FOR WATER ENTERPRISE FUND</b>	<b>\$ 8,370,836</b>	<b>\$ 8,370,836</b>	<b>\$ 9,965,687</b>

## DETAIL LINE ITEM REPORT

PUBLIC WORKS - WATER      Account: 401-0960-461

WATER REVENUE

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
401-0960-461-4110	PERMANENT SALARIES	\$1,080,500.00	\$1,114,200.00
Subtotal		<b>\$1,080,500.00</b>	<b>\$1,114,200.00</b>
401-0960-461-4111	PUBLIC WORKS INTERNS	\$6,000.00	\$6,000.00
Subtotal		<b>\$6,000.00</b>	<b>\$6,000.00</b>
401-0960-461-4112	OVERTIME	\$16,000.00	\$16,000.00
Subtotal		<b>\$16,000.00</b>	<b>\$16,000.00</b>
401-0960-461-4120	FRINGE BENEFITS	\$388,500.00	\$463,800.00
Subtotal		<b>\$388,500.00</b>	<b>\$463,800.00</b>
<b>Employee Services Total</b>		<b>\$1,491,000.00</b>	<b>\$1,600,000.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
401-0960-461-4544	VEHICLE REPLACEMENT - UNITS 17,20,21,22,27,35,36	\$110,414.00	\$120,562.00
Subtotal		<b>\$110,414.00</b>	<b>\$120,562.00</b>
401-0960-461-4556	EQUIPMENT REPLACEMENT	\$297,820.00	\$400,697.00
401-0960-461-4556	EQUIPMENT REPLACEMENT POOLED RADIOS	\$252.00	\$252.00
Subtotal		<b>\$298,072.00</b>	<b>\$400,949.00</b>
401-0960-461-4557	INFORMATION TECHNOLOGY SERVICES	\$228,144.00	\$190,313.00
Subtotal		<b>\$228,144.00</b>	<b>\$190,313.00</b>
401-0960-461-4562	SELF INSURANCE FUND CHARGE	\$64,500.00	\$32,700.00
Subtotal		<b>\$64,500.00</b>	<b>\$32,700.00</b>
401-0960-461-4569	BUILDING MAINTENANCE	\$59,398.00	\$58,612.00
Subtotal		<b>\$59,398.00</b>	<b>\$58,612.00</b>

**Internal Services Total    \$760,528.00    \$803,136.00**

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
401-0960-461-4240	ANNUAL WATER QUALITY REPORT - PRINTING	\$7,000.00	\$7,000.00
401-0960-461-4240	BOOTS AND UNIFORMS	\$5,300.00	\$5,300.00
401-0960-461-4240	COMPRESSION FITTINGS	\$2,000.00	\$2,000.00
401-0960-461-4240	HYDRANT FITTINGS AND PARTS	\$5,500.00	\$5,500.00
401-0960-461-4240	METER PARTS	\$12,000.00	\$12,000.00
401-0960-461-4240	PAINT FOR HYDRANTS AND MISC. JOBS	\$1,000.00	\$1,000.00
401-0960-461-4240	PIPES, CLAMPS AND PARTS	\$14,000.00	\$14,000.00
401-0960-461-4240	SAFETY GEAR	\$1,500.00	\$1,500.00
401-0960-461-4240	SAW BLADES FOR ASPHALT/CONCRETE CUTTER	\$1,300.00	\$0.00
401-0960-461-4240	SMALL TOOLS	\$1,500.00	\$1,500.00
401-0960-461-4240	STAINLESS STEEL NUTS AND BOLTS	\$1,000.00	\$2,300.00
401-0960-461-4240	TRENCH EXCAVATION MATERIAL	\$6,000.00	\$6,000.00
401-0960-461-4240	VALVES AND METER BOXES AND LIDS	\$16,000.00	\$16,000.00
401-0960-461-4240	WATER VALVES AND OPERATION NUTS	\$3,500.00	\$3,500.00
	Subtotal	<b>\$77,600.00</b>	<b>\$77,600.00</b>
401-0960-461-4241	PRINTING FOR PROP 218 NOTIFICATION - WATER/SEWER	\$700.00	\$2,000.00
	Subtotal	<b>\$700.00</b>	<b>\$2,000.00</b>
401-0960-461-4242	POSTAGE FOR ANNUAL WATER QUALITY REPORT	\$3,000.00	\$3,000.00
401-0960-461-4242	POSTAGE FOR PROP 218 NOTIFICATION - WATER/SEWER	\$1,800.00	\$2,000.00
	Subtotal	<b>\$4,800.00</b>	<b>\$5,000.00</b>
401-0960-461-4243	BOOKS, MANUALS & TAPES	\$1,000.00	\$1,000.00
401-0960-461-4243	MISC. OFFICE SUPPLIES	\$1,500.00	\$1,500.00
	Subtotal	<b>\$2,500.00</b>	<b>\$2,500.00</b>
401-0960-461-4245	PORTABLE FIELD DATA UNITS	\$5,000.00	\$5,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
401-0960-461-4246	AIR RELIEF VALVE REPAIR AND REPLACEMENT	\$1,000.00	\$1,000.00

401-0960-461-4246	ANNUAL WATER MODEL MAINTENANCE FEE	\$800.00	\$0.00
401-0960-461-4246	MAINTENANCE OF AUTOMATIC METER READING EQUIPMENT	\$3,000.00	\$3,000.00
401-0960-461-4246	MAINTENANCE OF COPY MACHINE (1/3)	\$1,000.00	\$1,000.00
401-0960-461-4246	MAINTENANCE OF PRESSURE REDUCING VALVES	\$3,000.00	\$3,000.00
401-0960-461-4246	MAINTENANCE REPAIR TO WATER PUMPS/ENGINES	\$10,000.00	\$10,000.00
401-0960-461-4246	MAINTENANCE REPAIRS TO 5 PORTABLE PUMPS-HYDR EQUIP	\$1,500.00	\$1,000.00
401-0960-461-4246	REPAIRS/SERVICE CALLS-WATER/ELECTRICAL CONROL SYS	\$4,000.00	\$4,000.00
	Subtotal	<b>\$24,300.00</b>	<b>\$23,000.00</b>
401-0960-461-4247	RENTAL EQUIPMENT	\$2,000.00	\$2,000.00
	Subtotal	<b>\$2,000.00</b>	<b>\$2,000.00</b>
401-0960-461-4248	CA DEPARTMENT OF HEALTH SERVICES	\$13,000.00	\$13,000.00
401-0960-461-4248	ELECTRICITY FOR WATER PUMP PLANT	\$40,000.00	\$42,000.00
401-0960-461-4248	NATURAL GAS FOR WATER PUMP PLANT	\$20,000.00	\$20,000.00
401-0960-461-4248	SFPUC WATER PURCHASE	\$4,800,054.00	\$6,308,046.00
401-0960-461-4248	WATER MANAGEMENT FEE (BAWSCA)	\$100,000.00	\$80,000.00
	Subtotal	<b>\$4,973,054.00</b>	<b>\$6,463,046.00</b>
401-0960-461-4251	ANNUAL WATER QUALITY REPORT - GRAPHICS	\$1,000.00	\$1,000.00
401-0960-461-4251	BACKFLOW PREVENTION FEES, SAN MATEO COUNTY	\$22,000.00	\$25,000.00
401-0960-461-4251	CATHODIC PROTECTION PROGRAM	\$3,000.00	\$26,000.00
401-0960-461-4251	CHLORINATE/INSPECT WATER TANKS	\$0.00	\$5,000.00
401-0960-461-4251	LEAD AND COPPER TESTING	\$0.00	\$5,000.00
401-0960-461-4251	POTABLE WATER LAB TESTS	\$32,000.00	\$28,000.00
401-0960-461-4251	SCADA MODIFICATIONS FOR EMERGENCY PREPAREDNESS	\$10,000.00	\$0.00
401-0960-461-4251	SPECIAL STUDIES	\$25,000.00	\$25,000.00
	Subtotal	<b>\$93,000.00</b>	<b>\$115,000.00</b>
401-0960-461-4253	AWWA DUES	\$1,500.00	\$1,500.00
401-0960-461-4253	BAWSCA DUES AND ASSESSMENT	\$84,767.00	\$84,767.00
	Subtotal	<b>\$86,267.00</b>	<b>\$86,267.00</b>
401-0960-461-4254	TRAVEL, CONFERENCES AND MEETINGS	\$3,000.00	\$2,250.00

		Subtotal	<b>\$3,000.00</b>	<b>\$2,250.00</b>
401-0960-461-4255	TRAINING AND CERTIFICATION		\$4,000.00	\$4,000.00
		Subtotal	<b>\$4,000.00</b>	<b>\$4,000.00</b>
		<b>Services and Supplies Total</b>	<b>\$5,276,221.00</b>	<b>\$6,787,663.00</b>

<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012	
401-0960-461-4463	DISTRICT BOARD	\$26,198.00	\$27,479.00	
401-0960-461-4463	DISTRICT LEGAL COUNSEL	\$53,825.00	\$59,037.00	
401-0960-461-4463	DISTRICT MANAGER	\$182,570.00	\$167,890.00	
401-0960-461-4463	DISTRICT SECRETARY	\$68,237.00	\$60,651.00	
401-0960-461-4463	FINANCIAL SERVICES	\$367,974.00	\$321,244.00	
401-0960-461-4463	HUMAN RESOURCES	\$87,050.00	\$83,524.00	
401-0960-461-4463	PW ENGINEERING	\$57,233.00	\$55,063.00	
		Subtotal	<b>\$843,087.00</b>	<b>\$774,888.00</b>
		<b>Reallocation Total</b>	<b>\$843,087.00</b>	<b>\$774,888.00</b>
		<b>WATER Total</b>	<b>\$8,370,836.00</b>	<b>\$9,965,687.00</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PUBLIC WORKS**  
**WATER EQUIPMENT REPLACEMENT FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	442,917	442,917	624,523
Subtotal (Total Department-Controlled Expenses)	442,917	442,917	624,523
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	442,917	442,917	624,523
REALLOCATIONS	-	-	-
<b>TOTAL FOR WATER EQUIPMENT REPLACEMENT FUND</b>	<b>\$ 442,917</b>	<b>\$ 442,917</b>	<b>\$ 624,523</b>

## DETAIL LINE ITEM REPORT

PUBLIC WORKS - WATER

Account: 407-0960-461

WATER EQUIPMENT REPLACEMENT FUND

<b>Capital Outlay</b>		Approved 2010-2011	Requested 2011-2012
407-0960-461-4385	EQUIPMENT REPLACEMENT -- WATER FUND	\$442,917.00	\$624,523.00
	Subtotal	<b>\$442,917.00</b>	<b>\$624,523.00</b>
	<b>Capital Outlay Total</b>	<b>\$442,917.00</b>	<b>\$624,523.00</b>
	<b>WATER Total</b>	<b>\$442,917.00</b>	<b>\$624,523.00</b>

# Wastewater Collection System Enterprise Funds



The Estero Municipal Improvement District (EMID) collects all wastewater flows within Foster City city limits. Collected wastewater is pumped to the jointly owned Wastewater Treatment Plant (WWTP) in San Mateo for treatment and disposal. The EMID staff with the cooperation of the San Mateo Treatment Plant staff strives to protect the health and safety of Foster City residents and to ensure the protection of the environment by effective treatment and disposal of all wastewater flows from commercial, industrial, and residential users.

Following the recent completion of the WWTP expansion, the San Mateo Treatment Plant staff will be implementing a Stress Test and updated Master Plan for the plant. The Stress Test will be a study of possible failure modes within the WWTP and procedures and back-up equipment necessary to deal with them should they occur. Also as a result of the study, the Master Plan will be updated to identify potential capital improvement projects to be implemented over the next ten years.

EMID operates and maintains more than 63 miles of sewer pipe lines, more than 4.5 miles of sewer force mains, 49 pumping stations, 15 permanent standby generators, and four portable generators located within the collection system. Nearly 3 million gallons of wastewater is generated within Foster City each day and pumped to the EMID/ San Mateo Treatment Plant for treatment and disposal.

EMID customers are currently billed bi-monthly for the sewer services. The City is converting to an online utility billing system that will allow customers to view and pay their utility bills online at no additional cost to the customer. The residential customers are categorized by different classifications (Single Family, Townhouse, Duplex, Apartments). The customers within each classification pay the same flat rate. The commercial customers are charged based on classification and potable water usage. The wastewater rates are reviewed annually and updated accordingly.

Expenditures for the Wastewater Enterprise operations are accounted for in three funds:

- Wastewater Revenue (#451) – This fund accounts for the operating and maintenance expenses associated with providing wastewater collection and treatment.
- Wastewater Capital Investment Account (#455) – This fund accounts for the investment in wastewater collection system infrastructure.
- Wastewater Equipment Replacement Fund (#457) – This fund accounts for the replacement of equipment used in support of wastewater operations.

For further information about the EMID Collection System (Wastewater) Enterprise Fund operations, please refer to the Public Works narrative included earlier in this Budget Document.

**DEPARTMENT SUMMARY BY DIVISION**  
**Estero Municipal Improvement District**  
**PUBLIC WORKS**  
**WASTEWATER COLLECTION SYSTEM FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 1,446,000	\$ 1,446,000	\$ 1,520,500
SERVICES AND SUPPLIES	2,764,450	2,764,450	2,545,150
CAPITAL OUTLAY	5,000	5,000	-
Subtotal (Total Department-Controlled Expenses)	4,215,450	4,215,450	4,065,650
INTERNAL SERVICES	836,020	836,020	813,645
Subtotal (Total Department Expenses before Reallocations)	5,051,470	5,051,470	4,879,295
REALLOCATIONS	748,189	748,189	697,250
<b>TOTAL FOR WASTEWATER COLLECTION SYSTEM FUND</b>	<b>\$ 5,799,659</b>	<b>\$ 5,799,659</b>	<b>\$ 5,576,545</b>

## DETAIL LINE ITEM REPORT

PUBLIC WORKS - WASTEWATER    Account: 451-0970-432

WASTEWATER REVENUE

<i><b>Employee Services</b></i>	Approved 2010-2011	Requested 2011-2012
451-0970-432-4110    PERMANENT SALARIES	\$1,009,600.00	\$1,027,500.00
Subtotal	<b>\$1,009,600.00</b>	<b>\$1,027,500.00</b>
451-0970-432-4111    PUBLIC WORKS INTERNS	\$6,000.00	\$6,000.00
451-0970-432-4111    SUMMER TEMPORARY WORKER	\$14,400.00	\$14,400.00
Subtotal	<b>\$20,400.00</b>	<b>\$20,400.00</b>
451-0970-432-4112    OVERTIME	\$32,000.00	\$24,000.00
Subtotal	<b>\$32,000.00</b>	<b>\$24,000.00</b>
451-0970-432-4113    STANDBY PAY	\$21,200.00	\$21,200.00
Subtotal	<b>\$21,200.00</b>	<b>\$21,200.00</b>
451-0970-432-4120    FRINGE BENEFITS	\$362,800.00	\$427,400.00
Subtotal	<b>\$362,800.00</b>	<b>\$427,400.00</b>
<b>Employee Services Total</b>	<b>\$1,446,000.00</b>	<b>\$1,520,500.00</b>

<i><b>Internal Services</b></i>	Approved 2010-2011	Requested 2011-2012
451-0970-432-4544    VEHICLE REPLACEMENT - 11 Units	\$206,418.00	\$191,284.00
Subtotal	<b>\$206,418.00</b>	<b>\$191,284.00</b>
451-0970-432-4556    EQUIPMENT REPLACEMENT	\$274,008.00	\$336,177.00
451-0970-432-4556    EQUIPMENT REPLACEMENT POOLED RADIOS	\$252.00	\$252.00
Subtotal	<b>\$274,260.00</b>	<b>\$336,429.00</b>
451-0970-432-4557    INFORMATION TECHNOLOGY SERVICES	\$231,444.00	\$194,620.00
Subtotal	<b>\$231,444.00</b>	<b>\$194,620.00</b>
451-0970-432-4562    SELF INSURANCE FUND CHARGE	\$64,500.00	\$32,700.00

		Subtotal	<b>\$64,500.00</b>	<b>\$32,700.00</b>
451-0970-432-4569	BUILDING MAINTENANCE		\$59,398.00	\$58,612.00
		Subtotal	<b>\$59,398.00</b>	<b>\$58,612.00</b>
		<b>Internal Services Total</b>	<b>\$836,020.00</b>	<b>\$813,645.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012	
451-0970-432-4240	BOOTS / UNIFORMS	\$6,400.00	\$6,400.00	
451-0970-432-4240	CABLE/HOSES	\$2,500.00	\$2,500.00	
451-0970-432-4240	COATINGS/EPOXIES	\$2,000.00	\$2,000.00	
451-0970-432-4240	DISPOSAL FEES FOR SANITARY SOLIDS	\$5,000.00	\$2,000.00	
451-0970-432-4240	FIRST AID AND SAFETY SUPPLIES	\$2,500.00	\$2,500.00	
451-0970-432-4240	GREASE REMOVER	\$3,000.00	\$3,000.00	
451-0970-432-4240	HYDROGEN PEROXIDE	\$75,000.00	\$75,000.00	
451-0970-432-4240	L/S, CONTROLS AND PUMP COMPONENTS	\$19,000.00	\$19,000.00	
451-0970-432-4240	MISC. MAINTENANCE SUPPLIES	\$5,500.00	\$5,500.00	
451-0970-432-4240	OIL AND DIESEL FUEL	\$1,500.00	\$1,500.00	
451-0970-432-4240	SEWER JET ACCESSORIES AND SUPPLIES	\$3,000.00	\$3,000.00	
451-0970-432-4240	SMALL TOOLS	\$2,000.00	\$2,000.00	
451-0970-432-4240	STAINLESS STEEL BOLTS/MATERIALS	\$2,000.00	\$2,000.00	
451-0970-432-4240	WASTEWATER SOLIDS DISPOSAL LAB FEES	\$2,000.00	\$2,000.00	
		Subtotal	<b>\$131,400.00</b>	<b>\$128,400.00</b>
451-0970-432-4241	PRINTING FOR PROP 218 NOTIFICATION - WATER/SEWER	\$700.00	\$700.00	
		Subtotal	<b>\$700.00</b>	<b>\$700.00</b>
451-0970-432-4242	POSTAGE FOR PROP 218 NOTIFICATION - WATER/SEWER	\$1,800.00	\$2,000.00	
		Subtotal	<b>\$1,800.00</b>	<b>\$2,000.00</b>
451-0970-432-4243	MISC. OFFICE SUPPLIES	\$2,500.00	\$2,500.00	
		Subtotal	<b>\$2,500.00</b>	<b>\$2,500.00</b>
451-0970-432-4245	PORTABLE FIELD DATA UNITS	\$5,000.00	\$5,000.00	
		Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>

451-0970-432-4246	ELECTRICAL REPAIRS	\$2,000.00	\$2,000.00
451-0970-432-4246	EXTENDED SUPPORT - SCADA SOFTWARE	\$1,300.00	\$1,300.00
451-0970-432-4246	HEAVY EQUIPMENT MAINTENANCE	\$5,000.00	\$5,000.00
451-0970-432-4246	LOAD BANK TESTING (9) UNITS	\$7,000.00	\$7,000.00
451-0970-432-4246	MAINTENANCE OF COPY MACHINE (1/3)	\$500.00	\$500.00
451-0970-432-4246	MAINTENANCE OF LS 59 PUMPS	\$20,000.00	\$20,000.00
451-0970-432-4246	MANHOLES/TRAFFIC STEEL FRAME/PLATE COVERS LS	\$2,000.00	\$2,000.00
451-0970-432-4246	MECHANICAL PARTS	\$8,000.00	\$8,000.00
451-0970-432-4246	REPAIRS TO L/S GENERATORS / ATS(s)	\$27,000.00	\$12,000.00
451-0970-432-4246	REPAIRS/MODIFICATIONS TO WASTEWATER CONVEYANCE SYS	\$10,000.00	\$10,000.00
451-0970-432-4246	SCADA MAINTENANCE	\$10,000.00	\$5,000.00
	Subtotal	<b>\$92,800.00</b>	<b>\$72,800.00</b>
451-0970-432-4247	RENTAL EQUIPMENT	\$1,000.00	\$1,000.00
	Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
451-0970-432-4248	ENERGY COSTS (ELECTRICITY)	\$235,000.00	\$242,000.00
451-0970-432-4248	MOBILE RADIO MAINTENANCE/SUPPLIES	\$1,000.00	\$1,000.00
	Subtotal	<b>\$236,000.00</b>	<b>\$243,000.00</b>
451-0970-432-4251	ALLOWANCE FOR MAJOR ELECTRICAL REPAIRS	\$12,000.00	\$12,000.00
451-0970-432-4251	ANNUAL SM WWTP CIP PROGRAM	\$400,000.00	\$400,000.00
451-0970-432-4251	BAY AREA AIR QUALITY CONTROL BOARD PERMIT FEES	\$7,000.00	\$0.00
451-0970-432-4251	CONTROL SYSTEM SERVICE CALLS FOR LS	\$10,000.00	\$10,000.00
451-0970-432-4251*	EMID SHARE OF SM WWTP (O & M) - (PC30)	\$1,800,000.00	\$1,600,000.00
451-0970-432-4251	HAZARDOUS MATERIAL DISPOSAL	\$4,000.00	\$4,000.00
451-0970-432-4251	LOAD BANK TESTING (LABOR)	\$7,000.00	\$7,000.00
451-0970-432-4251	MISC. REPAIRS TO L/S GENERATORS (LABOR)	\$10,000.00	\$10,000.00
451-0970-432-4251	SAN MATEO COUNTY HEALTH DEPARTMENT	\$2,500.00	\$2,500.00
451-0970-432-4251	SEWER FLOW METERS	\$4,500.00	\$4,500.00
451-0970-432-4251	SPECIAL STUDIES	\$25,000.00	\$25,000.00
451-0970-432-4251	STATE WATER RESOURCES CONTROL BOARD	\$1,500.00	\$1,500.00

451-0970-432-4251	UST COMPLIANCE -- LS #29	\$750.00	\$750.00
	Subtotal	<b>\$2,284,250.00</b>	<b>\$2,077,250.00</b>
451-0970-432-4253	MEMBERSHIP DUES AND SUBSCRIPTIONS	\$3,000.00	\$3,000.00
	Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>
451-0970-432-4254	TRAVEL, CONFERENCES, MEETINGS & TECHNICAL TRAINING	\$6,000.00	\$4,500.00
	Subtotal	<b>\$6,000.00</b>	<b>\$4,500.00</b>
451-0970-432-4255	TRAINING AND CERTIFICATION	\$5,000.00	\$5,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
<b>Services and Supplies Total</b>		<b>\$2,769,450.00</b>	<b>\$2,545,150.00</b>

<b>Reallocation</b>		Approved 2010-2011	Requested 2011-2012
451-0970-432-4463	DISTRICT BOARD	\$26,198.00	\$27,479.00
451-0970-432-4463	DISTRICT LEGAL COUNSEL	\$53,825.00	\$59,037.00
451-0970-432-4463	DISTRICT MANAGER	\$182,570.00	\$167,890.00
451-0970-432-4463	DISTRICT SECRETARY	\$68,237.00	\$60,651.00
451-0970-432-4463	FINANCIAL SERVICES	\$273,076.00	\$243,606.00
451-0970-432-4463	HUMAN RESOURCES	\$87,050.00	\$83,524.00
451-0970-432-4463	PW ENGINEERING	\$57,233.00	\$55,063.00
	Subtotal	<b>\$748,189.00</b>	<b>\$697,250.00</b>
<b>Reallocation Total</b>		<b>\$748,189.00</b>	<b>\$697,250.00</b>
<b>WASTEWATER Total</b>		<b>\$5,799,659.00</b>	<b>\$5,576,545.00</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PUBLIC WORKS**  
**WASTEWATER EQUIPMENT REPLACEMENT FUND**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	82,205	82,205	325,500
Subtotal (Total Department-Controlled Expenses)	82,205	82,205	325,500
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	82,205	82,205	325,500
REALLOCATIONS	-	-	-
<b>TOTAL FOR WASTEWATER EQUIPMENT REPLACEMENT FUND</b>	<b>\$ 82,205</b>	<b>\$ 82,205</b>	<b>\$ 325,500</b>

## DETAIL LINE ITEM REPORT

PUBLIC WORKS - WASTEWATER    Account: 457-0970-432 WASTEWATER EQUIPMENT REPLACEMENT FUND

<b>Capital Outlay</b>	Approved 2010-2011	Requested 2011-2012
457-0970-432-4385    EQUIPMENT REPLACEMENT -- WASTEWATER COLLECTION FD	\$82,205.00	\$325,500.00
Subtotal	<b>\$82,205.00</b>	<b>\$325,500.00</b>
<b>Capital Outlay Total</b>	<b>\$82,205.00</b>	<b>\$325,500.00</b>
<b>WASTEWATER Total</b>	<b>\$82,205.00</b>	<b>\$325,500.00</b>

# FOSTER CITY *CONNECTIONS SHUTTLE*



For many years the Connections Shuttle has included two routes: the Blue Line and the Red Line. The Blue Line was a loop route between Bridgepointe Shopping Center, Metro Center, Charter Square, Edgewater Place Shopping Center and Sea Cloud Park. Per Council direction at study sessions in January and March of 2011, the Blue Line has been eliminated effective 7/1/2011 and is not included in the FY 2011-2012 budget.

The Red Line follows the SamTrans Route 251 route, serving Hillsdale Shopping Center, Edgewater Place Shopping Center, Charter Square, Foster City Civic Center, Marlin Cove, Beach Park Plaza, and Bridgepointe Shopping Center. In

Fiscal Year 2010-2011 service on the Red Line was reduced from two buses to one, with stops in the eastbound direction only (riders can “express” westbound to the beginning of the line.)

In April 2005, the City Council approved an Agreement with the Peninsula Traffic Congestion Relief Alliance (Alliance) for the Alliance to manage the Connections Shuttle operation. The Alliance also manages two employer-funded shuttles in Foster City. Operational management includes route adjustments, schedule, coordination with the shuttle operator, grant applications, promotional activities, and responding to inquiries and complaints. The City is the fiscal agent for the shuttle program: maintaining all financial records, being the contracting party for grant funding and with the shuttle operator, receiving grant funds and making payments. The City assists with reporting, grant applications and promotional activities.

The shuttle vendor, Parking Company of America Management, LLC, began work in January 2007. The Agreement with PCAM requires low emission vehicles in conformance with new emission requirements. The City files annual vehicle emission reports with the California Air Resources Board due to regulations that classify the City as a Transit Agency.

The average daily ridership on the Red Line decreased slightly from 202 in Calendar Year 2009 to 191 in Calendar Year 2010. Given the fact that the service was reduced from two buses to one bus mid-year, this ridership dip is reasonable and actually less than expected. For Calendar Year 2010, the average cost per ride for the Red Line was approximately \$3.18.

Beginning June 20, 2011, a \$1 per ride fare will be implemented on the Connections Shuttle Red and Blue Lines. Even with extensive rider notification and education, it is expected that implementation of the fare will have a significant negative impact on ridership. Staff and the Alliance will be closely monitoring both revenue and ridership throughout the FY 2011-2012 in

order to provide information to the City Council and to the granting authorities on key metrics such as average daily ridership and cost per passenger as appropriate.

For many years, the Connections Shuttle has received 50% grant funding from the City/County Association of Governments (CCAG) under the “Local Transportation Services” component of the Countywide Congestion Relief Plan. Beginning in Fiscal Year 2010-2011, the City received a one-year, 25% grant from the City/County Association of Governments and a two-year 25% grant from the San Mateo County Transportation Authority.

The total projected annual cost for FY 2011-2012 is \$235,700, including \$226,600 for contractual services and \$9,100 in advertising and promotion. This compares to a FY 2010-2011 budget of \$216,000. After 50% reimbursement by the C/CAG and TA grants, the total projected annual cost to the City for 2011-2012 is \$119,000. The City Council has authorized the expenditure of \$99,000 from Measure M funding for the shuttle program and it is estimated that fare recovery of \$20,200 will offset remaining costs.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
CITY MANAGER  
**FOSTER CITY CONNECTIONS SHUTTLE**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	216,000	216,000	235,700
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	216,000	216,000	235,700
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	216,000	216,000	235,700
REALLOCATIONS	-	-	-
<b>TOTAL FOR FOSTER CITY CONNECTIONS SHUTTLE</b>	<b>\$ 216,000</b>	<b>\$ 216,000</b>	<b>\$ 235,700</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - CONNECTIONS SHUTTLE PROGRAM  
0840-463

Account: 499-

SHUTTLE  
FUND

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
499-0840-463-4249	ADVERTISING AND PROMOTIONS	\$9,100.00	\$9,100.00
	Subtotal	<b>\$9,100.00</b>	<b>\$9,100.00</b>
499-0840-463-4251	CONTRACTUAL SERVICES	\$206,900.00	\$226,600.00
	Subtotal	<b>\$206,900.00</b>	<b>\$226,600.00</b>
	<b>Services and Supplies Total</b>	<b>\$216,000.00</b>	<b>\$235,700.00</b>
<b>CONNECTIONS SHUTTLE PROGRAM Total</b>		<b>\$216,000.00</b>	<b>\$235,700.00</b>
<b>Less Offsetting Revenue</b>			<b>\$136,700.00</b>
<b>CONNECTIONS SHUTTLE PROGRAM Net Operating Costs</b>		<b>\$216,000.00</b>	<b>\$99,000.00</b>

# Vehicle Replacement Fund

The Mission of the Vehicle Replacement Fund, operated by the Vehicle Maintenance Division of the Parks and Recreation Department, is to provide management, maintenance, and inspection of all City/District vehicles and equipment. The Division continues to develop ongoing maintenance programs for City vehicles and works to develop a cost-effective inventory system. Providing an efficient and safe vehicle fleet is emphasized while the utilization of a biannual vehicle inspection program assists the Department in accomplishing this goal.



## ***PROPOSED SERVICE LEVELS***

The Vehicle Maintenance Division will supervise and conduct an ongoing maintenance program for City/District vehicles and Equipment, and will manage the vehicle replacement schedule and fund. The Division staff reflects 15% of time from the Director of Parks and Recreation, 15% of a Recreation Superintendent's time, and 100% from the Supervising Mechanic, one Mechanic I, and one Small Engine Mechanic.

## ***CHANGES IN FINANCIAL RESOURCES REQUIRED***

### Personnel

No change.

### Services and Supplies

Increase of approximately \$64,000 in diesel and gasoline fuel costs.

### Capital Outlay

No vehicles are recommended for replacement.

### Internal Services Charges

Vehicle replacement internal service charges were updated based on reassessment of the existing fleet as to useful life and replacement value, considering anticipated replacements of existing vehicles for FY 2011-2012.



**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PARKS & RECREATION**  
**VEHICLE MAINTENANCE FUND (#501)**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 365,500	\$ 365,500	\$ 388,300
SERVICES AND SUPPLIES	483,435	483,435	547,850
CAPITAL OUTLAY	362,000	362,000	-
Subtotal (Total Department-Controlled Expenses)	1,210,935	1,210,935	936,150
INTERNAL SERVICES	102,069	102,069	63,281
Subtotal (Total Department Expenses before Reallocations)	1,313,004	1,313,004	999,431
REALLOCATIONS	-	-	-
<b>TOTAL FOR VEHICLE MAINTENANCE FUND (#501)</b>	<b>\$ 1,313,004</b>	<b>\$ 1,313,004</b>	<b>\$ 999,431</b>

## DETAIL LINE ITEM REPORT

PARKS & RECREATION - VEHICLE MAINTENANCE & REP    Account: 501-0560-431 VEHICLE RENTAL FUND

<b>Capital Outlay</b>	Approved 2010-2011	Requested 2011-2012
501-0560-431-4384    VEHICLES TO BE REPLACED	\$362,000.00	\$0.00
Subtotal	<b>\$362,000.00</b>	<b>\$0.00</b>
<b>Capital Outlay Total</b>	<b>\$362,000.00</b>	<b>\$0.00</b>
<b>Employee Services</b>	Approved 2010-2011	Requested 2011-2012
501-0560-431-4110    PERMANENT SALARIES	\$271,700.00	\$278,400.00
Subtotal	<b>\$271,700.00</b>	<b>\$278,400.00</b>
501-0560-431-4112    OVERTIME	\$1,000.00	\$1,000.00
Subtotal	<b>\$1,000.00</b>	<b>\$1,000.00</b>
501-0560-431-4120    FRINGE BENEFITS	\$92,800.00	\$108,900.00
Subtotal	<b>\$92,800.00</b>	<b>\$108,900.00</b>
<b>Employee Services Total</b>	<b>\$365,500.00</b>	<b>\$388,300.00</b>
<b>Internal Services</b>	Approved 2010-2011	Requested 2011-2012
501-0560-431-4556    EQUIPMENT REPLACEMENT	\$49,022.00	\$32,744.00
Subtotal	<b>\$49,022.00</b>	<b>\$32,744.00</b>
501-0560-431-4557    INFORMATION TECHNOLOGY SERVICES	\$11,347.00	\$9,437.00
Subtotal	<b>\$11,347.00</b>	<b>\$9,437.00</b>
501-0560-431-4562    INSURANCE	\$41,700.00	\$21,100.00
Subtotal	<b>\$41,700.00</b>	<b>\$21,100.00</b>
<b>Internal Services Total</b>	<b>\$102,069.00</b>	<b>\$63,281.00</b>
<b>Services and Supplies</b>	Approved	Requested

		2010-2011	2011-2012
501-0560-431-4240	VEHICLE REPLACEMENT CONTINGENCY	\$50,000.00	\$50,000.00
	Subtotal	<b>\$50,000.00</b>	<b>\$50,000.00</b>
501-0560-431-4243*	BOOTS/UNIFORMS	\$600.00	\$600.00
501-0560-431-4243*	OFFICE & JANITORIAL SUPPLIES	\$200.00	\$200.00
501-0560-431-4243*	SMALL TOOLS	\$400.00	\$400.00
	Subtotal	<b>\$1,200.00</b>	<b>\$1,200.00</b>
501-0560-431-4246*	AUTO PARTS	\$30,000.00	\$30,000.00
501-0560-431-4246*	DIESEL FUEL	\$42,356.00	\$56,000.00
501-0560-431-4246*	FIRE APPARATUS - REPAIR/PM	\$57,500.00	\$57,500.00
501-0560-431-4246*	GASOLINE	\$209,229.00	\$260,000.00
501-0560-431-4246*	RECYCLING, TIRES DISPOSAL, BATTERIES, FILTERS	\$2,500.00	\$2,500.00
501-0560-431-4246	RETROFIT EXHAUST SYSTEMS ON DIESEL VEHICLES	\$10,000.00	\$10,000.00
501-0560-431-4246*	TIRES (REPLACEMENT, REPAIR, FRONT END WORK)	\$20,000.00	\$20,000.00
501-0560-431-4246*	VEHICLE REPAIRS	\$32,000.00	\$32,000.00
501-0560-431-4246*	WASH, DETAIL, TOUCH UP STAFF VEHICLES	\$3,000.00	\$3,000.00
	Subtotal	<b>\$406,585.00</b>	<b>\$471,000.00</b>
501-0560-431-4247	RENTAL OF MISCELLANEOUS EQUIPMENT	\$800.00	\$800.00
	Subtotal	<b>\$800.00</b>	<b>\$800.00</b>
501-0560-431-4248	RADIO MAINTENANCE	\$4,000.00	\$4,000.00
	Subtotal	<b>\$4,000.00</b>	<b>\$4,000.00</b>
501-0560-431-4251*	BIENNIAL VEHICLE INSPECTION & SUPPLIES	\$3,500.00	\$3,500.00
501-0560-431-4251	FIRE VEHICLE PREVENTIVE MAINTENANCE	\$15,600.00	\$15,600.00
	Subtotal	<b>\$19,100.00</b>	<b>\$19,100.00</b>
501-0560-431-4253	NATIONAL AUTOMOBILE FLEET ASSOCIATION (NAFA)	\$250.00	\$500.00
	Subtotal	<b>\$250.00</b>	<b>\$500.00</b>
501-0560-431-4254	FLEET MAINTENANCE/NOR CAL CONFERENCES	\$750.00	\$500.00
	Subtotal	<b>\$750.00</b>	<b>\$500.00</b>
501-0560-431-4255	FORD & TOYOTA DIAGNOSTIC CERT TRAINING	\$750.00	\$750.00

Subtotal	\$750.00	\$750.00
<b>Services and Supplies Total</b>	<b>\$483,435.00</b>	<b>\$547,850.00</b>
<b>VEHICLE MAINTENANCE &amp; REP Total</b>	<b>\$1,313,004.00</b>	<b>\$999,431.00</b>

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# Equipment Replacement Fund

This fund was established to provide for the timely and orderly replacement of equipment valued over \$1,000. This internal service fund allows the City to plan ahead for the replacement of its equipment. The expenditure figure represents the schedule of equipment to be replaced during the fiscal year and deemed to be in need of replacement.



A consistent methodology is used to capture replacement funds for operating department replacement needs. Individually significant assets (over \$1,000), or a pool of assets (which may be less than \$1,000 individually, but when pooled together exceed \$1,000) are assigned replacement values and estimated useful lives. Operating departments are then charged an annual replacement charge such that the replacement value is available upon expiration of the asset. Any changes to replacement values and/or estimated useful lives that occur subsequent to the asset being placed on the Equipment Replacement list are handled on a prospective (or “go-forward”) basis.



This Fund accounts for replacement of assets other than those assets related to Water Operations or Wastewater Operations (which are accounted for in those respective Enterprise funds), or those assets specifically relating to the activities of the Vehicle Replacement, Information Technology, and Building Maintenance.



**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**FINANCIAL SERVICES**  
**EQUIPMENT REPLACEMENT FUND (#502)**  
**Annual Budget Appropriation for Fiscal Year**

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	305,000	305,000	306,925
Subtotal (Total Department-Controlled Expenses)	305,000	305,000	306,925
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	305,000	305,000	306,925
REALLOCATIONS	-	-	-
<b>TOTAL FOR EQUIPMENT REPLACEMENT FUND (#502)</b>	<b>\$ 305,000</b>	<b>\$ 305,000</b>	<b>\$ 306,925</b>

## DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - ADMINISTRATION

Account: 502-1110-413

EQUIPMENT REPLACEMENT FD

<b>Capital Outlay</b>		Approved 2010-2011	Requested 2011-2012
502-1110-413-4385	EMERGENCY REPLACEMENT	\$50,000.00	\$50,000.00
502-1110-413-4385	EQUIPMENT REPLACEMENT -- GENERAL FUND	\$255,000.00	\$78,500.00
Subtotal		<b>\$305,000.00</b>	<b>\$128,500.00</b>
<b>Capital Outlay Total</b>		<b>\$305,000.00</b>	<b>\$128,500.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
502-1110-413-4245	Equipment Replacement - Tools and Equipment	\$0.00	\$178,425.00
Subtotal		<b>\$0.00</b>	<b>\$178,425.00</b>
<b>Services and Supplies Total</b>		<b>\$0.00</b>	<b>\$178,425.00</b>
<b>ADMINISTRATION Total</b>		<b>\$305,000.00</b>	<b>\$306,925.00</b>

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# Self Insurance Fund

The Self Insurance Fund was established years ago as a cost savings tool to address the high cost of purchasing commercial liability insurance. The City/District currently has a self-insured retention of \$100,000, meaning that the City/District pays all expenses associated with a claim up to the first \$100,000.

The City of Foster City is a member of a self-insured insurance pool known as ABAG PLAN that provides general liability coverage from \$100,000 to \$25,000,000 per claim. Any claim over \$25,000,000 is the City's responsibility. The pool also jointly purchases all-risk (property) and public officials' bond insurance coverage for member agencies.

Expenditures in this fund represent the ABAG PLAN premium and an allowance for expenses that may be incurred below the \$100,000 liability self-insured retention and property and vehicle damage deductibles. ABAG PLAN premiums are largely based on the member's payroll.

Revenues are derived from assessments to the City General Fund, vehicle replacement fund, water fund and sewer fund; interest earnings; and any rebates of the ABAG PLAN premiums based on positive experience and ABAG PLAN policy.

The Self-Insurance Fund is funded to a target reserve level of \$1 million.



**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
CITY MANAGER  
**SELF-INSURANCE FUND (#503)**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ -	\$ -	\$ -
SERVICES AND SUPPLIES	285,700	285,700	297,700
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	285,700	285,700	297,700
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	285,700	285,700	297,700
REALLOCATIONS	-	-	-
<b>TOTAL FOR SELF-INSURANCE FUND (#503)</b>	<b>\$ 285,700</b>	<b>\$ 285,700</b>	<b>\$ 297,700</b>

## DETAIL LINE ITEM REPORT

HUMAN RESOURCES - SELF-INSURANCE FUND    Account: 503-1220-413    SELF INSURANCE FUND

<i>Services and Supplies</i>	Approved 2010-2011	Requested 2011-2012
503-1220-413-4241    Copies	\$100.00	\$100.00
Subtotal	<b>\$100.00</b>	<b>\$100.00</b>
503-1220-413-4242    Postage	\$100.00	\$100.00
Subtotal	<b>\$100.00</b>	<b>\$100.00</b>
503-1220-413-4251    CLAIM SETTLEMENTS, DEFENSE COSTS, OTHER EXPENSES	\$80,000.00	\$80,000.00
Subtotal	<b>\$80,000.00</b>	<b>\$80,000.00</b>
503-1220-413-4253    PARMA Membership dues	\$100.00	\$100.00
503-1220-413-4253    PRIMA Membership dues	\$400.00	\$400.00
Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
503-1220-413-4262    ABAG PLAN PREMIUM	\$163,000.00	\$172,000.00
503-1220-413-4262    ALL RISK INSURANCE & PUBLIC OFFICIALS BOND	\$42,000.00	\$45,000.00
Subtotal	<b>\$205,000.00</b>	<b>\$217,000.00</b>
<b>Services and Supplies Total</b>	<b>\$285,700.00</b>	<b>\$297,700.00</b>
<b>SELF-INSURANCE FUND Total</b>	<b>\$285,700.00</b>	<b>\$297,700.00</b>

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# Information Technology Fund

The role of Information Technology is to provide responsive, secure and effective support of the City's network, applications and communication services by coordinating and overseeing the budgeting, planning, implementation, operation and maintenance of City-wide systems and ensure that systems development or implementation proceeds in a logical, integrated and cost-effective manner.

The Information Technology Fund is an Internal Services fund that accounts for the City's investment (both capital and people) in Information Technology. Operating departments are charged back for all of the expenses incurred in this fund based upon their utilization of such technology. Charge backs also include a charge for IT equipment replacement.



## ***PROPOSED SERVICE LEVELS***

The objective of the IT Division of the City Manager Department is to support and maintain the existing Information Technology infrastructures, enterprise-wide and department applications, systems and hardware. IT will continue to have as its highest priority the maintenance of existing network infrastructure, maintaining existing software solutions (of which public safety and financial applications will receive the highest priority of service), and providing desktop support for operating departments. IT will provide proactive assistance in helping departments review business processes, developing or acquiring new applications or revising existing applications and improving existing network infrastructure to support streamlined business processes.

- Support and maintain the existing infrastructures, enterprise-wide and department applications, systems and hardware.
- Maintain at all times the Public Safety applications and Financial Systems that have been identified as critical systems. High priority would be given to the services and systems that support the entire organization.
- Support and maintain the existing applications developed by the City. In addition, support and maintain new development on an as-needed basis.
- Support and maintain the existing 3<sup>rd</sup> party applications. Work with City departments to integrate new applications, systems or devices.
- Support and maintain network security, virus protection and network administration to protect the City's infrastructure.
- Maintain the City's data / voice communication systems and Internet presence.
- Provide staff training and support for maximum utilization of existing software applications and hardware.

The Information Technology Division's on-going goals, completed initiatives and anticipated initiatives are included in the City Manager Department budget narrative.

Total IT internal service charges for FY 2011-2012 will be \$ 1,287,605 which is \$ 206,409 (or ~ 13.5%) lower than internal service charges for 2010-2011 of \$ 1,494,014.

- In the IT Services and Supplies budget a 10% reduction will be achieved by reducing cell phones (voice and data) and miscellaneous desktop software; elimination of pay phones and disaster recovery assistance for Sungard Municipal software.
- In the ISF Replacement Charges, Departments reduced or eliminated equipment that was no longer needed. The net reductions can be attributed to a reduced replacement charge for funding the City's phone system. In FY 2010-2011 the replacement charge was increased to accelerate funding for the system.

#### Capital Outlay

- The only item requested for replacement is the Police Department Mobile Data Computers (MDC). The MDC's are fully funded. Funding includes replacement MDC units and in-vehicle brackets and wiring.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**ADMINISTRATIVE SERVICES**  
**INFORMATION TECHNOLOGY FUND (#504)**  
**Annual Budget Appropriation for Fiscal Year**

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 602,800	\$ 602,800	\$ 623,000
SERVICES AND SUPPLIES	537,240	537,240	481,140
CAPITAL OUTLAY	173,000	173,000	115,000
Subtotal (Total Department-Controlled Expenses)	1,313,040	1,313,040	1,219,140
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	1,313,040	1,313,040	1,219,140
REALLOCATIONS	-	-	-
<b>TOTAL FOR INFORMATION TECHNOLOGY FUND (#504)</b>	<b>\$ 1,313,040</b>	<b>\$ 1,313,040</b>	<b>\$ 1,219,140</b>

## DETAIL LINE ITEM REPORT

CITY/DISTRICT MANAGER - IT Account: 504-0160-419

COMMUNICATION & INFO SVC

<b>Capital Outlay</b>		Approved 2010-2011	Requested 2011-2012
504-0160-419-4388	BACKUP SERVER and STREAMING SERVER	\$13,500.00	\$0.00
504-0160-419-4388	BACKUP TAPE AUTOLOADER (HARDWARE)	\$10,000.00	\$0.00
504-0160-419-4388	LAPTOP REPLACEMENTS (Misc Dept 7 Total)	\$8,700.00	\$0.00
504-0160-419-4388	MISC DESKTOP (32)	\$40,800.00	\$0.00
504-0160-419-4388	NETWORK FIBER SWITCH REPLACEMENTS (CH/PD)	\$10,000.00	\$0.00
504-0160-419-4388	Planning, Design, Spec - Phone System Replacement	\$0.00	\$15,000.00
504-0160-419-4388	Police Department Mobile Data Terminal Replacement	\$0.00	\$100,000.00
504-0160-419-4388	STORAGE AREA NETWORK	\$90,000.00	\$0.00
	Subtotal	<b>\$173,000.00</b>	<b>\$115,000.00</b>
	<b>Capital Outlay Total</b>	<b>\$173,000.00</b>	<b>\$115,000.00</b>
<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
504-0160-419-4110	PERMANENT SALARIES	\$459,900.00	\$460,000.00
	Subtotal	<b>\$459,900.00</b>	<b>\$460,000.00</b>
504-0160-419-4120	FRINGE BENEFITS (F/T Salaries)	\$142,900.00	\$163,000.00
	Subtotal	<b>\$142,900.00</b>	<b>\$163,000.00</b>
	<b>Employee Services Total</b>	<b>\$602,800.00</b>	<b>\$623,000.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
504-0160-419-4240	CONTINGENCY / EMERGENCY EQUIPMENT REPLACEMENT	\$50,000.00	\$50,000.00
	Subtotal	<b>\$50,000.00</b>	<b>\$50,000.00</b>
504-0160-419-4241	COPIES	\$300.00	\$300.00
	Subtotal	<b>\$300.00</b>	<b>\$300.00</b>

504-0160-419-4242	POSTAGE FOR CORRESPONDENCE, PACKAGES, ETC.	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
504-0160-419-4243	OFFICE SUPPLIES	\$500.00	\$500.00
	Subtotal	<b>\$500.00</b>	<b>\$500.00</b>
504-0160-419-4246	AV Equipment Maintenance	\$1,500.00	\$1,500.00
504-0160-419-4246	BPC - Internet Code Publishing	\$400.00	\$400.00
504-0160-419-4246	DEPT SPECIALIZED SOFTWARE (RECWARE, DB)	\$9,000.00	\$10,000.00
504-0160-419-4246	DOCUMENT MANAGEMENT SOFTWARE MAINTENANCE	\$12,000.00	\$17,500.00
504-0160-419-4246	FIREWALL MAINTENANCE	\$6,300.00	\$6,000.00
504-0160-419-4246	GIS SOFTWARE MAINTENANCE	\$14,000.00	\$13,500.00
504-0160-419-4246	HTE DISASTER RECOVERY PLAN	\$15,000.00	\$0.00
504-0160-419-4246	HTE RELATED ACOM MAINTENANCE	\$3,500.00	\$3,000.00
504-0160-419-4246	HTE SOFTWARE ANNUAL SUPPORT & UPGRADES	\$67,000.00	\$68,000.00
504-0160-419-4246	ISeries (515) SOFTWARE & HARDWARE MAINTENANCE	\$5,000.00	\$5,800.00
504-0160-419-4246	MICROSOFT SERVER, OFFICE AND CAL LICENSES - EA	\$52,000.00	\$47,000.00
504-0160-419-4246	OTHER MISC MAINTENANCE AS REQUIRED	\$42,000.00	\$48,000.00
504-0160-419-4246	PERFORMANCE REVIEW SYSTEM MAINTENANCE	\$6,400.00	\$6,400.00
504-0160-419-4246	POLICE SOFTWARE MAINTENANCE (CAD/RMS, OTHERS)	\$38,600.00	\$34,000.00
504-0160-419-4246	PRINTER SUPPLY MAINTENANCE	\$3,000.00	\$0.00
504-0160-419-4246	PRINTER&SCANNER MAINT/TONER/REPAIR	\$5,500.00	\$5,000.00
504-0160-419-4246	SIRE - Video Streaming Hosting Annual Cost	\$7,600.00	\$6,500.00
504-0160-419-4246	SWITCH - ROUTER MAINTENANCE	\$3,000.00	\$0.00
504-0160-419-4246	TELEPHONE MAINTENANCE	\$20,500.00	\$12,500.00
504-0160-419-4246	VIRUS SOFTWARE MAINTENANCE	\$6,000.00	\$6,200.00
504-0160-419-4246	WEB CONTENT SOFTWARE MAINTENANCE	\$7,100.00	\$7,000.00
	Subtotal	<b>\$325,400.00</b>	<b>\$298,300.00</b>
504-0160-419-4248	CELL PHONE (CINGULAR/VERIZON)	\$27,000.00	\$20,250.00
504-0160-419-4248	DATA ACCESS IN VEHICLES (PD/IT)	\$13,000.00	\$6,000.00
504-0160-419-4248	INTERNET SERVICE PROVIDER	\$22,000.00	\$20,000.00

504-0160-419-4248	LONG DISTANCE TELEPHONE SERVICES	\$2,000.00	\$2,000.00
504-0160-419-4248	PACBELL CENTREX TELEPHONE SERVICES	\$50,000.00	\$42,000.00
	Subtotal	<b>\$114,000.00</b>	<b>\$90,250.00</b>
504-0160-419-4253	IT - MEMBERSHIPS, DUES, SUBSCRIPTIONS	\$740.00	\$740.00
	Subtotal	<b>\$740.00</b>	<b>\$740.00</b>
504-0160-419-4254	HTE USER CONFERENCES	\$3,000.00	\$2,250.00
504-0160-419-4254	IT STAFF CONFERENCES	\$2,000.00	\$1,500.00
	Subtotal	<b>\$5,000.00</b>	<b>\$3,750.00</b>
504-0160-419-4255	HTE END USER WEBINAR TRAININGS	\$2,000.00	\$2,000.00
504-0160-419-4255	IT TECHNICAL TRAINING	\$3,000.00	\$3,000.00
	Subtotal	<b>\$5,000.00</b>	<b>\$5,000.00</b>
504-0160-419-4259	CITY-WIDE HARDWARE & SOFTWARE (UNDER \$1,000)	\$18,000.00	\$15,000.00
504-0160-419-4259	IT - PC SOFTWARE & HARDWARE	\$5,800.00	\$5,800.00
504-0160-419-4259	MICROSOFT UPGRADE LICENSES - None EA	\$9,000.00	\$8,000.00
504-0160-419-4259	MISC DEPARTMENT PRINTER/SCANNER REPLACEMENTS	\$3,000.00	\$3,000.00
	Subtotal	<b>\$35,800.00</b>	<b>\$31,800.00</b>
	<b>Services and Supplies Total</b>	<b>\$537,240.00</b>	<b>\$481,140.00</b>
	<b>IT Total</b>	<b>\$1,313,040.00</b>	<b>\$1,219,140.00</b>

# Building Maintenance Fund



**Mission:** To provide management, maintenance, and daily inspection of all City/District buildings and equipment.



The Building Maintenance Division will continue to develop ongoing maintenance systems and procedures for City-wide facilities. To maintain the diverse facilities and hours of operation, staff will provide efficient, timely and quality service to meet community needs and industry standards. The Division will continue to evaluate building maintenance functions and its service requirements.

## ***PROPOSED SERVICE LEVELS***

The Building Maintenance Division manages City facilities totaling 171,342 square feet. The Division staff includes the Director of Parks and Recreation (15% time), a 50% time Superintendent (50% shared with the Recreation Division) and three (3) Building Maintenance Worker II positions. The standard of care includes ensuring that all City facilities are safe and clean by completing work requests, emergency and regular repairs in a timely manner with the support of outside contractors to assist with preventative maintenance tasks and special projects.



Building Maintenance Division Staff duties include but are not limited to:

- Emergency Repairs – such as a gas leak or a water pipe break
- Work Requests – such as an electrical outlet failure or carpet stain removal
- Regular Repairs – lighting ballast replacement or restroom plumbing
- Supplies/Inventory – order and organize regularly stocked supplies and materials, such as light bulbs
- Preventative Maintenance – within Industry Standards, such as inspecting fire extinguishers monthly
- Special Projects – such as painting a facility interior or exterior

## Janitorial Service

- Janitorial services are under City contract to complete all janitorial tasks.

### Outside Contractors

- Staff will continue to utilize contractors to complete work beyond the scope of their professional training and to assist in completing preventative maintenance work (such as elevator inspections, repairs, and monitoring; heating and air conditioning unit repair and regular maintenance).

### **ACCOMPLISHMENTS**

- Installed automatic door for disabled persons at the main entry of City Hall through the use of grant money.
- Replaced soap, paper towel and toilet paper dispensers in all city facilities for the use of more cost efficient and “green” products.
- Purchased and installed synthetic plants in City facilities.
- Installed security door access in City Hall second floor access doors.
- Replaced contractor owned vending machines with energy efficient machines and added healthy options.
- Installed key card access reader in the City Hall elevator for 3<sup>rd</sup> floor access.
- Replaced the two dishwashers in the Recreation Center kitchens.
- Replaced HVAC units due for replacement at the Recreation Center.
- Replaced back-up generator at the Recreation Center.

### **CHANGES IN RESOURCES REQUIRED**

This Division requires the same resources as the previous fiscal year to protect public and employee safety and the City infrastructure.

### Personnel

- No changes are recommended.

### Service and Supplies

- No changes are recommended.

### Capital Outlay

- Nothing scheduled for 2011/2012

### Equipment Replacement Charges

- The Division will continue to plan for equipment replacement costs for such items as roofing, carpets, painting, and HVAC (heating/ventilation/air conditioning) units by including them in the Building Maintenance internal service charges allocated to operating departments. This allows the City to proactively fund the replacement of these vital building improvements.
- Equipment scheduled for replacement in FY 2011-2012 includes the roof replacement at the Corporation Yard Administration building.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**PARKS & RECREATION**  
**BUILDING MAINTENANCE FUND (#505)**  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 401,160	\$ 401,160	\$ 415,960
SERVICES AND SUPPLIES	932,849	932,849	910,583
CAPITAL OUTLAY	192,185	192,185	107,000
Subtotal (Total Department-Controlled Expenses)	1,526,194	1,526,194	1,433,543
INTERNAL SERVICES	98,426	98,426	92,494
Subtotal (Total Department Expenses before Reallocations)	1,624,620	1,624,620	1,526,037
REALLOCATIONS	-	-	-
<b>TOTAL FOR BUILDING MAINTENANCE FUND (#505)</b>	<b>\$ 1,624,620</b>	<b>\$ 1,624,620</b>	<b>\$ 1,526,037</b>

## DETAIL LINE ITEM REPORT

PARKS & RECREATION - BUILDING MAINTENANCE      Account: 505-0550-419      BUILDING MAINTENANCE

<b>Capital Outlay</b>	Approved 2010-2011	Requested 2011-2012
505-0550-419-4388    CAPITAL OUTLAY	\$192,185.00	\$107,000.00
Subtotal	<b>\$192,185.00</b>	<b>\$107,000.00</b>
<b>Capital Outlay Total</b>	<b>\$192,185.00</b>	<b>\$107,000.00</b>
<b>Employee Services</b>	Approved 2010-2011	Requested 2011-2012
505-0550-419-4110    PERMANENT SALARIES	\$297,000.00	\$297,000.00
Subtotal	<b>\$297,000.00</b>	<b>\$297,000.00</b>
505-0550-419-4112    OVERTIME	\$2,160.00	\$2,160.00
Subtotal	<b>\$2,160.00</b>	<b>\$2,160.00</b>
505-0550-419-4120    FRINGE BENEFITS	\$102,000.00	\$116,800.00
Subtotal	<b>\$102,000.00</b>	<b>\$116,800.00</b>
<b>Employee Services Total</b>	<b>\$401,160.00</b>	<b>\$415,960.00</b>
<b>Internal Services</b>	Approved 2010-2011	Requested 2011-2012
505-0550-419-4544    VEHICLE REPLACEMENT UNIT 35 AND UNIT 44	\$40,003.00	\$38,369.00
Subtotal	<b>\$40,003.00</b>	<b>\$38,369.00</b>
505-0550-419-4556    EQUIPMENT REPLACEMENT	\$31,946.00	\$32,104.00
Subtotal	<b>\$31,946.00</b>	<b>\$32,104.00</b>
505-0550-419-4557    INFORMATION TECHNOLOGY SERVICES	\$26,477.00	\$22,021.00
Subtotal	<b>\$26,477.00</b>	<b>\$22,021.00</b>
<b>Internal Services Total</b>	<b>\$98,426.00</b>	<b>\$92,494.00</b>
<b>Services and Supplies</b>	Approved	Requested

		2010-2011	2011-2012
505-0550-419-4240	BUILDING CONTINGENCY	\$50,000.00	\$50,000.00
	Subtotal	<b>\$50,000.00</b>	<b>\$50,000.00</b>
505-0550-419-4243	DEPARTMENT SUPPLIES	\$3,000.00	\$3,000.00
	Subtotal	<b>\$3,000.00</b>	<b>\$3,000.00</b>
505-0550-419-4246	BLDG. MATERIAL - LUMBER, HARDWARE, PAINT, ETC.	\$20,000.00	\$20,000.00
505-0550-419-4246	CARPET/WINDOW MAINTENANCE	\$14,000.00	\$14,000.00
505-0550-419-4246	ELECTRICAL SUPPLIES AND REPAIRS	\$5,000.00	\$5,000.00
505-0550-419-4246	FIRE DEPARTMENT AUTOMATIC DOOR MAINTENANCE	\$7,500.00	\$7,500.00
505-0550-419-4246	GOVERNMENT CENTER FOUNTAIN MAINTENANCE	\$5,100.00	\$5,100.00
505-0550-419-4246	GOVERNMENT CENTER MAINTENANCE	\$58,000.00	\$58,000.00
505-0550-419-4246	HVAC REPAIR AND MAINTENANCE	\$27,025.00	\$27,025.00
505-0550-419-4246*	INTERIOR PLANTS FOR GOVERNMENT CENTER	\$2,016.00	\$0.00
505-0550-419-4246	JANITORIAL SUPPLIES	\$36,000.00	\$36,000.00
505-0550-419-4246	LOCKS AND KEYS	\$3,000.00	\$3,000.00
505-0550-419-4246	PEST CONTROL FOR CITY BUILDINGS	\$8,700.00	\$8,700.00
505-0550-419-4246	PLUMBING SUPPLIES	\$2,000.00	\$2,000.00
505-0550-419-4246	STANDBY GENERATORS REPAIR	\$7,630.00	\$7,630.00
505-0550-419-4246	VANDALISM REPAIRS	\$1,000.00	\$1,000.00
	Subtotal	<b>\$196,971.00</b>	<b>\$194,955.00</b>
505-0550-419-4248	UTILITIES FOR ALL CITY FACILITIES/JOINT USE	\$426,817.00	\$426,817.00
	Subtotal	<b>\$426,817.00</b>	<b>\$426,817.00</b>
505-0550-419-4251	DISPOSAL OF HAZARDOUS MATERIALS	\$4,600.00	\$4,600.00
505-0550-419-4251	ELEVATOR MAINTENANCE CONTRACT	\$5,750.00	\$5,750.00
505-0550-419-4251	ELEVATOR SMOKE GUARD MAINTENANCE	\$8,600.00	\$8,600.00
505-0550-419-4251	FIRE EXTINGUISHER MAINTENANCE	\$4,025.00	\$4,025.00
505-0550-419-4251	FIRE PROTECTION SYSTEM	\$12,650.00	\$12,650.00
505-0550-419-4251	GOVERNMENT CENTER GENERATOR ARC FLASH TESTING	\$20,000.00	\$0.00
505-0550-419-4251	GOVERNMENT CENTER MAINTENANCE AND BUILDING REPAIRS	\$34,517.00	\$34,517.00

505-0550-419-4251	JANITORIAL SERVICES	\$164,419.00	\$164,419.00
	Subtotal	<b>\$254,561.00</b>	<b>\$234,561.00</b>
505-0550-419-4254	MAINTENANCE MANAGEMENT SEMINAR	\$750.00	\$500.00
	Subtotal	<b>\$750.00</b>	<b>\$500.00</b>
505-0550-419-4255	HVAC INSPECTION	\$750.00	\$750.00
	Subtotal	<b>\$750.00</b>	<b>\$750.00</b>
	<b>Services and Supplies Total</b>	<b>\$932,849.00</b>	<b>\$910,583.00</b>
	<b>BUILDING MAINTENANCE Total</b>	<b>\$1,624,620.00</b>	<b>\$1,526,037.00</b>

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# Longevity Recognition Benefits Fund

The Longevity Recognition Benefits Fund was established in FY 2004-2005. The City / District agreed to provide this post-retirement benefit in Memoranda of Understanding with employees represented by the Foster City Police Officers' Association (FCPOA) the International Association of Firefighters (IAFF), San Mateo County Local 2400, the American Federation of State, County and Municipal Employees Local 829 (AFSCME), and employees covered under the Management Employees Compensation and Benefits Plan. This plan provides monthly benefit payments based upon an employee's length of service with the City at the time of their retirement from the City.



In FY 2007-2008, all AFSCME and non-public safety management employees currently employed with the City voluntarily eliminated the Longevity Recognition plan from their employee agreements. Current FCPOA, IAFF and public safety management employees will continue to participate in the program, but new employees in those groups hired after January 1, 2012 will no longer be eligible to participate in the program.

This fund has been established as an internal services fund to capture the actuarially determined employer rate that needs to be invested to pay out the benefits. Based upon the 2011 actuarial evaluation and expected benefits payments, the fund was pre-funded at the end of FY 2010-2011 with excess reserves transferred to the underfunded PEMHCA Benefits Plan. The Fund invests the monies in investment instruments allowed under the Plan's Investment Policy, and benefits are paid out of those earnings.

**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
**HUMAN RESOURCES**  
**LONGEVITY RECOGNITION BENEFITS FUND (#507)**  
**Annual Budget Appropriation for Fiscal Year**

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 110,000	\$ 110,000	\$ 112,000
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	110,000	110,000	112,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	110,000	110,000	112,000
REALLOCATIONS	-	-	-
<b>TOTAL FOR LONGEVITY RECOGNITION BENEFITS FUND (#507)</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 112,000</b>

## DETAIL LINE ITEM REPORT

HUMAN RESOURCES - ADMINISTRATION  
415

Account: 507-1210-

LONGEVITY RECOGNITION BENEFITS  
FUND

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
507-1210-415-4158	LONGEVITY RECOGNITION BENEFITS PAYMENTS	\$110,000.00	\$112,000.00
	Subtotal	<b>\$110,000.00</b>	<b>\$112,000.00</b>
	<b>Employee Services Total</b>	<b>\$110,000.00</b>	<b>\$112,000.00</b>
	<b>ADMINISTRATION Total</b>	<b>\$110,000.00</b>	<b>\$112,000.00</b>

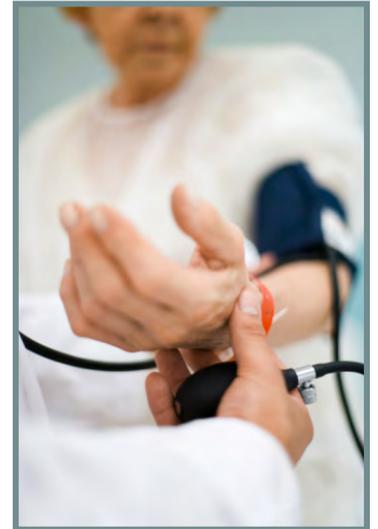
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# PEMHCA Benefits Plan Fund

City / District employees participate in a medical benefits plan provided through CalPERS under the Public Employees' Medical and Hospital Care Act (PEMHCA) benefit plan. In accordance with the provisions of the state law, employers must contribute a minimum fixed monthly amount towards the medical benefits costs for current and retired employees participating in the plan. As of January 1, 2011, the minimum monthly employer contribution is \$108, and is subject to cost of living increases as determined by the State Legislature. The expected monthly contribution effective January 1, 2012 is \$112.

The PEMHCA Benefits Plan fund was established on June 30, 2010 through a transfer of reserves from other Internal Service Funds. The fund is established to pay for retiree benefit payments in accordance with the mandated minimum contribution as indicated above (current employee benefits are paid out of operating department expenditures). Based upon the 2011 actuarial evaluation and expected benefits payments, the fund was pre-funded at the end of FY 2010-2011 through a transfer of excess reserves from other Internal Service Funds. The Fund invests the monies in investment instruments allowed under the Plan's Investment Policy, and benefits are paid out of those earnings.

The expected benefits payments for FY 2011-2012 will total \$100,000, which will be paid for out of investment earnings.



**DEPARTMENT SUMMARY BY DIVISION**  
**City of Foster City, California**  
HUMAN RESOURCES  
PEMHCA BENEFITS PLAN FUND (#508)  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 87,000	\$ 87,000	\$ 100,000
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	87,000	87,000	100,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	87,000	87,000	100,000
REALLOCATIONS	-	-	-
<b>TOTAL FOR PEMHCA BENEFITS PLAN FUND (#508)</b>	<b>\$ 87,000</b>	<b>\$ 87,000</b>	<b>\$ 100,000</b>

## DETAIL LINE ITEM REPORT

HUMAN RESOURCES - ADMINISTRATION

Account: 508-1210-415

PEMHCA BENEFITS PLAN

<i>Employee Services</i>		Approved 2010-2011	Requested 2011-2012
508-1210-415-4158	PEMHCA BENEFITS PAYMENTS	\$87,000.00	\$100,000.00
	Subtotal	<b>\$87,000.00</b>	<b>\$100,000.00</b>
	<b>Employee Services Total</b>	<b>\$87,000.00</b>	<b>\$100,000.00</b>
	<b>ADMINISTRATION Total</b>	<b>\$87,000.00</b>	<b>\$100,000.00</b>

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# Community Development Agency

## DEPARTMENT DESCRIPTION

The Hillsdale/Gull and the Marlin Cove Plans were adopted in January 1999. The goals include: 1) prevention of the spread of blight and deterioration; 2) achievement of architectural and urban design excellence; 3) control of unplanned growth; 4) encouragement of private sector investment; 5) increase supply of housing; 6) encouragement of participation of residents, businesses, and community in redevelopment; 7) replanning and development of stagnant or improperly used areas; and, in the case of the Marlin Cove Project, 8) retention of businesses through revitalization of the site.

Project Area One has a revenue cap of \$170 million. This cap was reached in April 2011. After the cap was reached, Project Area One no longer receives tax increment.

On February 22, 2011 the Agency entered into an Affordable Housing Reimbursement Agreement (AHRA) for purposes of funding priority affordable housing projects. The AHRA is an agreement between the Agency and the City whereby the Agency committed financial resources to the City to undertake the "production and rehabilitation of for-sale and rental housing affordable to very low-, low- and moderate-income persons and families" in Foster City. Funding would go towards the costs of acquisition of property, development of design criteria, design, planning, preparation of construction bid documents, financial analysis, financing, project administration and new construction or rehabilitation, as applicable. All debt and

expenses for Project Area One are shown in the AHRA budget.

The State Legislature is currently considering Assembly Bill 101 (AB 101), which has the potential of terminating redevelopment agencies in the State as of July 1, 2011. That legislation stipulates the mechanisms under which existing agencies would be allowed to meet existing obligations and dispose of its assets.

## DEPARTMENT PERSONNEL SUMMARY

Beginning in Fiscal Year 2011-2012, personnel will no longer be allocated to the Community Development Agency. In previous years, personnel allocations totaling the numbers shown in the chart below came from the City Clerk, City Manager, Community Development and Financial Services Departments.

	09-10	10-11	11-12
Project Area I	3.35	3.25	0
Marlin Cove	1.05	1.05	0
Hillsdale/Gull	1.05	1.05	0
<b>Total Employees</b>	<b>5.45</b>	<b>5.35</b>	<b>0</b>

## MISSION STATEMENT

The primary mission of the Community Development Agency is to meet the goals of the Agency as defined in the Plans for

the Agency's three Project Areas. The original Plan was adopted in 1981 and provides for: 1) a more diverse economic base; 2) improved circulation; 3) improved public facilities; 4) additional housing opportunities; 5) additional employment opportunities; and 6) conservation of the environment.

## **FIVE-YEAR STRATEGIC PLAN**

The Department prepared a comprehensive five-year strategic plan with the following components:

1. Maintain existing affordable housing stock in conformance with state regulations.
2. Utilize affordable housing funds to provide affordable housing opportunities.
3. Assist with providing new affordable housing as opportunities arise.
4. Comply with state mandated Redevelopment Agency reporting requirements.
5. Make adjustments in CDA operations in accordance with Project One reaching revenue cap.

## **KEY INITIATIVES COMPLETED**

The Agency has accomplished the following objectives during FY 2010-2011:

1. Affordable Housing Strategic Plan — Continued Implementation

The Affordable Housing Strategic Plan established five programs to address the affordable housing requirements of both the City and the Agency. All of the programs, Existing Unit Purchase, First-Time Homebuyer Assistance, New Project Development, Rental Assistance and the Rehabilitation Loan program are currently being implemented.

2. First-Time Homebuyer Assistance Program — Ongoing Administration

The program began in August 1998. To-date, 31 loans of \$50,000 to \$75,000 each have been issued and additional applicants have been pre-qualified and are looking for homes to purchase.

3. Existing Unit Purchase Program — Ongoing Administration

The Agency purchased one single family home and one duplex in 1998, one townhouse in 2005, one condominium in 2006, a duplex in 2008 and a single family home in 2009. The larger units (three or more bedrooms) are rented to very low-income families of five or more people, thus meeting a portion of the Agency's large family affordable housing component. The two-bedroom units are rented to very low-income families of three or four people.

4. Five Year Capital Improvements Program (CDA Resource Availability) — Financial Projections

Tax increment cash flow projections, and revenue and expenditure projections were prepared and updated to provide the City and Agency with information about the projected

future availability and allocation of Community Development Agency funds. No projects are reflected in the Five-Year CIP Plan.

5. Statement of Indebtedness and Annual State Report — On-Going

The Statement of Indebtedness advises the County of the projected amount of Agency debt for the upcoming year, which enables them to calculate the Agency's tax increment allocation for the year. The annual report to the State illustrates the Agency's previous year's activity.

## **INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2011-2012**

The Agency's Project Area One has reached its tax increment cap as of June 30, 2011. Its assets were transferred to the City under the terms of three agreements: a Public Improvements Reimbursement Agreement, a Cooperative Services Agreement, and an Affordable Housing Reimbursement Agreement, in which the Agency will look to the City of Foster City to carry out the initiatives of the Project Area in accordance with the terms of those respective agreements.

The Agency will continue to fulfill its legal obligations under the terms of the redevelopment plans and development and disposition agreements for its Marlin Cove and Hillsdale/Gull project areas.

## **CHANGES IN FINANCIAL RESOURCES REQUIRED**

### **Project Area One**

Since this project area reached its tax increment cap in FY 2010-2011, the books for the Project Area were closed as of June 30, 2011. Remaining General Fund assets were transferred to the City under the terms of a Public Improvements Reimbursement Agreement (for assets intended for public improvements) and a Cooperative Services Agreement (for assets intended for payment under the 1991 Settlement Agreement with the San Mateo Union High School District). Housing Fund assets were transferred to the City under the terms of an Affordable Housing Reimbursement Agreement, intended to fulfill the Agency's Affordable Housing requirements.

### **Marlin Cove Project Area**

Housing subsidies in the form of utility and developer subsidies continue under the terms of the Development and Disposition Agreement, which runs through 2029. Administrative expenses were reduced in that personnel costs from the City are no longer directly allocated to the Project Area. Rather, all administrative expenses were capped at 5% of tax increment collected by the Project Area.

### **Hillsdale/Gull Project Area**

Housing subsidies in the form of utility and developer subsidies continue under the terms of the Development and Disposition Agreement, which runs through 2017. Administrative expenses were reduced in that personnel costs from the City are no longer directly allocated to the Project Area. Rather, all administrative expenses were capped at 5% of tax increment collected by the Project Area.

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**Community Development Agency**  
 Summary of Resources and Requirements by Funds  
 For the Fiscal Year Ended June 30, 2012

Fund	Available July 1, 2011	Estimated Revenues	Transfers In	Transfers Out	Total Available	Operating Expenditures	Capital Expenditures	Total Requirements	Available June 30, 2012
311 General Fund - Project 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
312 Housing Fund - Project 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
316 Project Redevelopment Fund -- CIP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Area One</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
317 General Fund - Marlin Cove	\$ -	\$ 586,000	\$ -	\$ 406,450	\$ 179,550	\$ 179,550	\$ -	\$ 179,550	\$ -
318 Housing Fund - Marlin Cove	\$ -	\$ 146,000	\$ 406,450	\$ -	\$ 552,450	\$ 345,194	\$ -	\$ 345,194	\$ 207,256
<b>Total Marlin Cove</b>	<b>\$ -</b>	<b>\$ 732,000</b>	<b>\$ 406,450</b>	<b>\$ 406,450</b>	<b>\$ 732,000</b>	<b>\$ 524,744</b>	<b>\$ -</b>	<b>\$ 524,744</b>	<b>\$ 207,256</b>
319 General Fund - Hillsdale/Gull	\$ -	\$ 125,000	\$ -	\$ 82,600	\$ 42,400	\$ 42,400	\$ -	\$ 42,400	\$ -
320 Housing Fund - Hillsdale/Gull	\$ 180,000	\$ 35,000	\$ 82,600	\$ -	\$ 297,600	\$ 141,900	\$ -	\$ 141,900	\$ 155,700
<b>Total Hillsdale/Gull</b>	<b>\$ 180,000</b>	<b>\$ 160,000</b>	<b>\$ 82,600</b>	<b>\$ 82,600</b>	<b>\$ 340,000</b>	<b>\$ 184,300</b>	<b>\$ -</b>	<b>\$ 184,300</b>	<b>\$ 155,700</b>
<b>Totals - All Project Areas</b>		<b>\$ 892,000</b>				<b>\$ 709,044</b>	<b>\$ -</b>		

**Community Development Agency**  
Revenue Report  
For the Fiscal Year Ended June 30, 2012

Source	Budget Estimate 2010-2011	Budget Estimate 2011-2012
<b>PROJECT AREA ONE</b>		
<b>General Fund</b>		
Property Taxes	\$ 7,286,000	\$ -
Investment Earnings	\$ 73,000	\$ -
<b>subtotal</b>	<b>\$ 7,359,000</b>	<b>\$ -</b>
<b>Housing Fund</b>		
Property Taxes	\$ 2,151,000	\$ -
Investment Earnings	\$ 387,000	\$ -
<b>subtotal</b>	<b>\$ 2,538,000</b>	<b>\$ -</b>
<b>Project Redevelopment Fund</b>		
Investment Earnings	\$ 6,000	\$ -
<b>subtotal</b>	<b>\$ 6,000</b>	<b>\$ -</b>
<b>TOTAL PROJECT AREA ONE</b>	<b>\$ 9,903,000</b>	<b>\$ -</b>

**Community Development Agency**  
**Revenue Report**  
For the Fiscal Year Ended June 30, 2012

Source	Budget Estimate 2010-2011	Budget Estimate 2011-2012
<b><i>MARLIN COVE PROJECT AREA</i></b>		
<b>General Fund</b>		
Property Taxes	\$ 587,000	\$ 585,000
Investment Earnings	\$ 1,000	\$ 1,000
subtotal	\$ 588,000	\$ 586,000
<b>Housing Fund</b>		
Property Taxes	\$ 147,000	\$ 146,000
Investment Earnings	\$ -	\$ -
subtotal	\$ 147,000	\$ 146,000
<b>TOTAL MARLIN COVE</b>	<b>\$ 735,000</b>	<b>\$ 732,000</b>
<b><i>HILLSDALE/GULL PROJECT AREA</i></b>		
<b>General Fund</b>		
Property Taxes	\$ 150,000	\$ 123,000
Investment Earnings	\$ -	\$ 2,000
subtotal	\$ 150,000	\$ 125,000
<b>Housing Fund</b>		
Property Taxes	\$ 38,000	\$ 31,000
Investment Earnings	\$ -	\$ 4,000
subtotal	\$ 38,000	\$ 35,000
<b>TOTAL HILLSDALE/GULL PROJECT AREA</b>	<b>\$ 188,000</b>	<b>\$ 160,000</b>

**City of Foster City Community Development Agency**  
**Schedule of Fund Balance Transfers**  
For the Fiscal Year Ended June 30, 2012

				318	320	
				<i>Housing Fund -</i>	<i>Housing Fund -</i>	
				<i>Marlin Cove</i>	<i>Hillsdale / Gull</i>	<i>Totals</i>
Transfers	Out	#	Fund			
		1	317	<i>General Fund - Marlin Cove</i>		
				406,450	-	406,450
		2	319	<i>General Fund - Hillsdale / Gull</i>		
				-	82,600	82,600
		<b>Totals</b>		406,450	82,600	489,050

## Footnotes:

- 1 Transfer from the General Fund to the Housing Fund of the Marlin Cove Project Area to fund affordable housing subsidy programs and related administrative expenditures.
- 2 Transfer from the General Fund to the Housing Fund of the Hillsdale / Gull Project Area to fund affordable housing subsidy programs and related administrative expenditures.

**DEPARTMENT SUMMARY BY DIVISION**  
**Foster City Community Development Agency**  
COMMUNITY DEVELOPMENT  
PROJECT AREA ONE - GENERAL FUND (#311)  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 246,483	\$ 246,483	\$ -
SERVICES AND SUPPLIES	921,600	921,600	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,168,083	1,168,083	-
INTERNAL SERVICES	126,914	126,914	-
Subtotal (Total Department Expenses before Reallocations)	1,294,997	1,294,997	-
REALLOCATIONS	-	-	-
<b>TOTAL FOR PROJECT AREA ONE - GENERAL FUND (#311)</b>	<b>\$ 1,294,997</b>	<b>\$ 1,294,997</b>	<b>\$ -</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - COMMUNITY DEVELOPMENT      Account: 311-0831-463      CDA-GENERAL

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
311-0831-463-4110	PERMANENT SALARIES	\$193,789.00	\$0.00
Subtotal		<b>\$193,789.00</b>	<b>\$0.00</b>
311-0831-463-4115	COUNCIL/DIRECTOR & COMM FEES	\$1,300.00	\$0.00
Subtotal		<b>\$1,300.00</b>	<b>\$0.00</b>
311-0831-463-4120	FRINGE BENEFITS	\$51,394.00	\$0.00
Subtotal		<b>\$51,394.00</b>	<b>\$0.00</b>
<b>Employee Services Total</b>		<b>\$246,483.00</b>	<b>\$0.00</b>
<b><i>Internal Services</i></b>		Approved 2010-2011	Requested 2011-2012
311-0831-463-4557	INFORMATION TECHNOLOGY SERVICES	\$113,472.00	\$0.00
Subtotal		<b>\$113,472.00</b>	<b>\$0.00</b>
311-0831-463-4569	BUILDING MAINTENANCE	\$13,442.00	\$0.00
Subtotal		<b>\$13,442.00</b>	<b>\$0.00</b>
<b>Internal Services Total</b>		<b>\$126,914.00</b>	<b>\$0.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
311-0831-463-4241	COPY EXPENSE	\$2,200.00	\$0.00
Subtotal		<b>\$2,200.00</b>	<b>\$0.00</b>
311-0831-463-4242	POSTAGE EXPENSE	\$1,000.00	\$0.00
Subtotal		<b>\$1,000.00</b>	<b>\$0.00</b>
311-0831-463-4243	GENERAL OFFICE SUPPLIES	\$1,000.00	\$0.00
Subtotal		<b>\$1,000.00</b>	<b>\$0.00</b>

311-0831-463-4249	ADVERTISING		\$1,000.00	\$0.00
		Subtotal	<b>\$1,000.00</b>	<b>\$0.00</b>
311-0831-463-4251	AUDIT FEES		\$1,400.00	\$0.00
311-0831-463-4251	CONSULTANT FEES - 15 ACRE SITE STUDIES		\$50,000.00	\$0.00
311-0831-463-4251	COUNTY PROPERTY TAX ADMINISTRATION FEE		\$174,000.00	\$0.00
311-0831-463-4251	FINANCIAL CONSULTANT FEES		\$16,000.00	\$0.00
311-0831-463-4251	REDEVELOPMENT ATTORNEY FEES		\$30,000.00	\$0.00
311-0831-463-4251	TSM COORDINATION AND PROGRAM		\$1,000.00	\$0.00
		Subtotal	<b>\$272,400.00</b>	<b>\$0.00</b>
311-0831-463-4253	CALIFORNIA REDEVELOPMENT ASSOCIATION		\$6,500.00	\$0.00
		Subtotal	<b>\$6,500.00</b>	<b>\$0.00</b>
311-0831-463-4254	CRA CONFERENCE & SEMINARS & ECON.DEV.CONFERENCES		\$1,500.00	\$0.00
		Subtotal	<b>\$1,500.00</b>	<b>\$0.00</b>
311-0831-463-4265	AB 1290 TAX SHARING PAYMENT		\$169,000.00	\$0.00
311-0831-463-4265	SAN MATEO UNION HIGH SCHOOL DISTRICT PER AGREEMENT		\$467,000.00	\$0.00
		Subtotal	<b>\$636,000.00</b>	<b>\$0.00</b>
		<b>Services and Supplies Total</b>	<b>\$921,600.00</b>	<b>\$0.00</b>
		<b>COMMUNITY DEVELOPMENT Total</b>	<b>\$1,294,997.00</b>	<b>\$0.00</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**Foster City Community Development Agency**  
 COMMUNITY DEVELOPMENT  
 PROJECT AREA ONE - HOUSING FUND (#312)  
 Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 245,183	\$ 245,183	\$ -
SERVICES AND SUPPLIES	1,438,000	1,438,000	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,683,183	1,683,183	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	1,683,183	1,683,183	-
REALLOCATIONS	-	-	-
<b>TOTAL FOR PROJECT AREA ONE - HOUSING FUND (#312)</b>	<b>\$ 1,683,183</b>	<b>\$ 1,683,183</b>	<b>\$ -</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - HOUSING

Account: 312-0832-463

CDA-HOUSING

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
312-0832-463-4110	PERMANENT SALARIES	\$193,789.00	\$0.00
Subtotal		<b>\$193,789.00</b>	<b>\$0.00</b>
312-0832-463-4120	FRINGE BENEFITS	\$51,394.00	\$0.00
Subtotal		<b>\$51,394.00</b>	<b>\$0.00</b>
<b>Employee Services Total</b>		<b>\$245,183.00</b>	<b>\$0.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
312-0832-463-4251	AUDIT FEE	\$1,400.00	\$0.00
312-0832-463-4251	FINANCIAL CONSULTANT FEES	\$4,000.00	\$0.00
312-0832-463-4251	HUMAN INVESTMENT PROJECT - HOMESHARE PROGRAM	\$27,000.00	\$0.00
312-0832-463-4251	REDEVELOPMENT ATTORNEY FEES - GENERAL ADVICE	\$30,000.00	\$0.00
Subtotal		<b>\$62,400.00</b>	<b>\$0.00</b>
312-0832-463-4253	SAN MATEO COUNTY HEART DUES	\$12,100.00	\$0.00
Subtotal		<b>\$12,100.00</b>	<b>\$0.00</b>
312-0832-463-4254	TRAVEL, CONFERENCE, MEETINGS	\$500.00	\$0.00
Subtotal		<b>\$500.00</b>	<b>\$0.00</b>
312-0832-463-4265	EXISTING UNIT PURCHASE PROGRAM	\$1,042,000.00	\$0.00
312-0832-463-4265	FIRST TIME HOMEBUYERS PROGRAM	\$100,000.00	\$0.00
312-0832-463-4265	FOSTER'S LANDING AFFORDABLE HOUSING SUBSIDY	\$147,000.00	\$0.00
312-0832-463-4265	HOUSING COMPLIANCE MONITORING SOFTWARE	\$4,000.00	\$0.00
312-0832-463-4265	REHABILITATION LOAN PROGRAM	\$60,000.00	\$0.00
312-0832-463-4265	SENIOR HOME REPAIR PROGRAM	\$10,000.00	\$0.00
Subtotal		<b>\$1,363,000.00</b>	<b>\$0.00</b>

<b>Services and Supplies Total</b>	<b>\$1,438,000.00</b>	<b>\$0.00</b>
<b>HOUSING Total</b>	<b>\$1,683,183.00</b>	<b>\$0.00</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**Foster City Community Development Agency**  
COMMUNITY DEVELOPMENT  
MARLIN COVE PROJECT AREA - GENERAL FUND (#317)  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 31,352	\$ 31,352	\$ 2,500
SERVICES AND SUPPLIES	1,452,300	1,452,300	177,050
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,483,652	1,483,652	179,550
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	1,483,652	1,483,652	179,550
REALLOCATIONS	-	-	-
<b>TOTAL FOR MARLIN COVE PROJECT AREA - GENERAL FUND (#317)</b>	<b>\$ 1,483,652</b>	<b>\$ 1,483,652</b>	<b>\$ 179,550</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - COMMUNITY DEVELOPMENT  
0831-463

Account: 317-

MARLIN COVE  
GENERAL

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
317-0831-463-4110	PERMANENT SALARIES	\$24,340.00	\$0.00
Subtotal		<b>\$24,340.00</b>	<b>\$0.00</b>
317-0831-463-4115	DIRECTOR FEES	\$0.00	\$2,500.00
Subtotal		<b>\$0.00</b>	<b>\$2,500.00</b>
317-0831-463-4120	FRINGE BENEFITS	\$7,012.00	\$0.00
Subtotal		<b>\$7,012.00</b>	<b>\$0.00</b>
<b>Employee Services Total</b>		<b>\$31,352.00</b>	<b>\$2,500.00</b>

<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
317-0831-463-4241	COPY EXPENSE	\$400.00	\$0.00
Subtotal		<b>\$400.00</b>	<b>\$0.00</b>
317-0831-463-4242	POSTAGE EXPENSE	\$200.00	\$0.00
Subtotal		<b>\$200.00</b>	<b>\$0.00</b>
317-0831-463-4243	GENERAL OFFICE SUPPLIES	\$200.00	\$0.00
Subtotal		<b>\$200.00</b>	<b>\$0.00</b>
317-0831-463-4251	AB 1290 TAX SHARING PAYMENT	\$147,000.00	\$149,000.00
317-0831-463-4251	AUDIT FEES	\$1,400.00	\$1,400.00
317-0831-463-4251	CITY ADMINISTRATIVE SUPPORT SERVICES	\$0.00	\$3,650.00
317-0831-463-4251	COUNTY AB1389 REPORTING FEE	\$0.00	\$3,000.00
317-0831-463-4251	COUNTY PROPERTY TAX ADMINISTRATION FEE	\$15,000.00	\$15,000.00
317-0831-463-4251	FINANCIAL CONSULTANT FEES	\$3,600.00	\$2,500.00
317-0831-463-4251	REDEVELOPMENT ATTORNEY FEES	\$9,000.00	\$2,500.00

		Subtotal	\$176,000.00	\$177,050.00
317-0831-463-4254	CRA CONFERENCE & SEMINARS & ECON.DEV.CONFERENCES		\$500.00	\$0.00
		Subtotal	\$500.00	\$0.00
317-0831-463-4265	SUPPLEMENTAL ERAF PAYMENT TO STATE		\$1,275,000.00	\$0.00
		Subtotal	\$1,275,000.00	\$0.00
	<b>Services and Supplies Total</b>		\$1,452,300.00	\$177,050.00
	<b>COMMUNITY DEVELOPMENT Total</b>		\$1,483,652.00	\$179,550.00

**DEPARTMENT SUMMARY BY DIVISION**  
**Foster City Community Development Agency**  
COMMUNITY DEVELOPMENT  
MARLIN COVE PROJECT AREA - HOUSING FUND (#318)  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 125,411	\$ 125,411	\$ -
SERVICES AND SUPPLIES	375,294	375,294	345,194
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	500,705	500,705	345,194
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	500,705	500,705	345,194
REALLOCATIONS	-	-	-
<b>TOTAL FOR MARLIN COVE PROJECT AREA - HOUSING FUND (#318)</b>	<b>\$ 500,705</b>	<b>\$ 500,705</b>	<b>\$ 345,194</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - HOUSING

Account: 318-0832-463

MARLIN COVE HOUSING

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
318-0832-463-4110	PERMANENT SALARIES	\$97,362.00	\$0.00
Subtotal		<b>\$97,362.00</b>	<b>\$0.00</b>
318-0832-463-4120	FRINGE BENEFITS	\$28,049.00	\$0.00
Subtotal		<b>\$28,049.00</b>	<b>\$0.00</b>
<b>Employee Services Total</b>		<b>\$125,411.00</b>	<b>\$0.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
318-0832-463-4241	COPY EXPENSE	\$1,600.00	\$0.00
Subtotal		<b>\$1,600.00</b>	<b>\$0.00</b>
318-0832-463-4242	POSTAGE EXPENSE	\$800.00	\$0.00
Subtotal		<b>\$800.00</b>	<b>\$0.00</b>
318-0832-463-4243	GENERAL OFFICE SUPPLIES	\$800.00	\$0.00
Subtotal		<b>\$800.00</b>	<b>\$0.00</b>
318-0832-463-4251	AUDIT FEES	\$1,400.00	\$1,400.00
318-0832-463-4251	FINANCIAL CONSULTANT FEES	\$14,400.00	\$2,500.00
318-0832-463-4251	REDEVELOPMENT ATTORNEY FEES - GENERAL ADVICE	\$30,000.00	\$10,000.00
Subtotal		<b>\$45,800.00</b>	<b>\$13,900.00</b>
318-0832-463-4254	TRAVEL, CONFERENCE, MEETINGS	\$500.00	\$0.00
Subtotal		<b>\$500.00</b>	<b>\$0.00</b>
318-0832-463-4265	AFFORDABLE HOUSING SUBSIDY	\$175,000.00	\$173,000.00
318-0832-463-4265	DEVELOPER GRANT PAYMENT	\$109,794.00	\$109,794.00
318-0832-463-4265	HOUSING COMPLIANCE	\$0.00	\$5,000.00
318-0832-463-4265	HOUSING COMPLIANCE MONITORING SOFTWARE	\$0.00	\$2,500.00

318-0832-463-4265	UTILITY SUBSIDY	\$41,000.00	\$41,000.00
	Subtotal	<b>\$325,794.00</b>	<b>\$331,294.00</b>
	<b>Services and Supplies Total</b>	<b>\$375,294.00</b>	<b>\$345,194.00</b>
	<b>HOUSING Total</b>	<b>\$500,705.00</b>	<b>\$345,194.00</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**Foster City Community Development Agency**  
COMMUNITY DEVELOPMENT  
HILLSDALE / GULL PROJECT AREA - GENERAL FUND (#319)  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 32,652	\$ 32,652	\$ 2,500
SERVICES AND SUPPLIES	43,400	43,400	39,900
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	76,052	76,052	42,400
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	76,052	76,052	42,400
REALLOCATIONS	-	-	-
<b>TOTAL FOR HILLSDALE / GULL PROJECT AREA - GENERAL FUND (#319)</b>	<b>\$ 76,052</b>	<b>\$ 76,052</b>	<b>\$ 42,400</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - COMMUNITY DEVELOPMENT  
0831-463

Account: 319-

HILLSDALE/GULL  
GENERAL

<b><i>Employee Services</i></b>		Approved 2010-2011	Requested 2011-2012
319-0831-463-4110	PERMANENT SALARIES	\$24,340.00	\$0.00
Subtotal		<b>\$24,340.00</b>	<b>\$0.00</b>
319-0831-463-4115	COUNCIL/DIRECTOR & COMM FEES	\$1,300.00	\$2,500.00
Subtotal		<b>\$1,300.00</b>	<b>\$2,500.00</b>
319-0831-463-4120	FRINGE BENEFITS	\$7,012.00	\$0.00
Subtotal		<b>\$7,012.00</b>	<b>\$0.00</b>
<b>Employee Services Total</b>		<b>\$32,652.00</b>	<b>\$2,500.00</b>
<b><i>Services and Supplies</i></b>		Approved 2010-2011	Requested 2011-2012
319-0831-463-4251	AB1290 TAX SHARING PAYMENT	\$38,000.00	\$31,000.00
319-0831-463-4251	AUDIT FEE	\$1,400.00	\$1,400.00
319-0831-463-4251	COUNTY AB1389 REPORTING FEE	\$0.00	\$2,000.00
319-0831-463-4251	COUNTY PROPERTY TAX ADMINISTRATION FEE	\$4,000.00	\$3,000.00
319-0831-463-4251	FINANCIAL CONSULTING FEES	\$0.00	\$2,500.00
Subtotal		<b>\$43,400.00</b>	<b>\$39,900.00</b>
<b>Services and Supplies Total</b>		<b>\$43,400.00</b>	<b>\$39,900.00</b>
<b>COMMUNITY DEVELOPMENT Total</b>		<b>\$76,052.00</b>	<b>\$42,400.00</b>

**DEPARTMENT SUMMARY BY DIVISION**  
**Foster City Community Development Agency**  
COMMUNITY DEVELOPMENT  
HILLSDALE / GULL PROJECT AREA - HOUSING FUND (#320)  
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	\$ 125,411	\$ 125,411	\$ -
SERVICES AND SUPPLIES	203,900	203,900	141,900
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	329,311	329,311	141,900
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	329,311	329,311	141,900
REALLOCATIONS	-	-	-
<b>TOTAL FOR HILLSDALE / GULL PROJECT AREA - HOUSING FUND (#320)</b>	<b>\$ 329,311</b>	<b>\$ 329,311</b>	<b>\$ 141,900</b>

## DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - HOUSING

Account: 320-0832-463

HILLSDALE/GULL HOUSING

<b>Employee Services</b>		Approved 2010-2011	Requested 2011-2012
320-0832-463-4110	PERMANENT SALARIES	\$97,362.00	\$0.00
Subtotal		<b>\$97,362.00</b>	<b>\$0.00</b>
320-0832-463-4120	FRINGE BENEFITS	\$28,049.00	\$0.00
Subtotal		<b>\$28,049.00</b>	<b>\$0.00</b>
<b>Employee Services Total</b>		<b>\$125,411.00</b>	<b>\$0.00</b>
<b>Services and Supplies</b>		Approved 2010-2011	Requested 2011-2012
320-0832-463-4241	COPY EXPENSE	\$2,000.00	\$0.00
Subtotal		<b>\$2,000.00</b>	<b>\$0.00</b>
320-0832-463-4242	POSTAGE EXPENSE	\$1,000.00	\$0.00
Subtotal		<b>\$1,000.00</b>	<b>\$0.00</b>
320-0832-463-4243	GENERAL OFFICE SUPPLIES	\$1,000.00	\$0.00
Subtotal		<b>\$1,000.00</b>	<b>\$0.00</b>
320-0832-463-4251	AUDIT FEES	\$1,400.00	\$1,400.00
320-0832-463-4251	FINANCIAL CONSULTANT FEES	\$18,000.00	\$0.00
320-0832-463-4251	REDEVELOPMENT ATTORNEY FEES - GENERAL ADVICE	\$30,000.00	\$10,000.00
Subtotal		<b>\$49,400.00</b>	<b>\$11,400.00</b>
320-0832-463-4254	TRAVEL, CONFERENCE, MEETINGS	\$500.00	\$0.00
Subtotal		<b>\$500.00</b>	<b>\$0.00</b>
320-0832-463-4265	DEVELOPER GRANT PAYMENT	\$150,000.00	\$123,000.00
320-0832-463-4265	HOUSING COMPLIANCE	\$0.00	\$5,000.00
320-0832-463-4265	HOUSING COMPLIANCE MONITORING SOFTWARE	\$0.00	\$2,500.00

Subtotal	\$150,000.00	\$130,500.00
<b>Services and Supplies Total</b>	<b>\$203,900.00</b>	<b>\$141,900.00</b>
<b>HOUSING Total</b>	<b>\$329,311.00</b>	<b>\$141,900.00</b>

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## ***Capital Improvement Program***



The Capital Improvement Program (CIP) consists of projects to maintain and enhance the City/District's infrastructure of roadways, sidewalks, utilities, structures, and facilities for the benefit of the community.

The primary objective of the CIP is to develop and implement projects to ensure continued, reliable delivery of service to meet the City/District's needs. The following is a summary of active projects to be managed during Fiscal Year 2011-2012.

### Ongoing Projects:

#### **(CIP 455-603, Budget \$5,213,500) Sanitary Sewer Lift Station Improvements Phase 4 (2008-2009)**

This project continues the District's program of maintaining sanitary sewer lift stations and addressing preventative maintenance and upgrades to extend the useful life of the lift stations. The rehabilitated lift stations will also provide a safer working environment for the operational staff. Since

this program was implemented in FY 1999/2000, seventeen (17) of the District's forty-nine (49) lift stations have been rehabilitated. Lift Station improvements generally include items of work such as: repairing interior wet wells; installing new pumps, motors, and valves; replacing electrical and telemetry control systems; installing by-pass piping and connections; and replacing corroded components with non-corrosive stainless steel materials.

At the August 2, 2010 meeting, the District Board awarded the construction contract to Anderson Pacific Engineering Construction, Inc. to rehabilitate six (6) lift stations, replace two (2) standby generators, replace four (4) electrical control cabinets, and provide one (1) portable generator. Anderson Pacific will also replace the Supervisory Control and Data Acquisition (SCADA) system utilizing a licensed radio frequency for improved communications. The SCADA allows remote control and monitoring of water, wastewater, and lagoon facilities. Construction has started and will continue

through the summer. The project closeout is anticipated at the end of 2011.

**(CIP 301-607, Budget \$1,575,000) Levee/Pedway Improvement and Repairs (2006-2007)**

This project addresses identified deficiencies along approximately eight miles of the levee pathway system from the City limits north of East Third Ave to portions of the levee pathway along the Marina Lagoon.

The levee pathway repair and preventive maintenance work include the following:

- Adjustment of surface grades in select areas
- Installation of root barriers
- Removal and replacement of failed asphalt
- Seal coating
- Crack sealing
- Asphalt top coating
- Refurbishment of the walking track
- Re-stripping

Staff completed preliminary inspection and evaluation of the levee pedway in November 2007. The inspection of the pedway revealed a number of problems and deficiencies that were not identified when the budget estimate was originally developed. These include areas of the pathway that are in need of repairs due to up-heaving caused by tree roots. These repairs may require tree removal if future damage of the pedway is to be avoided. Some of these trees are privately owned. In addition, private improvements have encroached onto the levee pedway easements. Removal of some of these private improvements may be necessary in

order to complete the pathway repair and preventive maintenance work.

The entire project is estimated to cost \$2,200,000. The plan developed by staff included completion of a boundary survey to clearly identify the encroachment of structures, trees, and landscaping into the City's easement and property areas with a three-phase approach to construction of the improvements in a clockwise direction starting at East Third Avenue and ending at the southern end of Shell Cove near East Hillsdale Blvd and the San Mateo Slough. Phase I was completed in FY 2010-2011, and Phase II is currently underway.

**(CIP 301-608, Budget \$210,000) Park Infrastructure Improvements (2009-2010)**

The first component of the CIP was the removal of the planter boxes from the South Parking Lot at the Recreation Center. Eight (8) square "diamond shaped" concrete planter boxes were identified as a safety hazard and were to be removed as the irrigation to these planter boxes was cut and capped with the 1995 renovation of the Recreation Center. Removal of the planter boxes was completed in September 2009 by American Asphalt Company in the amount of \$3,925.

The second component of CIP 608 is the installation of central irrigation computer satellite controllers at identified park locations. At the December 21, 2009 City Council meeting, City Council authorized the purchase of satellite controllers for the central irrigation system. John Deere Landscapes was awarded a contract in the amount of \$124,585 for the installation of 13 satellites controllers at 10

park sites and one weather station. Park site locations include:

- Boat Park
- Erckenbrack Park
- Farragut Park
- Ketch
- Killdeer Park
- Leo Ryan Memorial Park
- Marlin Park
- Recreation Center/Teen Center
- Sunfish Park
- Leo Ryan Park

These controllers have been installed. Trouble-shooting, testing and monitoring of the system as well as operator training will be on-going as we move forward into the spring and summer irrigation seasons. Staff is anticipating being able to have five additional controllers installed – one at each site including:

- Shad Park
- Gull Park
- Turnstone Park
- Pompano Park
- Library

Installations began in February 2010. Work at all installation sites should be completed within 16 months (July 2011). This component of CIP 608 will help the City achieve the goal of increasing the efficiency of the Parks Division water auditing program and aid in the overall goal of water conservation and budget savings.

**(CIP 455-611, Budget \$ 150,000) Sewer System Rehabilitation (2010-2011)**

This project is part of a multi-phase program to assess and make repairs to the sanitary sewer collection system including gravity mains, force mains, and manhole structures. The first phase of the project was completed in Summer 2010 and addressed repairs to sections of sewer gravity mains that were identified by Public Works Maintenance staff as part of their closed circuit television inspection program. The problems addressed by this project included broken or cracked pipe, pipe misalignments, and separated or offset joints.

New repair and/or rehabilitation needs continue to be identified as additional video inspection data is collected. The budget for this second phase was established to address these needs, as well as to inspect and assess the condition of force mains throughout the collection system. Based on the information collected to date, staff will evaluate the nature, timing and magnitude of any future collection and conveyance system improvements.

Staff will develop a Request for Proposal to perform an assessment of the sewer force mains. The force mains are pipelines that convey wastewater under pressure from pumps located at sanitary sewer lift stations. The District maintains forty-nine lift stations throughout the District's service area. Because force mains operate under pressure, access to force mains is limited in most cases. As a result, Public Works staff has not been able to televise or inspect the force mains. There is approximately 3.25 miles of force mains within the wastewater collection system.

The District's force mains are constructed of a variety of materials including asbestos cement and ductile iron pipe. Repairs to force mains have been required at various locations in recent years. A force main study is needed to inspect and evaluate the condition of force mains throughout the District's service area. The study work may include construction of pipe fixtures to facilitate access to force mains.

**(CIP 405-612, Budget \$200,000) Water Main Condition Survey Project (2010-2011)**

This project is scheduled to be performed in FY 2010/2011 and will provide for follow-up investigations and assessment work on the 24-inch transmission main following Phase II work under (CIP 760) Water Main Condition Survey and Improvements Project which was completed in Summer 2009. Phase II work included the construction of access ports along the City's 24-inch high pressure water transmission main. This project will provide for the investigation of the main using the most recent leak detection technologies available to monitor and access the internal condition of the pipeline and obtain additional information on the condition of the water main. Staff will work with current leaders in the field of leak detection technology to develop a program to perform internal pipeline investigation in Summer 2011. Based on the results of the survey, construction costs will be identified and improvements prioritized.

**(CIP 301-613, Budget \$825,000) Residential Street Resurfacing & Repair (2010-2011)**

This biennial project is part of the City's ongoing program to maintain the public street system. The Public Works

Department uses the Pavement Management Program (PMP) database and program analysis to evaluate the condition of City street network and to help identify street maintenance priorities. The program also helps determine the most cost effective treatment to extend the life of a section of roadway. Staff compiled a list of candidate residential streets for resurfacing and slurry seal work. The list was provided to the City Council in December 2010. The City Council approved the plans and specifications and authorization to bid the project. Bid award is scheduled for the April 18<sup>th</sup> City Council meeting with construction during the Summer of 2011.

**(CIP 301-614, Budget \$210,000) Park Infrastructure Improvements (2010-2011)**

**Tennis Court Resurfacing - \$100,000.** Resurfacing of tennis courts should typically be performed every five to seven years. As courts are played on, asphalt surfaces become cracked and worn and painted lines fade. Resurfacing helps restore the courts to a more playable condition. This also includes all patching and painting of lines. Eight (8) tennis courts scheduled for repair include (date of last resurfacing is shown below):

- a. Boothbay Park – 4 tennis courts (2003)
- b. Leo Ryan Park – 4 tennis courts (2003)

Work is anticipated to be performed after Winter/Spring rains in 2011.

**Basketball Court Resurfacing - \$50,000.** The surfaces show considerable signs of wear and cracking. Court

surfaces are resurfaced to ensure that they are safe to play on and aesthetically pleasing. By using an overlay system the courts are level, smoother, and safer to play on. Basketball court resurfacing takes place every five to seven years based upon an evaluation of each court. The total costs include all resurfacing and painting of lines. Four (4) basketball courts scheduled for repair include (date of last resurfacing is shown below):

- a. Shad Park – 1 basketball court (2003)
- b. Sunfish Park – 1 basketball court (2003)
- c. Port Royal Park – 1 basketball court (2003)
- d. Turnstone – 1 basketball court (2003)

Work is anticipated to be performed after Winter/Spring rains in 2011.

**Boardwalk Re-finishing and Re-sealing - \$25,000.** Re-finishing and re-sealing of the wooden boardwalk and chain-rail support poles at Leo J. Ryan Park should be done every three to five years.

Project was done by Stella Painting on time and under budget. Total expenditure for this component was \$23,900.

**(CIP 301-615, Budget \$1,536,000) Sea Cloud Park Synthetic Turf Soccer and Baseball Fields (S-4, B-4, B-3) (2010-2011)**

and

**(CIP 301-616, Budget \$1,651,700) Port Royal Park Synthetic Turf Soccer Field and Walking Track (2010-2011)**

The City Council approved these synthetic turf park projects during FY 2010-2011. The Sea Cloud Park project will

replace existing natural turf with synthetic soccer and baseball playing surfaces at S-4, B-3 and B-4 playing fields. The Port Royal Park project will replace the existing natural turf soccer field with a synthetic playing surface as well as a two-lane synthetic walking track around the perimeter of the soccer field. Both of these projects will provide residents with more usable field time, eliminate costs of annual field refurbishment, significantly reduce water consumption, and reduce overall maintenance efforts by Parks Maintenance staff. An architect is being selected in FY 2010-2011 to develop design and construction documents by September 2011. Construction is expected to begin February 2012, with completion by September 2012.

Projects Completed and Closed out in FY 2010-2011:

- CIP 301-605 – Park Infrastructure Improvements
- CIP 455-757 – Sewer System Rehabilitation (Mains, Manholes and Force Mains)
- CIP 301-762 – Follow-up on Bi-Annual Caltrans Bridge Inspections
- CIP 455-730 – WWTP Expansion Phase II

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# THE CAPITAL IMPROVEMENT PROJECT BUDGETING PROCESS

As part of the City's Annual Budget and Five Year Financial Plan process, the City prepares a Five Year Capital Improvement Project plan. A Capital Improvement Project (or "CIP") is a plan for capital expenditures to provide for the acquisition, expansion or rehabilitation of an element of the City's physical plant to be incurred over a fixed period of several future years. Examples of such projects include:

- Street pavement projects
- City facilities construction / refurbishment
- Park infrastructure improvements (e.g., paving basketball courts, walkway construction or rehabilitation)
- Water valve or pipe replacement
- Sewer Lift Station refurbishment

Because the costs of such improvements are usually significant, the City prepares a Five Year Capital Improvement Project Plan so that it can anticipate future costs and funding strategies for projects.

## ***CIP Planning Process***

### **Identifying CIP Projects**

Throughout the fiscal year, City staff members continually monitor the functional status and performance of all of the City's physical plant. Maintenance activities supporting City infrastructure are documented and analyzed to determine if rehabilitation or replacement is necessary. In addition, throughout the year, policy direction from the City Council may be received to construct, enhance or rehabilitate City facilities. Staff makes note of these projects and begins to define the scope, nature and extent of

projects as may be required.

In December of each year, under the direction of the City Manager, staff members assemble to kick-off the Five Year CIP planning process. Updates on CIP projects currently underway are prepared for City Council review in a January study session. Existing projects on the previous year's Five Year CIP Plan are reviewed and updated. Staff also begins the process of formally identifying, for consideration by the City Council, any new CIP's which were not on the list in the previous year.

### **Cost Estimates**

Over the next few months, staff develops a draft CIP Plan. Upon identifying the scope and nature of each project, staff begins to prepare cost estimates of the projects. Projects which come up within the next 1-2 years have detailed engineers' cost estimates prepared for purposes of determining the total cost of the project. Projects which are 3-5 years out have less-detailed cost estimates prepared, but are sufficient in detail to give an overall order-of-magnitude cost estimate for planning purposes. This is performed for both newly identified projects and projects that are being updated from the previous year's Five Year CIP Plan.

The City builds in an inflation factor to cost estimates that are 2-5 years out. Inflation factors can range anywhere from 2% to 10% per year. Assumptions are made based upon the historical trends and future expectations of raw material and labor costs for each project. For example, projects that have significant amounts of steel or oil products may have a high inflationary factor due to the price increases experienced and forecast for those raw materials. On the other hand, projects which entail dirt and sod may yield lower inflationary factors.

Cost estimates also include contingency factors that are based upon historical experience of similar projects and relative uncertainty with respect to the project itself. For example, a construction project built upon ground that is suspected to have hazardous materials may yield a higher contingency factor than a relatively simple replacement of walkways in a park. Staff exercises significant judgment based upon its professional experience in determining both inflationary factors and contingency factors.

### **Cost Components**

Staff develops separate cost components for the design phase and the construction phase of a project, where necessary. For larger projects, the construction phase may also be split into separate components for project identification and manageability. In this way, the costs can be identified based upon the timing for each phase of the project. Cost estimates are then prepared and time-activated based upon each component of the project and as described above.

### **Funding Sources**

Once the costs have been identified and projected, a financial analysis is prepared to determine whether or not the projects can be funded. Consideration is given to a variety of sources of funds, including:

- Grant funds
- Revenues dedicated for such purposes (e.g., Measure A funds for street improvements)
- Water and Wastewater revenue rate projections
- Community Development Agency funding
- Existing money available that is not committed to other uses

### **Development of Five Year Plan**

Funding sources are then compared to project cost estimates to

develop the Five Year CIP Plan. The timing of the various projects is taken into consideration given the status of the existing infrastructure, risk management considerations, Council Policy Calendar initiatives, and available funding.

Once the draft plan is created, it is presented to the City Council in a Study Session that is typically held in late March. Council then provides direction on each of the projects within the plan and any changes are incorporated into a revised Five Year CIP Plan. Any updates requiring further discussion are provided once again to the City Council at its May Budget Study Session.

The Council then holds a Public Hearing on the budget, which includes the Five Year CIP Plan, normally the first Monday in June. Subject to any public testimony and final Council direction, the final Five Year CIP Plan is prepared, and the project costs associated with any projects which are funded in the next fiscal year are appropriated by the City Council as part of the adoption of the Annual Budget.

**FIVE YEAR CAPITAL IMPROVEMENT PROJECT PLAN (FISCAL YEAR 2011-2012 TO 2015-2016)**

Category	NO.	PROJECT NAME	Funding Source*	TOTAL - Not Including Prior Years	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>WASTEWATER PROJECTS</b>									
A	1	(NEW CIP) WASTEWATER SYSTEM – AUXILIARY PUMP FOR LIFT STATION 59 (2011-2012)	CS	\$75,000	\$75,000				
A	2	(NEW CIP) WASTEWATER SYSTEM REPAIRS – GRAVITY MAINS & MANHOLES (2012-2013)	CS	\$175,000		\$175,000			
A	3	(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)	CS	\$6,000,000		\$150,000	\$250,000		\$5,600,000
<b>TOTAL WASTEWATER COLLECTION SYSTEM PROJECTS</b>			<b>3</b>	<b>\$6,250,000</b>	<b>\$75,000</b>	<b>\$325,000</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$5,600,000</b>
<b>WATER PROJECTS</b>									
A	4	(NEW CIP) SEISMIC EVALUATION OF WATER TANKS 1, 2 AND 3 (2011-2012)	CW	\$100,000	\$100,000				
A	5	(NEW CIP) WATER SYSTEM - BOOSTER PUMP BUILDING (2011-2012)	CW	\$55,000	\$55,000				
<b>TOTAL WATER PROJECTS</b>			<b>2</b>	<b>\$155,000</b>	<b>\$155,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>STREETS/TRAFFIC PROJECTS</b>									
A	6	(NEW CIP) STREET SYSTEM - MULTI-PROJECT ROADWAY IMPROVEMENTS (2011-2012)	DEV / MA-SP	\$5,072,000	\$5,072,000				
A	7	(NEW CIP) VINTAGE PARK OVERCROSSING PROJECT (2011-2012 to 2012-2013)	CC	\$2,150,000	\$150,000	\$2,000,000			
A	8	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2011-2012)	MA / P42	\$865,000	\$865,000				
B	13	(NEW CIP) STREET SYSTEM - LED STREET LIGHT REPLACEMENT (2012-2013)	CC	\$150,000		\$150,000			
A	9	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)	MA / MM	\$845,000		\$845,000			
A	10	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)	MA / MM / P1B	\$915,000			\$915,000		
A	11	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)	MA / MM	\$950,000				\$950,000	
A	12	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)	MA / MM	\$890,000					\$890,000
<b>TOTAL STREETS/TRAFFIC PROJECTS</b>			<b>8</b>	<b>\$11,837,000</b>	<b>\$6,087,000</b>	<b>\$2,995,000</b>	<b>\$915,000</b>	<b>\$950,000</b>	<b>\$890,000</b>
<b>STORMWATER/LAGOON PROJECTS</b>									
C	14	(NEW CIP) CITY BULKHEAD REPAIR AND CORROSION PROTECTION (2014-2015)	CC	\$100,000				\$100,000	
<b>TOTAL STORMWATER/LAGOON PROJECTS</b>			<b>1</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>
<b>PARKS PROJECTS</b>									
C	15	(CIP 607) LEVEE/PEDWAY IMPROVEMENTS AND REPAIRS (2011-2012)	CC	\$625,000	\$625,000				
C	16	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012)	CC	\$250,000	\$250,000				
C	17	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	CC	\$400,000		\$400,000			
C	18	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2013-2014)	CC	\$245,000			\$245,000		
C	19	(NEW CIP) LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)	CC	\$395,000				\$395,000	
C	20	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)	CC	\$45,000					\$45,000
<b>TOTAL PARKS PROJECTS</b>			<b>6</b>	<b>\$1,960,000</b>	<b>\$875,000</b>	<b>\$400,000</b>	<b>\$245,000</b>	<b>\$395,000</b>	<b>\$45,000</b>
<b>BUILDING PROJECTS</b>									
<b>NONE</b>									
<b>TOTAL BUILDING PROJECTS</b>			<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>GRAND TOTAL</b>			<b>20</b>	<b>\$20,302,000</b>	<b>\$7,192,000</b>	<b>\$3,720,000</b>	<b>\$1,410,000</b>	<b>\$1,445,000</b>	<b>\$6,535,000</b>

\* CC=CIP City; DEV=Developer's Deposits; MA=Measure A (City); MA-SP=Measure A Special Projects (County); MM=Measure M; GT = Gas Tax (Section 2103); P42 = Proposition 42; P1B = Proposition 1B; CS=CIP Wastewater; CW=CIP Water

**TABLE A  
FIVE YEAR CAPITAL IMPROVEMENT PROJECT PLAN (FY 2010-2011 TO FY 2014-2015)**

<b>Project No.</b>	<b>PROJECT DESCRIPTION</b>		<b>TOTAL</b>
<b>CATEGORY A PROJECTS</b>			
1	(NEW CIP) WASTEWATER SYSTEM – AUXILIARY PUMP FOR LIFT STATION 59 (2011-	\$75,000	
2	(NEW CIP) WASTEWATER SYSTEM REPAIRS – GRAVITY MAINS & MANHOLES (2012-	\$175,000	
3	(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)	\$6,000,000	
4	(NEW CIP) SEISMIC EVALUATION OF WATER TANKS 1, 2 AND 3 (2011-2012)	\$100,000	
5	(NEW CIP) WATER SYSTEM - BOOSTER PUMP BUILDING (2011-2012)	\$55,000	
6	(NEW CIP) STREET SYSTEM - MULTI-PROJECT ROADWAY IMPROVEMENTS (2011-2012)	\$5,072,000	
7	(NEW CIP) VINTAGE PARK OVERCROSSING PROJECT (2011-2012 to 2012-2013)	\$2,150,000	
8	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2011-2012)	\$865,000	
9	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)	\$845,000	
10	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)	\$915,000	
11	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)	\$950,000	
12	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)	\$890,000	
		<b>Subtotal for Category A Projects</b>	<b>\$18,092,000</b>
<b>CATEGORY B PROJECTS</b>			
13	(NEW CIP) STREET SYSTEM - LED STREET LIGHT REPLACEMENT (2012-2013)	\$150,000	
		<b>Subtotal for Category B Projects</b>	<b>\$150,000</b>
<b>CATEGORY C PROJECTS</b>			
14	(NEW CIP) CITY BULKHEAD REPAIR AND CORROSION PROTECTION (2014-2015)	\$100,000	
15	(CIP 607) LEVEE/PEDWAY IMPROVEMENTS AND REPAIRS (2011-2012)	\$625,000	
16	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012)	\$250,000	
17	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	\$400,000	
18	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2013-2014)	\$245,000	
19	(NEW CIP) LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)	\$395,000	
20	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)	\$45,000	
		<b>Subtotal for Category C Projects</b>	<b>\$2,060,000</b>
<b>GRAND TOTAL</b>			<b>\$20,302,000</b>

**TABLE B  
FIVE YEAR CAPITAL IMPROVEMENT PROJECT PLAN (FY 2011-2012 to 2015-2016)**

No.	DESCRIPTION	CIP - City	Developer Deposits	Foster City Foundation	Gas Tax (2103)	Measure A (City)	Measure A (Special Projects)	Measure M	Foster City CDA PIRA Agreement	Park-In-Lieu Fees	Proposition 42	Proposition 1B	CIP - Water	CIP - Wastewater	TOTAL	No.
	Funds Available for CIP Projects (1)	\$4,594,000	\$0	\$0	\$281,000	\$1,994,000	\$0	\$0	\$1,064,000	\$515,300	\$25,000	\$0	\$2,608,300	\$5,470,000	\$16,551,600	
	Long-Term CIP Funding Program (2)	\$6,710,000	\$0										\$2,375,000	\$5,720,000	\$14,805,000	
	Revenue Projections (3)	\$900,000	\$3,622,000	\$244,000	\$1,567,400	\$2,543,000	\$1,450,000	\$396,000	\$80,000	\$0	\$0	\$450,000	\$0	\$0	\$11,252,400	
	Fund Transfers (4)	\$73,500	\$0	(\$244,000)	\$0	\$0	\$0	\$0	\$0	\$170,500	\$0	\$0	\$0	\$0	\$0	
	Total Available	\$12,277,500	\$3,622,000	\$0	\$1,848,400	\$4,537,000	\$1,450,000	\$396,000	\$1,144,000	\$685,800	\$25,000	\$450,000	\$4,983,300	\$11,190,000	\$42,609,000	
<b>CATEGORY A PROJECTS</b>																
1	(NEW CIP) WASTEWATER SYSTEM – AUXILIARY PUMP FOR LIFT STATION 59 (2011-2012)													\$75,000	\$75,000	1
2	(NEW CIP) WASTEWATER SYSTEM REPAIRS – GRAVITY MAINS & MANHOLES (2012-2013)													\$175,000	\$175,000	2
3	(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)													\$6,000,000	\$6,000,000	3
4	(NEW CIP) SEISMIC EVALUATION OF WATER TANKS 1, 2 AND 3 (2011-2012)												\$100,000		\$100,000	4
5	(NEW CIP) WATER SYSTEM - BOOSTER PUMP BUILDING (2011-2012)												\$55,000		\$55,000	5
6	(NEW CIP) STREET SYSTEM - MULTI-PROJECT ROADWAY IMPROVEMENTS (2011-2012)		\$3,622,000				\$1,450,000								\$5,072,000	6
7	(NEW CIP) VINTAGE PARK OVERCROSSING PROJECT (2011-2012 to 2012-2013)	\$2,150,000													\$2,150,000	7
8	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2011-2012)					\$840,000					\$25,000				\$865,000	8
9	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)					\$746,000		\$99,000							\$845,000	9
10	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)					\$366,000		\$99,000				\$450,000			\$915,000	10
11	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)					\$851,000		\$99,000							\$950,000	11
12	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)					\$791,000		\$99,000							\$890,000	12
	<b>SUB TOTAL OF CATEGORY A PROJECTS</b>	<b>\$2,150,000</b>	<b>\$3,622,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,594,000</b>	<b>\$1,450,000</b>	<b>\$396,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$450,000</b>	<b>\$155,000</b>	<b>\$6,250,000</b>	<b>\$18,092,000</b>	
	<b>FUNDS AVAIL. (LESS CATEGORY A PROJECTS)</b>	<b>\$10,127,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,848,400</b>	<b>\$943,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,144,000</b>	<b>\$685,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,828,300</b>	<b>\$4,940,000</b>	<b>\$24,517,000</b>	
<b>CATEGORY B PROJECTS</b>																
13	(NEW CIP) STREET SYSTEM - LED STREET LIGHT REPLACEMENT (2012-2013)	\$150,000													\$150,000	
	<b>SUB TOTAL OF CATEGORY B PROJECTS</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	
	<b>FUNDS AVAIL. (LESS CATEGORY A AND B PROJECTS)</b>	<b>\$9,977,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,848,400</b>	<b>\$943,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,144,000</b>	<b>\$685,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,828,300</b>	<b>\$4,940,000</b>	<b>\$24,367,000</b>	
<b>CATEGORY C PROJECTS</b>																
14	(NEW CIP) CITY BULKHEAD REPAIR AND CORROSION PROTECTION (2014-2015)	\$100,000													\$100,000	14
15	(CIP 607) LEVEE/PEDWAY IMPROVEMENTS AND REPAIRS (2011-2012)	\$625,000													\$625,000	15
16	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012)	\$250,000													\$250,000	16
17	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	\$400,000													\$400,000	17
18	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2013-2014)	\$245,000													\$245,000	18
19	(NEW CIP) LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)	\$395,000													\$395,000	19
20	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)	\$45,000													\$45,000	20
	<b>SUB TOTAL OF CATEGORY C PROJECTS</b>	<b>\$2,060,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,060,000</b>	
	<b>FUNDS AVAIL. (LESS CATEGORY A, B, AND C PROJECTS)</b>	<b>\$7,917,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,848,400</b>	<b>\$943,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,144,000</b>	<b>\$685,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,828,300</b>	<b>\$4,940,000</b>	<b>\$22,307,000</b>	

- (1) Funds Available include \$2.0M Emerg. Reserve for CIP City  
(2) Funds transferred from the City General Fund (for CIP - City), Water Operations (CIP Water) and Wastewater Operations (CIP Wastewater) over the next five years per the Long-Term CIP Funding Program.  
(3) Includes Interest Earnings.  
(4) Transfers from the Foster City Foundation and Park-In-Lieu Fees are as follows:  
- Grants totalling \$490,000 are expected to be received from the Foster City AYSO and PYSC youth soccer league organizations towards the Synthetic Turf projects at Catamaran Park and Sea Cloud Park S-3. \$416,500 was received to date with the balance of \$73,500 expected over the next three (3) fiscal years. As funds are received, they will be transferred back to the City CIP fund which advanced the funds in FY 2007-2008.  
- Additional grants totalling \$170,500 through 2015-2016 are expected to be received from the Foster City Youth Softball Association, Foster City Little League, and Foster City AYSO and PYSC youth soccer league organizations towards the Synthetic Turf projects at Sea Cloud Park S-4 and Port Royal Parks. Since the Park-In-Lieu Fund fronted the money for these projects, the Foster City Foundation will reimburse the Park-In-Lieu Fund as donations from these organizations are received.  
- The Pilgrim-Triton Phase I project is estimated to generate \$4,000,000 in Park-In-Lieu Fees that are expected to be received by June 30, 2011; of this amount, \$1,833,000 was reimbursed to the City CIP for the unfunded construction costs associated with the Synthetic Turf Projects at Catamaran Park and Sea Cloud Park S-3, and \$1,651,000 was appropriated in FY 2010-2011 for the Synthetic Turf Project at Port Royal Park. The remainder is available for Transfer to the City CIP Funds for Park Projects.

**TABLE C  
CAPITAL IMPROVEMENT PROJECT (CIP) PLAN (FISCAL YEAR 2011-2012)**

PROJECT NAME	Funding Source*	Total Project Cost	Prior Years' Funding	FY 2011-2012 Funding	Funding Sources								
					City Capital Investment	Developer Deposits	Measure A (City)	Measure A (Special Projects)	Measure M	Proposition 42	Water Capital Investment	Wastewater Capital Investment	
<b>WASTEWATER PROJECTS</b>													
(NEW CIP) WASTEWATER SYSTEM – AUXILIARY PUMP FOR LIFT STATION 59 (2011-2012)	CS	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
<b>TOTAL SEWER PROJECTS</b>	<b>1</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>
<b>WATER PROJECTS</b>													
(NEW CIP) SEISMIC EVALUATION OF WATER TANKS 1, 2 AND 3 (2011-2012)	CW	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -
(NEW CIP) WATER SYSTEM - BOOSTER PUMP BUILDING (2011-2012)	CW	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ -
<b>TOTAL WATER PROJECTS</b>	<b>2</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 155,000</b>	<b>\$ -</b>
<b>STREETS/TRAFFIC PROJECTS</b>													
(NEW CIP) STREET SYSTEM - MULTI-PROJECT ROADWAY IMPROVEMENTS (2011-2012)	DEV / MA-SP	\$ 5,072,000	\$ -	\$ 5,072,000	\$ -	\$ 3,622,000	\$ -	\$ 1,450,000	\$ -	\$ -	\$ -	\$ -	\$ -
(NEW CIP) VINTAGE PARK OVERCROSSING PROJECT (2011-2012 to 2012-2013)	CC	\$ 150,000	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2011-2012)	MA, P42	\$ 865,000	\$ -	\$ 865,000	\$ -	\$ -	\$ 840,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
<b>TOTAL STREETS/TRAFFIC PROJECTS</b>	<b>3</b>	<b>\$ 6,087,000</b>	<b>\$ -</b>	<b>\$ 6,087,000</b>	<b>\$ 150,000</b>	<b>\$ 3,622,000</b>	<b>\$ 840,000</b>	<b>\$ 1,450,000</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>STORMWATER/LAGOON PROJECTS</b>													
NONE													
<b>TOTAL STORMWATER/LAGOON PROJECTS</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>PARKS PROJECTS</b>													
(CIP 607) LEVEE/PEDWAY IMPROVEMENTS AND REPAIRS (2011-2012)	CC	\$ 2,200,000	\$ 1,575,000	\$ 625,000	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012)	CC	\$ 250,000	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PARKS PROJECTS</b>	<b>2</b>	<b>\$ 2,450,000</b>	<b>\$ 1,575,000</b>	<b>\$ 875,000</b>	<b>\$ 875,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>BUILDING PROJECTS</b>													
NONE													
<b>TOTAL BUILDING PROJECTS</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL</b>	<b>8</b>	<b>\$ 8,767,000</b>	<b>\$ 1,575,000</b>	<b>\$ 7,192,000</b>	<b>\$ 1,025,000</b>	<b>\$ 3,622,000</b>	<b>\$ 840,000</b>	<b>\$ 1,450,000</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ 155,000</b>	<b>\$ 75,000</b>	

\* CC=CIP City; MA=Measure A (City); MA-SP=Measure A (Special Projects); DEV=Developer Deposits; P42=Proposition 42; CS=CIP Wastewater; CW=CIP Water

**TABLE D  
ACTIVE AND PROPOSED CIP'S THROUGH FY 2015-2016**

ACTIVE PROJECT	DESCRIPTION	FY AUTH	PRIOR YEARS BUDGET AND ADJUSTMENT	CURRENT YEAR BUDGET AND ADJUSTMENT (2010-2011)	TOTAL APPROVED BUDGET AND ADJUSTMENT	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	ESTIMATED TOTAL PROJECT BUDGET
455-603	SANITARY SEWER LIFT STATION IMPROVEMENTS	08/09	\$ 5,213,500	\$ -	\$ 5,213,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,213,500
301-607	LEEVE/PEDWAY IMPROVEMENT & REPAIRS	06/07	\$ 950,000	\$ 625,000	\$ 1,575,000	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000
301-608	PARK INFRASTRUCTURE IMPROVEMENTS	09/10	\$ 210,000	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000
455-611	SEWER SYSTEM REHABILITATION-FORCE MAINS, GRAVITY MAINS AND MANHOLES (10/11 TO 11/12)	10/11	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
405-612	WATER MAIN CONDITION SURVEY (2010-2011)	10/11	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
301-613	RESIDENTIAL STREET RESURFACING AND REPAIR (2010-2011)	10/11	\$ -	\$ 825,000	\$ 825,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 825,000
301-614	PARK INFRASTRUCTURE IMPROVEMENTS (2010-2011)	10/11	\$ -	\$ 210,000	\$ 210,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000
301-615	SEA CLOUD PARK SYNTHETIC TURF SOCCER AND BASEBALL FIELDS (S-4, B-4, B-3) (2010-2011)	10/11	\$ -	\$ 1,536,700	\$ 1,536,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,536,700
301-616	PORT ROYAL PARK SYNTHETIC TURF SOCCER FIELD AND WALKING TRACK (2010-2011)	10/11	\$ -	\$ 1,651,700	\$ 1,651,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,651,700
NEW	(NEW CIP) WASTEWATER SYSTEM – AUXILIARY PUMP FOR LIFT STATION 59 (2011-2012)	11/12	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
NEW	(NEW CIP) WASTEWATER SYSTEM REPAIRS – GRAVITY MAINS & MANHOLES (2012-2013)	12/13	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000
NEW	(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)	12/13	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 250,000	\$ -	\$ 5,600,000	\$ 6,000,000
NEW	(NEW CIP) SEISMIC EVALUATION OF WATER TANKS 1, 2 AND 3 (2011-2012)	11/12	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
NEW	(NEW CIP) WATER SYSTEM - BOOSTER PUMP BUILDING (2011-2012)	11/12	\$ -	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
NEW	(NEW CIP) STREET SYSTEM - MULTI-PROJECT ROADWAY IMPROVEMENTS (2011-2012)	11/12	\$ -	\$ -	\$ -	\$ 5,072,000	\$ -	\$ -	\$ -	\$ -	\$ 5,072,000
NEW	(NEW CIP) VINTAGE PARK OVERCROSSING PROJECT (2011-2012 to 2012-2013)	11/12	\$ -	\$ -	\$ -	\$ 150,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,150,000
NEW	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2011-2012)	11/12	\$ -	\$ -	\$ -	\$ 865,000	\$ -	\$ -	\$ -	\$ -	\$ 865,000
NEW	(NEW CIP) STREET SYSTEM - LED STREET LIGHT REPLACEMENT (2012-2013)	12/13	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
NEW	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)	12/13	\$ -	\$ -	\$ -	\$ -	\$ 845,000	\$ -	\$ -	\$ -	\$ 845,000
NEW	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)	13/14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 915,000	\$ -	\$ -	\$ 915,000
NEW	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)	14/15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 950,000	\$ -	\$ 950,000
NEW	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)	15/16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 890,000	\$ 890,000
NEW	(NEW CIP) CITY BULKHEAD REPAIR AND CORROSION PROTECTION (2014-2015)	14/15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
NEW	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012)	11/12	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
NEW	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	12/13	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
NEW	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2013-2014)	13/14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 245,000	\$ -	\$ -	\$ 245,000
NEW	(NEW CIP) LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)	14/15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 395,000	\$ -	\$ 395,000
NEW	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)	15/16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000
	<b>TOTAL</b>		<b>\$ 6,373,500</b>	<b>\$ 5,198,400</b>	<b>\$ 11,571,900</b>	<b>\$ 7,192,000</b>	<b>\$ 3,720,000</b>	<b>\$ 1,410,000</b>	<b>\$ 1,445,000</b>	<b>\$ 6,535,000</b>	<b>\$ 31,873,900</b>

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## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## WASTEWATER SYSTEM – AUXILIARY PUMP FOR LIFT STATION 59

Funding Sources		
Funding	CIP	Total
	Wastewater	
2011-2012	75,000	75,000
2012-2013	-	-
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
<b>Total</b>	<b>75,000</b>	<b>75,000</b>

Expenditure Categories				
Expenditures	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	75,000	-	-	75,000
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	75,000	-	-	75,000
Contingency 0%	-	-	-	-
<b>Totals</b>	<b>75,000</b>	-	-	<b>75,000</b>

PROJECT PRIORITY CATEGORY: APROJECT DESCRIPTION:

This project will provide a third redundancy for our main Lift Station #59 which pumps the City's wastewater flow to the San Mateo / EMID WWTP. L.S. # 59 is equipped with two 215 HP and three 35 HP pumps and has a maximum pumping capacity of 10 MGD. All five pumps are operated by variable-frequency drive electric motors. There is a 1,000 KW diesel generator as the only alternative power supply available to operate the

pumps in case of a PG&E power failure.

The generator was recently reconditioned and the remaining useful life was extended an additional 10 years with a replacement value of \$415,000. During the rehabilitation of the generator it was necessary to lease a backup 1,000 KW portable generator to assure temporary power while the existing generator was being repaired (approximately one month). It was discovered that there are only three generators of this size available for rent within California and the closest one is several hours away.

The objective of this project is to provide a third level of redundancy for pumping the raw wastewater in the event PG&E lost power and our emergency generator did not work. The emergency standby system selected will have sufficient capacity to start up and maintain the total running capacity of the lift station. Options to be considered are:

- Provide a gas powered trash pump with the necessary valving and piping to be connected to the force main
- Provide a portable generator receptacle hookup to drive one or two of the pumps during the emergency operation
- Provide plans, specifications and a cost estimate of the approved alternative

After the completion of the engineering study, staff will review and select an alternative to establish the final project funding needs for FY 2012-2013 and report our recommendations to the Board of Directors.

ESTIMATED PROJECT SCHEDULE:

Inspection and Assessment	FY 2011-2012
Prepare Specification/Design	FY 2012-2013
Purchase & Install	FY 2012-2013

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## WASTEWATER SYSTEM REPAIRS –GRAVITY MAINS &amp; MANHOLES

Funding	Funding Sources	
	Wastewater	Total
2011-2012	-	-
2012-2013	175,000	175,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
<b>Total</b>	<b>175,000</b>	<b>175,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	-	-	-
2012-2013	135,000	3%	4,100	139,100
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	135,000		4,100	139,100
Contingency 25%	33,800		1,000	34,800
<b>Totals</b>	<b>168,800</b>		<b>5,100</b>	<b>173,900</b>

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

This project will continue the District's program of performing repairs to the sanitary sewer collection system gravity mains. The repairs will be based on closed circuit television (CCTV) inspections completed by the District's Public Works Maintenance staff. Based on these inspections, repair and rehabilitation work will be completed at high priority locations. The first phase of the project was completed in Summer 2010. The next phase of the project will continue to address localized pipe repair and manhole rehabilitation work identified by the CCTV inspections.

Video recording of the system will continue to be collected and project reports prepared to identify repair and rehabilitation projects to extend the useful life of the sewer mains and manholes throughout the District's collection system.

ESTIMATED PROJECT SCHEDULE:

Project Design and Compiling of	FY 2011-2012
Repair/Rehabilitation Locations	
Construction	FY 2012-2013

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## SANITARY SEWER LIFT STATION IMPROVEMENTS PROJECT

Funding	Funding Sources	
	CIP Wastewater	Total
2011-2012	-	-
2012-2013	150,000	150,000
2013-2014	250,000	250,000
2014-2015	-	-
2015-2016	5,600,000	5,600,000
<b>Total</b>	<b>6,000,000</b>	<b>6,000,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	0%	-	-
2012-2013	150,000	3%	4,500	154,500
2013-2014	250,000	6%	15,000	265,000
2014-2015	-	9%	-	-
2015-2016	3,975,000	12%	477,000	4,452,000
Subtotal	4,375,000		496,500	4,871,500
Contingency 25%	993,800		124,100	1,117,900
<b>Totals</b>	<b>5,368,800</b>		<b>620,600</b>	<b>5,989,400</b>

PROJECT PRIORITY CATEGORY: APROJECT DESCRIPTION:

This project is part of a multi-phase program to rehabilitate the sewer system lift stations by performing preventative maintenance and upgrades to extend the useful life of the lift stations. The program provides for a project to be constructed every 3 to 4 years to achieve economies of scale. Over a 30-year period, all of the District's 49 lift stations will be repaired

and rehabilitated.

Repairs have been completed on sixteen (16) of the District's 49 lift stations (Phase 1 through 3). Phase 4 is currently under construction and includes six (6) lift stations. Phase 4 construction is anticipated to be complete by the end of 2011. A Lift Station Priority List will be developed for use in selecting the next group of stations for rehabilitation.

Lift Station improvements generally include items of work such as: repairing interior wet wells; installing new pumps, motors and valves; replacing electrical control cabinets and components; installing by-pass piping and connections; replacing corroded components; replacing manhole covers with lighter hatches; and installing control monitoring equipment.

Funding in the amount of \$400,000 is recommended for preparation of plans, specification and construction cost estimates (PSE). Construction costs totaling \$5.6 million are included in the projections for FY 2015-2016 and will be refined when preliminary design and plans and specifications are prepared.

ESTIMATED PROJECT SCHEDULE:

Project Report and Design	FY 2013-2014
Project Construction	FY 2014-2015
Project Closeout	FY 2014-2015

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## SEISMIC EVALUATION OF WATER TANKS 1, 2, AND 3

Funding	Funding Sources	
	CIP Water	Total
2011-2012	100,000	100,000
2012-2013	-	-
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
<b>Total</b>	<b>100,000</b>	<b>100,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	100,000		-	100,000
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	100,000		-	100,000
Contingency 0%	-		-	-
<b>Totals</b>	<b>100,000</b>		<b>-</b>	<b>100,000</b>

PROJECT DESCRIPTION:

The District maintains three (3) welded steel four-million gallon water storage reservoirs located at the City/District Corporation Yard. These reservoirs provide emergency supply storage, as well as storage for peak use periods and fire fighting needs. Water Tanks 1 and 2 are the oldest of the tanks and were constructed in 1965 and 1974 respectively. Water Tank #3 was completed in 1993. All three tanks are welded steel structures and are approximately 150 feet in diameter and 30 feet in height. The protective coatings on all three tanks were replaced in 2001.

This project provides for a seismic engineering study of each the 4-million gallon storage tanks. The study will include a structural evaluation of the tanks, as well as an operational evaluation. The study will provide both structural and operational recommendations to minimize damage potential from a seismic event.

PROJECT PRIORITY CATEGORY: AESTIMATED PROJECT SCHEDULE:

Seismic and Engineering  
Evaluation/Study

FY 2011-2012

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## WATER SYSTEM – BOOSTER PUMP BUILDING

Funding	Funding Sources	
	CIP Water	Total
2011-2012	55,000	55,000
2012-2013	-	-
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
<b>Total</b>	<b>55,000</b>	<b>55,000</b>

Expenditures	Expenditure Categories			Total
	Estimated Project Cost	Inflation %	Inflation Escalation	
2011-2012	50,000		-	50,000
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	50,000		-	50,000
Contingency 0%	-		-	-
<b>Totals</b>	<b>50,000</b>		<b>-</b>	<b>50,000</b>

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

The existing building that houses the six (6) booster pumps for the distribution of water to the community was constructed over 50 years ago. Based on revised seismic standards over the years, it would be beneficial to have the building inspected and evaluated for compliance with current seismic standards.

The evaluation and assessment of the structural integrity of the building will most likely result in the need for some upgrades to the building. Preparation of design documents and construction would be dependent on the outcome of the inspection and assessment to be performed by a structural engineer. An order of magnitude construction cost will be identified as part of the inspection and assessment for future funding requirements.

ESTIMATED PROJECT SCHEDULE:

Evaluation and Assessment	FY 2011-2012
Design	FY 2012-2013
Construction	FY 2013-2014

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## STREET SYSTEM – (CIP 610) MULTI-PROJECT ROADWAY IMPROVEMENTS

Funding	Funding Sources		
	Developer Deposits (1)	Measure A (Special Projects)	Total
2011-2012	3,622,000	1,450,000	5,072,000
2012-2013	-	-	-
2013-2014	-	-	-
2014-2015	-	-	-
2015-2016	-	-	-
<b>Total</b>	<b>3,622,000</b>	<b>1,450,000</b>	<b>5,072,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	3,901,500	-	-	3,901,500
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	3,901,500	-	-	3,901,500
Contingency 30%	1,170,500	-	-	1,170,500
<b>Totals</b>	<b>5,072,000</b>	-	-	<b>5,072,000</b>

(1) – An advance from City or Agency funds of \$460,000 may be necessary in anticipation of subsequent reimbursement from the developer for the 15-acre site.

PROJECT PRIORITY CATEGORY: APROJECT DESCRIPTION:

Traffic related impacts from proposed development projects in Foster City were identified in an Engineering Feasibility Study Final Report dated May 2009 prepared by Fehr & Peers.

Based on the traffic analysis performed for the traffic related impacts, various roadway improvements were identified to improve existing traffic operations and to accommodate the projected traffic from the new developments.

The traffic related impacts are associated with the following four (4) proposed development projects:

- Pilgrim-Triton Master Plan
- Gilead Sciences Corporate Campus Master Plan
- 15 – Acre Site (fka: Mirabella San Francisco/Parkview Plaza)
- Chess Drive Offices

The following projects are included as part of the improvements of the above four developments:

- Widen SR 92 WB On-ramp (MP #1)
- Install traffic signal interlock between FCB and Chess Drive/On-ramp (MP #2)
- Lengthen NB LT lane on FCB at Chess Drive (MP #3)
- Widen Triton Drive and modify signal at Foster City Blvd / Triton Drive (MP #5)
- Add EB lane on MCB between SR 92 and FCB (MP #6)
- Widen 92 WB off-ramp at Chess Drive (when required by Caltrans) (MP #11)

Funding for the roadway improvements is collected from the various developers based on the terms of their Master Development Agreement. In the case of the Triton Drive Widening project (MP #5), the City will apply for Measure A Special Projects Funding from the Transportation Authority. If funding is not granted, the developer for the Pilgrim-Triton Master Plan project will need to cover the cost.

ESTIMATED PROJECT SCHEDULE:

The schedule for the ten roadway improvements identified is dependent of the progress of the developments. With Gilead Sciences and Pilgrim-Triton moving forward with their projects, five of the ten roadway improvements are currently being designed and are expected to be under construction by mid to late 2012.

Phased Project Design	FY 2010-2011
	FY 2011-2012
Construction	FY 2011-2012
	FY 2012-2013

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## VINTAGE PARK OVERCROSSING PROJECT (2011-2012)

Funding	Funding Sources	
	City CIP	Total
2011-2012	150,000	150,000
2012-2013	2,000,000	2,000,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
Total	- 2,150,000	- 2,150,000

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	150,000	0%	-	150,000
2012-2013	1,600,000	3%	48,000	1,648,000
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	1,750,000		48,000	1,798,000
Contingency 20%	350,000		9,600	359,600
Totals	2,100,000		57,600	2,157,600

PROJECT PRIORITY CATEGORY: APROJECT DESCRIPTION:

The Vintage Park overcrossing was built in the early 1990's with the structure on piles and the approach ramps are designed as "hinged slabs" on grade to accommodate settlement. Because of the settlement of the approach ramps hinged slabs, repairs to the ramps are required to maintain a smooth transition between the fixed piles supported overcrossing and the flexible approach ramps.

A structural design firm will need to be hired to analyze the existing condition and to evaluate various alternatives of repair. A budget of \$150,000 is proposed for a design service consultant contract to review the existing condition, recommend repair options and prepare construction plans, specifications and cost estimates (PSE). The construction cost estimate of \$2 million is a placeholder amount subject to the results of the study performed by the consultant.

Funding will come from the City Capital Investment (CIP) Fund.

ESTIMATED PROJECT SCHEDULE:

Bridge evaluation	FY 2011-2012
Project Design	FY 2012-2013
Construction	Summer 2012

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## ARTERIAL AND COLLECTOR OVERLAY PROJECT (2011-2012)

Funding	Funding Sources		
	Measure A	Prop 42	Total
2011-2012	840,000	25,000	865,000
2012-2013	-	-	-
2013-2014	-	-	-
2014-2015	-	-	-
2015-2016	-	-	-
<b>Total</b>	<b>840,000</b>	<b>25,000</b>	<b>865,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	693,000	0%	-	693,000
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	693,000		-	693,000
Contingency	25%	173,300	-	173,300
<b>Totals</b>	<b>866,300</b>		<b>-</b>	<b>866,300</b>

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

As part of the City's ongoing maintenance program for the public street system, resurfacing and repair of public arterial and collector streets is critical. This project complements the Residential Street Resurfacing and Repair project which targets primarily residential streets and focuses on slurry seals.

The intent of this project is to maximize the use of available federal and state transportation grant funding to address the resurfacing needs of arterial and collector streets. If grant funding is available, matching funds for the local share of the Arterial Overlay Project will be provided from remaining Proposition 42 funds and Measure A revenues.

ESTIMATED PROJECT SCHEDULE:

Project Design – In-house  
Construction

FY 2011-2012  
Summer 2012

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)

Funding	Funding Sources		
	Measure A	Measure M	Total
2011-2012	-	-	-
2012-2013	746,000	99,000	845,000
2013-2014	-	-	-
2014-2015	-	-	-
2015-2016	-	-	-
<b>Total</b>	<b>746,000</b>	<b>99,000</b>	<b>845,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	0%	-	-
2012-2013	655,000	3%	19,700	674,700
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	655,000		19,700	674,700
Contingency 25%	163,800		4,900	168,700
<b>Totals</b>	<b>818,800</b>		<b>24,600</b>	<b>843,400</b>

will be completed in 2011 and the data will be used to update the PMP street condition database. The updating of the street inspection database is completed approximately every two years. The streets selected for each year's project are determined primarily through the PMP computer-modeling program analyses. The program also helps determine the most cost-effective treatment to extend the life of a section of roadway.

This project will provide for the repair of identified streets in residential areas of the City. Funding for this project is proposed every other year over the next five year period. Funding available for each year's project will also be used to address deficiencies in the pavement, curb & gutter, and sidewalk in select areas of the City. The normal repair methods employed, in order of ascending costs, are: crack seal; slurry seal; dig-out repairs and surface overlays. Funding for this project will be provided by Measure A and Measure M funds.

ESTIMATED PROJECT SCHEDULE:

Project Design – In-house  
Construction

FY 2012-2013  
Summer 2013

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

This project is part of the City's ongoing maintenance program for the public street system. To implement the street maintenance and rehabilitation program in the most cost-effective manner, a Pavement Management Program (PMP) analysis program is utilized. An inspection of selected streets

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)

Funding	Funding Sources			
	Measure A	Measure M	Prop 1B	Total
2011-2012	-	-	-	-
2012-2013	-	-	-	-
2013-2014	366,000	99,000	450,000	915,000
2014-2015	-	-	-	-
2015-2016	-	-	-	-
<b>Total</b>	<b>366,000</b>	<b>99,000</b>	<b>450,000</b>	<b>915,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	0%	-	-
2012-2013	-	3%	-	-
2013-2014	690,000	6%	41,400	731,400
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	690,000		41,400	731,400
Contingency	25%		10,400	182,900
<b>Totals</b>	<b>862,500</b>		<b>51,800</b>	<b>914,300</b>

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

As part of the City's ongoing maintenance program for the public street system, resurfacing and repair of public arterial and collector streets is essential. This project complements the Residential Street Resurfacing and Repair project, which targets primarily residential streets and focuses on slurry seals.

The intent of this project is to maximize the use of available federal and state transportation grant funding to address the resurfacing needs of arterial and collector streets. Future multi-year funding is proposed to assure availability of local matching funds to maximize grant eligibilities. If grant funding is available, matching funds for the local share of the Arterial Overlay Project will be provided from Proposition 1B, Measure A and Measure M revenues.

ESTIMATED PROJECT SCHEDULE:

Project Design – In-house  
Construction

Fall/Winter 2013-2014  
Summer 2014

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)

Funding	Funding Sources		
	Measure A	Measure M	Total
2011-2012	-	-	-
2012-2013	-	-	-
2013-2014	-	-	-
2014-2015	851,000	99,000	950,000
2015-2016	-	-	-
<b>Total</b>	<b>851,000</b>	<b>99,000</b>	<b>950,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	0%	-	-
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	695,000	9%	62,600	757,600
2015-2016	-	12%	-	-
Subtotal	695,000		62,600	757,600
Contingency 25%	173,800		15,700	189,500
<b>Totals</b>	<b>868,800</b>		<b>78,300</b>	<b>947,100</b>

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

This project is part of the City's ongoing maintenance program for the public street system. To implement the street maintenance and rehabilitation program in the most cost-effective manner, a Pavement Management Program (PMP) analysis program is utilized. A re-inspection of selected streets

will be completed in December 2013 and the data used to update the PMP street condition database. The updating of the street inspection database is completed approximately every two years. The streets selected for each year's project are determined primarily through the PMP computer-modeling program analyses. The program also helps determine the most cost-effective treatment to extend the life of a section of roadway.

This project will provide for the repair of identified streets within residential areas of the City. Funding for this project is proposed every other year over the next five year period. Funding available for each year's project will also be used to address deficiencies in the pavement, curb & gutter, and sidewalk in certain areas of the City. The normal repair methods employed, in order of ascending costs, are: crack seal; slurry seal; dig-out repairs and surface overlays. Funding for this project will be provided by Measure A and Measure M funds.

ESTIMATED PROJECT SCHEDULE:

Project Design – In-house  
Construction

FY 2014-2015  
Summer 2015

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)

Funding	Funding Sources		
	Measure A	Measure M	Total
2011-2012	-	-	-
2012-2013	-	-	-
2013-2014	-	-	-
2014-2015	-	-	-
2015-2016	791,000	99,000	890,000
<b>Total</b>	<b>791,000</b>	<b>99,000</b>	<b>890,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	0%	-	-
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	635,000	12%	76,200	711,200
Subtotal	635,000		76,200	711,200
Contingency	25% 158,800		19,100	177,900
<b>Totals</b>	<b>793,800</b>		<b>95,300</b>	<b>889,100</b>

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

As part of the City's ongoing maintenance program for the public street system, resurfacing and repair of public arterial and collector streets is essential. This project complements the Residential Street Resurfacing and Repair project, which targets primarily residential streets and focuses on slurry seals.

The intent of this project is to maximize the use of available federal and state transportation grant funding to address the resurfacing needs of arterial and collector streets. Future multi-year funding is proposed to assure availability of local matching funds to maximize grant eligibilities. Funding for the local share of the Arterial Overlay Project will be provided by Measure A and Measure M funds.

ESTIMATED PROJECT SCHEDULE:

Project Design – In-house	Fall/Winter 2015-2016
Construction	Summer 2016

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## STREET SYSTEM – LED STREET LIGHT REPLACEMENT

Funding	Funding Sources	
	City CIP	Total
2011-2012	-	-
2012-2013	150,000	150,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
<b>Total</b>	<b>150,000</b>	<b>150,000</b>

Expenditures	Expenditure Categories			Total
	Estimated Project Cost	Inflation %	Inflation Escalation	
2011-2012	-	-	-	-
2012-2013	150,000	0%	-	150,000
2013-2014	-	0%	-	-
2014-2015	-	0%	-	-
2015-2016	-	0%	-	-
Subtotal	150,000	-	-	150,000
Contingency 0%	-	-	-	-
<b>Totals</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>150,000</b>

PROJECT DESCRIPTION:

The City took part in PG&E's light emitting diode (LED) street light replacement program and had 269 street lights replaced with the new third generation LED technology lights in February 2011. The new LED street lights cast a brighter, whiter light than the existing street lights, which result in better visibility. In addition, the new lights reduce energy consumption and are expected to have reduced maintenance costs (longer life = lower life cycle replacement cost).

A total of 269 street lights were replaced in non-residential areas along East Third Avenue and Foster City Boulevard at a cost of approximately \$160,000, which included PG&E rebates and volume discounts. To continue with the street light replacement program, 223 street lights have been identified along East Hillsdale Boulevard, Beach Park Boulevard, and a portion of Foster City Boulevard for replacement with the new LED lights.

PROJECT PRIORITY CATEGORY: BOther Funding Sources

- Energy Efficiency Block Grants
- PG&E Rebates

ESTIMATED PROJECT SCHEDULE:

Bid, Award, Construct

FY 2012-2013

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## CITY BULKHEAD REPAIR AND CORROSION PROTECTION (2014-2015)

Funding	Funding Sources	
	CIP City	Total
2011-2012		-
2012-2013	-	-
2013-2014	-	-
2014-2015	100,000	100,000
2015-2016	-	-
<b>Total</b>	<b>100,000</b>	<b>100,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012			-	-
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	73,000	9%	6,600	79,600
2015-2016	-	12%	-	-
Subtotal	73,000		6,600	79,600
Contingency 25%	18,300		1,700	20,000
<b>Totals</b>	<b>91,300</b>		<b>8,300</b>	<b>99,600</b>

PROJECT PRIORITY CATEGORY: CPROJECT DESCRIPTION:

This project provides for inspection and repair/maintenance of City owned lagoon bulkheads. City owned lagoon bulkheads are located at parks (Leo J. Ryan, Boat, and Catamaran); at

bridges to the islands in Neighborhoods 1, 2, and 3; under the Shell Boulevard and Foster City Boulevard bridges; at the intake structure; and at the Drainage Pump Station. The bulkheads were constructed to protect waterfront property and bridges from erosion. They are constructed of aluminum, treated wood, vinyl, and concrete.

City owned aluminum and vinyl bulkheads incorporate a cathodic protection system (CPS) to protect metallic bulkhead components from corrosion. The initial phase of the proposed project will consist of specialty engineering and inspection services to assess the condition of City-owned bulkheads and to check and provide preventive maintenance to cathodic protection systems, as required. The follow-up phase of the project includes miscellaneous repair work to bulkheads, based on the results of the inspection and engineering evaluation. Repairs may include crack repair, patching work, and replacement of bulkhead tie rods and anchors.

ESTIMATED PROJECT SCHEDULE:

Inspection and Engineering	FY 2014-2015
Evaluation/CPS Maintenance	
Follow-up Repair Work and	FY 2015-2016
Construction	

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

LEVEE/PEDWAY IMPROVEMENTS AND REPAIRS (2011-2012)

Funding	Funding Sources	
	CIP City	Total
2011-2012	625,000	625,000
2012-2013	-	-
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
<b>Total</b>	<b>625,000</b>	<b>625,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	500,000	-	-	500,000
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	500,000	-	-	500,000
Contingency 25%	125,000	-	-	125,000
<b>Totals</b>	<b>625,000</b>	-	-	<b>625,000</b>

- Removal and replacement of failed asphalt
- Seal coating
- Crack sealing
- Asphalt top coating
- Refurbishment of the walking track
- Adjustment of surface grades in select areas

The project is estimated to total \$2,200,000. With previous funding of \$1,575,000 through FY 2010-2011, additional funding in the amount of \$625,000 is required to complete Phase III of the project as indicated below.

A boundary survey was completed for \$100,000 as part of the preliminary design work. Phase I was completed in FY 2010-2011, which includes the preventive maintenance and repair work for the levee pedway from the City limit on East Third Avenue to Foster City Blvd/Beach Park Blvd. Phase II of the project includes the section from Foster City Blvd./Beach Park Blvd to the west end of the Lantern Cove development and is currently under construction.

Phase III would include the area between the west end of Lantern Cove and the south end of Shell Cove. Total appropriations of \$625,000 for Phase III, combined with previous funding, will allow for the completion of the project.

PROJECT PRIORITY CATEGORY: C

PROJECT DESCRIPTION

Maintenance of the levee pedway performed in 2001 included applying top coating, slurry sealing, and line striping of the asphalt. The levee pedway is a heavily used recreational amenity and several areas are showing significant wear. Maintenance items that are necessary to keep the pedway in good condition include:

- Installation of root barriers

ESTIMATED PROJECT SCHEDULE

Survey	FY 2009-2010 - Completed
Phase I Construction	FY 2009-2010 – Completed
Phase II Construction	FY 2010-2011 – In progress
Phase III Construction	FY 2011-2012

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012)

Funding	Funding Sources		
	CIP City	Total	
2011-2012	250,000	250,000	
2012-2013	-	-	
2013-2014	-	-	
2014-2015	-	-	
2015-2016	-	-	
<b>Total</b>	<b>250,000</b>	<b>250,000</b>	

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	220,000	0%	6,600	226,600
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	220,000		6,600	226,600
Contingency 10%	22,000		700	22,700
<b>Totals</b>	<b>242,000</b>		<b>7,300</b>	<b>249,300</b>

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund

PROJECT DESCRIPTION

**1. Taurus Drive Easement Landscape Renovation - \$140,000**

One hundred and twelve (112) Myoporum trees and one hundred and fifty one (151) Myoporum shrubs along Taurus Drive are severely affected by Myoporum Thrip infestations and recommended for removal. Parks Staff has progressively and proactively continued to monitor this area and added Escallonia Fradesii shrubs on the East Hillsdale Blvd. side along the sidewalk. This has helped to reduce bare areas but as more plants die off, bare spots are increasingly noticed and will need to be filled in with new plants in order to maintain screening. Work will include the following:

Demolition Plan – Requires the removal of one hundred and twelve (112) dead or dying Myoporum tree/shrubs and three (3) Pine trees along the center of the Taurus Drive Easement. Also, removal of one hundred fifty-one (151) Myoporum dead or dying shrubs along the Taurus Drive Easement will be done. Note: This will involve the removal of all existing plant material and irrigation systems on this easement and will include the removal of existing Escallonia Fradesii shrubs along the south side of East Hillsdale Blvd.

Replacement/Enhancement Plan – New soil will be installed with additional soil amendments. A new C.I.S (Central Irrigation System) will also be installed and will include replacement of drip tubing/soaker irrigation hose with modern irrigation heads that will be installed

along all newly planted areas. Removed Myoporum and Pine trees will be replaced with thirty (30) Sequoia Redwood 'Soquel' trees (48" box) and will be planted in the center of the easement. Removed Myoporum shrubs will be replaced with three hundred fifty (350) 15-gallon Escallonia Fradesii shrubs. One hundred and seventy-five (175) will be planted in a row on each side of the easement.

Screen backflow device and irrigation valve area – A 4 ft tall by 10 ft long redwood fence will be installed midway on the south side of the easement along the curb. This will “hide” irrigation equipment and allow access to backflow or valve boxes for maintenance and repairs by certified City staff.

#### Maintenance Schedule

- A. General litter control and refuse removal (weekly)
- B. Weed control and cultivation (mechanically and chemically)
- C. Shrub trimming, pruning and training
- D. Tree pruning (2 years)
- E. Irrigation system monitoring, maintenance and repair (weekly)
- F. General pest control
- G. Fertilization (semi-annual)

Estimated annual maintenance and irrigation costs – Staff projects no additional maintenance costs associated with the Taurus easement improvements. This easement is currently maintained under our existing median maintenance contract and monitored by parks maintenance staff.

Sound Wall Option - A sound wall option has been evaluated as an alternative. This would include the installation of cemented cinder blocks or sectional concrete panels. The installation of prefabricated concrete panels is a more efficient type of construction. A prefabricated interchanging sectional wall can be installed similar to East Hillsdale Blvd. at Pilgrim Drive or similar to the sound wall that is seen at Edgewater Blvd. from Port Royal to Pitcairn Drive. The total size and length of this wall would be approximately 600 ft. long, 10 ft. tall and 1 ft. wide. The initial cost estimate with landscape screening is approximately \$200,000. Staff is not recommending this as an alternative for the Taurus easement improvement.

#### Projected Timeline

- Demo and site prep – August through September 2011
- Landscape work – September through October 2011

## 2. **Little Leo Park Renovation - \$80,000**

This small neighborhood park has not been renovated in the past twenty-five (25) years. Five years ago, two Eucalyptus trees were removed because of storm damage. Broken limbs fell on a fence causing private property damage.

Three (3) Myoporum trees have also been removed because of Myoporum Thrip disease infestations. Over the years, existing natural grass turf has been infested by an undesirable grass species which is brown and dormant for most of the year, creating an “eye sore”. An entire removal of old natural grass turf and shrubs will be done. New soil amendments, turf, and shrubs

will be installed along with a new C.I.S. Central Irrigation System. Five (5) small trees, with drip system irrigation, will also be planted. Other amenities will include two (2) new benches, and a new concrete walkway.

Staff anticipates no additional maintenance costs associated with Little Leo Park renovation as it is currently maintained with existing parks maintenance resources.

Projected Timeline

- Demo and site prep – August through September 2011
- Landscape work - September through October 2011

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)

Funding	CIP City	Total
2011-2012	-	-
2012-2013	400,000	400,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
Total	<b>400,000</b>	<b>400,000</b>

Expenditure Categories				
Expenditures	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	0%	-	-
2012-2013	350,000	3%	10,500	360,500
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	350,000		10,500	360,500
Contingency	10%	35,000	1,100	36,100
Totals	385,000		11,600	396,600

PROJECT PRIORITY CATEGORY: CPOSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund

PROJECT DESCRIPTION

1. **Parking Lot Resurfacing - \$250,000.** Resurfacing the city owned parking lots should be done every five to seven years. Maintenance items that are necessary to keep the

parking-lots in good condition include: Removal and replacement of failed and root-damaged asphalt, installation of root barriers, slurry seal, and line striping. This will add to the general surface life of the asphalt before major repairs or replacements are needed. Locations include (date of last resurfacing is shown below):

- a. Boat Park (2005)
- b. Library/Community Center (2005)
- c. Sea Cloud Park (Large lot 2005; small lot 2007)
- d. Rec. Ctr. and South Parking Lots (2005)
- e. Boothbay Park (2005)
- f. Civic Center and South Drive (2002)
- g. Police Station (2002)
- h. Senior Center (2005)
- i. Port Royal (2003)

2. **Boothbay Park – Turf Renovation - \$100,000.** The grass turf at the northeast side of the park is in poor condition. The turf on this field is marginal at best and is in serious need of renovation. Extensive turf repair will be performed with the installation of new sod, about 60,000 sq. ft. This will include “contracted out” and parks’ staff “in-house” work. Scope of work:

- a. **Grading** – Grading the “field” to level (12” or more)
- b. **Drainage** – Correcting drainage flow and possibly relocating drains; new irrigation/ re-location.
- c. **New Top soil** – Top soil with specified amendments.
- d. **Sod** – Premium sports turf blend of “large roll” sod.

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## PARK INFRASTRUCTURE IMPROVEMENTS (2013 -2014)

Funding	Funding Sources	
	CIP City	Total
2011-2012	-	-
2012-2013	-	-
2013-2014	245,000	245,000
2014-2015	-	-
2015-2016	-	-
<b>Total</b>	<b>245,000</b>	<b>245,000</b>

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012		0%	-	-
2012-2013	-	3%	-	-
2013-2014	210,000	6%	12,600	222,600
2014-2015	-	9%	-	-
2015-2016	-	12%	-	-
Subtotal	210,000		12,600	222,600
Contingency 10%	21,000		1,300	22,300
<b>Totals</b>	<b>231,000</b>		<b>13,900</b>	<b>244,900</b>

PROJECT PRIORITY CATEGORY: C

PROJECT DESCRIPTION1. **Basketball and Tennis Court Resurfacing - \$210,000.**

The basketball courts and tennis courts listed below will be in need of repairs. The majority of surfaces show considerable signs of wear and cracking. Court surfaces are re-surfaced to ensure that they are safe to play on and aesthetically pleasing. By using an overlay system the courts are level, smoother, and safer to play on. Basketball and tennis court resurfacing is typically performed every five to seven years based upon an evaluation of the condition of each court. The total costs include all resurfacing and painting of lines. Two (2) basketball courts and seven (7) tennis courts will be in need of repairs (date of last resurfacing is shown below):

- a. Edgewater Park – 5 tennis courts (2006)
- b. Catamaran Park – 2 tennis courts (2006)
- c. Catamaran Park – 1 basketball court (2006)
- d. Boothbay Park – 1 basketball court (2006)

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)

Funding	Funding Sources			
	CIP City	Total		
2011-2012	-	-		
2012-2013	-	-		
2013-2014	-	-		
2014-2015	395,000	395,000		
2015-2016	-	-		
<b>Total</b>	<b>395,000</b>	<b>395,000</b>		
Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	0%	-	-
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	300,000	9%	27,000	327,000
2015-2016	-	12%	-	-
Subtotal	300,000		27,000	327,000
Contingency 20%	60,000		5,400	65,400
<b>Totals</b>	<b>360,000</b>		<b>32,400</b>	<b>392,400</b>

PROJECT PRIORITY CATEGORY: CPROJECT DESCRIPTION

- Cul-de-sacs Refurbishment Phase I – Irrigation Controllers upgrade - \$300,000.** The total project proposal is to refurbish 28 cul-de-sacs totaling approximately 10 acres of landscaped areas in four phases. This would include replacing lawn and shrub areas with drought tolerant, low maintenance planting,

including irrigation upgrade with water conserving nozzles and installation of Central Irrigation System controllers in each cul-de-sac. The 28 cul-de-sacs include: Sunfish, Mullet, Bluefish, Shad, Sandpiper, Stilt, Puffin, Kildeer, Turnstone, Avocet, Loon, Curlew, Pelican and Duck Courts. This would be a multi-year/multi-phase project.

This **Phase I** of the project includes: Replace Irrigation Controllers and Electrical Cabinets in these 28 cul-de-sacs with central irrigation control units. This would include electrical upgrades and concrete work for installation of new cabinets. Funding for phase I of this project is estimated to be **\$300,000**.

The following phases would be scheduled starting in FY 2021-2022 and subsequent years:

**Phase II** would include replacing the Irrigation Controllers in the 16 Georgian Squares. Estimated cost \$150,000.

**Phase III** would include replacing lawn areas w/drought tolerant plantings in 12 cul-de-sacs including: Sunfish, Mullet, Bluefish, Shad, Sandpiper, Stilt, and Puffin. Estimated cost \$150,000.

**Phase IV** would include upgrading remaining 16 cul-de-sacs w/drought-tolerant landscaping. Estimated cost \$150,000.

Total estimated project cost over 4 phases is: \$750,000.

## CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

## PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)

Funding	Funding Sources	
	City CIP	Total
2011-2012	-	-
2012-2013	-	-
2013-2014	-	-
2014-2015	-	-
2015-2016	45,000	45,000
<b>Total</b>	<b>45,000</b>	<b>45,000</b>

PROJECT DESCRIPTION

**Boardwalk Re-finishing and Re-sealing - \$30,000.** Re-finishing and re-sealing of the wooden boardwalk and chain-rail support poles at Leo J. Ryan Park should be done every three to five years. This was last done in 2010.

Expenditures	Expenditure Categories			
	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2011-2012	-	-	-	-
2012-2013	-	3%	-	-
2013-2014	-	6%	-	-
2014-2015	-	9%	-	-
2015-2016	30,000	12%	3,600	33,600
Subtotal	30,000		3,600	33,600
Contingency 25%	7,500		900	8,400
<b>Totals</b>	<b>37,500</b>		<b>4,500</b>	<b>42,000</b>

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund