CITY OF FOSTER CITY
ESTERO MUNICIPAL IMPROVEMENT DISTRICT
COMMUNITY DEVELOPMENT AGENCY

FINAL BUDGET
Fiscal Year 2012-2013

CITY COUNCIL/DISTRICT BOARD

Art Kiesel, Mayor / President
Pam Frisella, Vice Mayor / Vice President
Charlie Bronitsky
Steve Okamoto
Herb Perez

SUBMITTED BY THE CITY/DISTRICT MANAGER

James C. Hardy

City of Foster City / Estero Municipal Improvement District
2012-2013 Final Budget
Table of Contents

Section		Page Number
I.	Introduction	
	Mission Statement	5
	City Government Organization Chart	7
	Policy Calendar for 2012	8
II.	Budget Message	9
III.	Budget Guide	17
IV.	Five Year Financial Plan	29
V.	Financial and Personnel Summaries	79
VI.	Department Operating Budgets (including Detail Line Item Reports)	
	City Council	95
	City Manager	107
	City Clerk	123
	City Attorney	133
	Human Resources	137
	Financial Services	145
	Parks and Recreation	161
	Police	185
	Fire	201
	Community Development	219
	Public Works	235
VII.	Non-Department Operating Budgets	253
VIII.	Special Revenue Funds	261

City of Foster City / Estero Municipal Improvement District
2012-2013 Final Budget
Table of Contents

Section **Page Number**

IX. Enterprise Funds 289
X. Internal Service Funds 309
XI. Successor Agency of the Former Community Development Agency 349
XII. Capital Improvements 361

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.

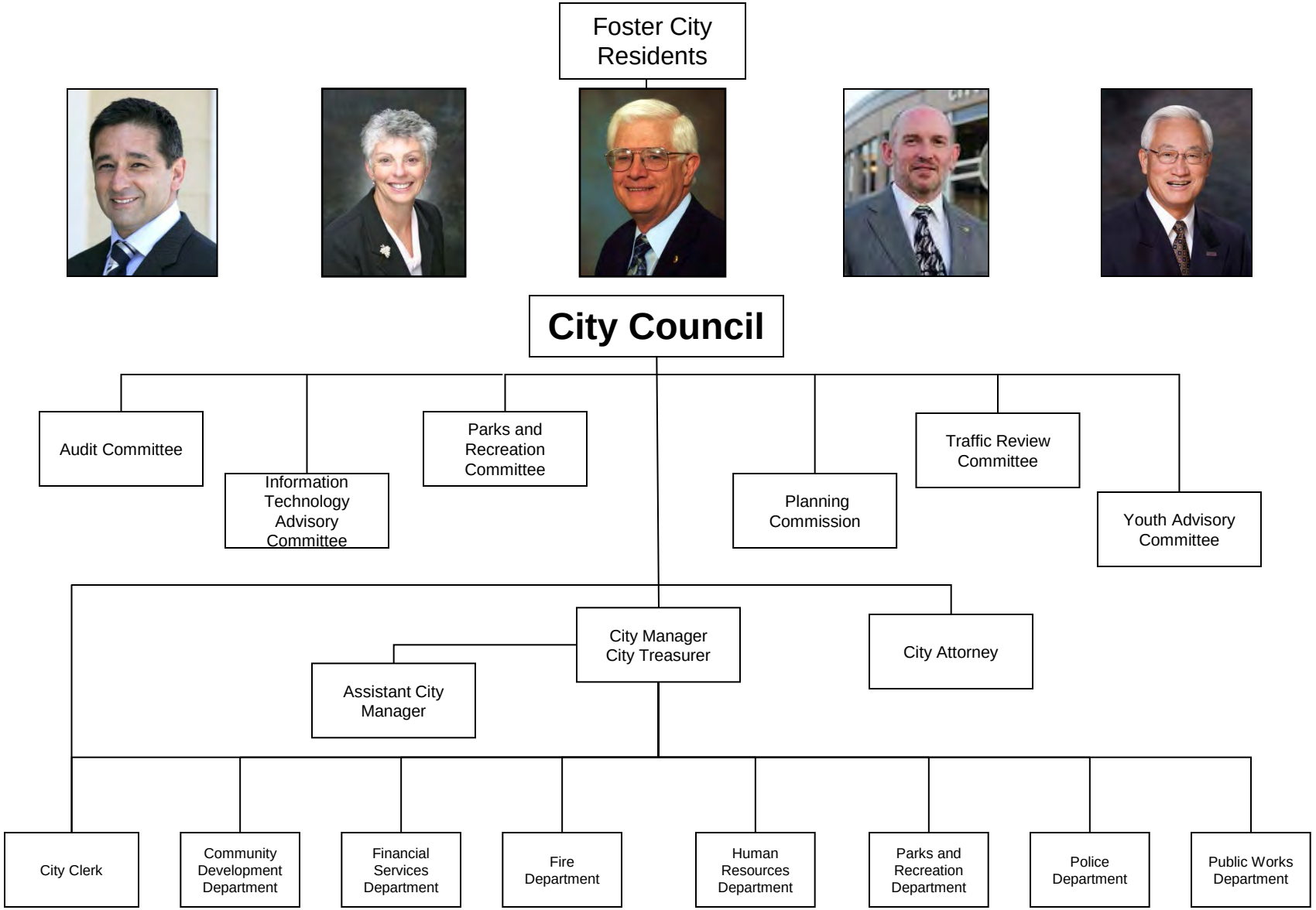
3. We, as employees of Foster City, value our **professionalism** and demonstrate this by providing quality service to all who live in, work in and visit our community. This means that we:
   - Deliver knowledgeable and efficient services
   - Commit to a complete and thorough delivery of services in 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!

This page intentionally left blank.

Foster City Organization Chart



POLICY CALENDAR FOR CALENDAR YEAR 2012

The following projects and issues have been identified as priorities by the City Council. It is recognized that several of these projects are multi-year in nature in terms of their ultimate completion while other projects are ongoing in nature. It is further recognized that 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 of the 15-Acre Site Adjacent to the Government Center to the Foster City Community Partners for a Mixed-Use Development Consisting of Senior Housing (Market Rate and Affordable, For Sale and Rental), Retail and Public Plaza/Promenades

2. Capital Improvement Projects
   A. Commence Phase III of the Levee Pedway Repair Project (Portion between Lantern Cove and Promontory Point or E. Hillsdale Blvd. along the Marina Lagoon)
   B. Complete 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 Land Use and Circulation Element City of the Foster City General Plan

4. Economic Development Projects
   A. Develop and Implement a Sustainable Economic Development Plan/Strategy for the City of Foster City

5. Economic/Budget Projects
   A. Approve a Plan to Balance the General Fund Budget by FY 2013-2014
   B. 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. Create a Standing Sustainability Foster City Citizen Advisory Committee(s) to Advise on Economic Vitality, Environmental and Social Equity Issues and 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

BUDGET MESSAGE
FISCAL YEAR 2012-2013

July 1, 2012

Honorable Mayor and Members of the City Council:

INTRODUCTION

The Final FY 2012-2013 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 2012-2013 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 2012
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 2012-2013, 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, and funding for longevity recognition benefits, PEMHCA benefits, and compensated absences.

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, enterprise and internal service fund budgets.
8. **Community Development Agency Budget:** The Foster City Community Development Agency was dissolved by the State of California effective January 31, 2012 by virtue of Assembly Bill ABx1 26 and through the ruling of the California Supreme Court on December 29, 2011. This section reflects the budget adopted in the prior year. The budget of the former Agency's operations is now under the purview of the Oversight Board of the Successor Agency City of Foster City, which is a separately comprised board from the City Council. Accordingly, the budget for the former Agency will no longer be presented in the annual budget after this year.
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 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 2012-2013 by approximately $4 million (which includes a one-time transfer of $2.65 million to fund the newly formed Compensated Absences Fund in the Internal Service Funds), and that a structural deficit of approximately $1.6

million remains unless further adjustments (expenditure reductions and/or revenue enhancements) are implemented.

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 $1.6 million, if not addressed by FY 2013-2014 or thereafter, would find General Fund reserves at the end of FY 2016-2017 at $7.8 million, which would provide for 23.5% of annual operating expenditures in reserves, and would be nearly $3.2 million under the minimum reserve threshold. The five-year analysis indicates that the City will need to make around $1.6 million in a combination of ongoing expenditure reductions and/or ongoing revenue enhancements to eliminate the structural deficit by FY 2013-2014.

- Community Development Agency Dissolution – The State's passage of ABx1 26, and subsequent ruling by the California Supreme Court on December 29, 2011, eliminated redevelopment agencies in California effective January 31, 2012. The wind-down of the Agency is in the hands of a separately constituted Oversight Board that has responsibility for winding down the operations of the former Foster City Community Development Agency. While the City of Foster City elected to become the Successor Agency to the former Agency and handle administration of the wind-down of the Agency, the operations of the former Agency will no longer be presented in the annual budget. However, the City did elect to retain the housing responsibilities of the former Agency. Accordingly, the eight (8) affordable housing units owned by the former Agency were reconveyed to the City, and the loans receivable from Metro Center Senior Housing and borrowers under the 1st Time Homebuyers Loan program were transferred to the City as of February 1, 2012. Accordingly, a new fund – the City Affordable Housing Fund – was established in the City's financial ledgers and will now reflect the revenues and expenditures associated with the obligations borne by the City's election to become the successor housing agency. The resolution of other unencumbered balances in the Public Improvements Reimbursement Agreement and Affordable Housing Reimbursement Agreement funds are presently unknown and will remain on the City's books pending the resolution of clean-up legislation and/or the decisions made by the Oversight Board, San Mateo County Controller's Office, and/or the State Department of Finance, as to the final disposition of those funds.

- 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) contracts were recently negotiated as one-year agreements that also expire June 30, 2013.

- 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 CalPERS Board voted in March 2012 to reduce its investment earnings expectations from 7.75% to

7.5%. The impact of this decision will lead to increases in employer's pension costs of 1-3% of total payroll for employees covered under the Miscellaneous Plan, and 3-5% of total payroll for employees covered under the Public Safety Plan.

- Funding for Compensated Absences – the City Council directed staff to create a new internal services fund in order to fund the liabilities for employee leave benefits such as vacation and sick leave that have a compensable value upon an employee's separation of employment from the City. The new Compensated Absences Internal Service Fund is being initially funded with $3 million from the General Fund ($2.65 million), Water Revenue Fund ($180,000) and Wastewater Revenue Fund ($170,000), and will be funded in the current and future years through an internal serve charge in operating departments budgets equivalent to 0.4% of permanent salaries.

- Planned Sale of 11-Acre Site of the North Peninsula Jewish Campus (NPJC) – the City Council has reached a set of Business Terms with the NPJC in terms of the 11-acre site currently under lease by the NPJC. The property is intended to be sold to NPJC for $20 million, with $1 million paid upon close of escrow and $19 million in the form of a fully amortized promissory note payable to the City secured by a first deed of trust in the land with a loan term of 25 years at an interest rate of 3.25%. Until which time a Purchase and Sale Agreement is executed and escrow has closed on the sale of the land (tentatively scheduled in July 2012), and City Council direction as to the disposition of the sales proceeds and loan repayments, the funds from this transaction are not included in the FY 2012-2013 budget or the 5-Year Financial Plan.

- Planned Sale of 15-Acre Site Adjacent to City Hall – the City Council has reached a set of Business Terms with The New Home Company LLC (TNHC) as the lead developer of a mixed use project that will provide for-sale senior homes, independent living senior rental apartments (including memory care units), affordable housing rentals for seniors, and 30,000 square feet of retail. The property is intended to be sold to TNHC for $30 million, payable over a 22 month period upon TNHC securing entitlements to the land and execution of a Purchase and Sale Agreement. Until which time those entitlements and Agreement have been completed, and escrow has closed on the sale of the land (tentatively scheduled in December 2013), and City Council direction as to the disposition of the sales proceeds, the funds from this transaction are not included in the FY 2012-2013 budget or the 5-Year Financial Plan.

- Long-Term Capital Improvements Funding – The City's General Fund continues to transfer funds to the City Capital Investment Fund totaling $729,000 to fund long-term capital improvement projects.

- Water and Wastewater Rates – The most recent Water Rate Model projections for FY 2012-2013 will allow the District to reduce fixed meter charges by 10%, but require an increase in the base consumption rate of 17.7% effective July 1, 2012, in response to the expected 12% increase in wholesale water rates charged by the San Francisco Public Utilities Commission. Wastewater rates, however, will remain unchanged for FY 2012-2013.

- State Budget Assumptions – The Governor's May Revise Budget released in May 2012 formed the basis for the assumptions used in the City's budget. The Governor is seeking certain tax increases, pension system reforms, and other service level and funding changes as a means of curing the State's ongoing budgetary deficit. Given the

unlikely nature of securing legislative votes from both houses for the proposed tax increases, the referendum process will be used in an attempt to place them on the ballot in November 2012. The current budget proposals retain SLESF/COPS grant funding of $100,000 per year to fund one partial Police Officer position. It is not anticipated that there will be any further material impacts to the City's Annual Budget at this time.

HIGHLIGHTS FOR 2012-2013

The economic recession of 2007 continues to keep government revenues at lower levels, although slow- to moderate-recovery is being recognized in certain tax areas – most specifically, sales taxes, property taxes, and transient occupancy taxes. With national unemployment reduced to 8.2% from 9.1% the year prior, and California's unemployment rate has likewise seen a decline to 10.8% from 12% a year ago. Nevertheless, most economists believe that any significant economic recovery requires national unemployment to fall below 7%, and California unemployment to drop to 8%. It is very likely that economic growth will remain at or below 2% for at least the next 4-5 years.

The State of California's fiscal status has improved, but primarily due to significant cuts in services. Still, the Governor anticipates a budget shortfall of $16 billion in FY 2012-2013, and an $8 billion structural deficit thereafter. Of the $17 billion in proposed solutions to solving next year's deficit, over $5.5 billion rely on temporary increases to the state sales tax by one-half percent, and $8.3 billion in expenditure cuts in the areas of health and human services, education, funding state mandates, and over $1.4 billion in redevelopment agency assets as a result of the dissolution of redevelopment agencies through the passage of ABx1 26 in 2011.

The housing market in Foster City has strengthened in the past year, with median housing prices increasing by 1% from the prior year, and sales volume increasing from prior years due to greater employment opportunities for homeowners and continued low interest rates. The County Assessor's Office currently estimates assessed valuation growth of 2.33% for FY 2012-2013, yet there remains nearly $650 million in assessed valuation at risk of reduction based on assessment appeals filed mainly by commercial property owners.

Sales tax revenues have seen strong growth the past year, projected to finish FY 2011-2012 at $4.4 million, which is 17% greater than the prior year. The City is conservatively projecting a 1.5% increase in sales taxes next year, net of the loss of sales tax revenues from a retailer of solar panels that is expected to relocate by the start of the fiscal year. Transient occupancy taxes have increased in base revenues by 10% in the past year. The passage of Measure P by Foster City voters in November 2011 stands to yield an additional $250,000 in revenues annually to the City. Investment income yields are presently near 1.1%, driven by the lowest Treasury yields in well over 20 years.

As indicated earlier, the City is close to finalizing two land sale transactions – the 11-Acre NPJC Site, and the 15-Acre Site for a mixed use senior housing project – that can yield nearly $50 million in one-time revenues in the form of land sale proceeds. Additionally, the mixed-use senior housing project is projected to yield ongoing property tax revenues to the District of over $600,000 per year. However, until which time escrow closes on those transactions, no assumptions are being made relative to the sale of those properties.

Significant development revenues are anticipated based upon the agreements and approved project developments for the Pilgrim-Triton and Gilead Sciences Campus projects. One-time revenues in the form of planning and building permit fees,

and ongoing property tax revenues, have been included in the Five-Year forecast.

The City has positioned itself well to weather this economic crisis, but will require prudent fiscal decisions over the coming year to resolve the ongoing structural deficit. The General Fund starts FY 2012-2013 with a projected $17.3 million in unrestricted reserves, nearly 56% of its annual operating expenditures. The current Five-Year Financial Plan projections indicate an ongoing structural deficit of nearly $1.6 million. There are several budgetary adjustments under way and/or planned over the next couple of years, including full implementation of the Fire Management / Prevention Shared Services Model, reorganization plans in various operating departments, and the City Council's direction to investigate the need to update the City's business license tax which has not been changed since enacted in 1971 as well as opportunities to fund its unfunded pension obligations by issuing pension obligation bonds. The City Council's goal is to achieve a balanced budget by FY 2013-2014.

The proposed annual budget for FY 2012-2013 shows a net increase in General Fund expenditures of $195,000 from the previous fiscal year. Significant changes in the FY 2012-2013 budget are presented in the following areas:

Community Development Department

- Reorganization in light of projected workloads and retirement of individuals in certain positions. One (1) net FTE is being added to the department to return to FY 2010-2011 levels. One (1) Building Permit Technician is being eliminated, while two (2) Office Assistant I/II positions are being added to assist with front-counter duties and increased administrative workload given the increase of building activity projected for the next several years. One (1) vacant Associate Planner is being downgraded to one (1) Assistant Planner position in recognition of the level of work anticipated over the next several years

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, a full-time Deputy Fire Chief, and the 1/3 split of one Battalion Chief position. The department is preparing for the final phase of the consolidation of Fire Administration and Fire Prevention functions based on anticipated retirements in FY 2012-2013 and 2013-2014, which has the potential of reducing fire operational costs by nearly $700,000 per year
- Increase of $130,000 in training costs through the combining of training resources through the Central San Mateo County Training Division that was implemented in FY 2011-2012
- Increase of approximately $100,000 in workers' compensation rates due to increased experience factors for public safety personnel

Parks & Recreation Department

- Department reorganization based on projected workloads and responsibilities. Make title changes with no compensation changes for Recreation and Park Superintendents as Recreation and Parks Managers, respectively
- In the Parks Division, increase in one (1) Parks Manager to oversee the completion of the synthetic turf projects at Sea Cloud Park S-4 and Port Royal Park through December 31, 2012

- In the Recreation Division, eliminate one (1) Recreation Manager position. One (1) Recreation Coordinator position was eliminated in December 2011
- In the Building Maintenance and Vehicle Divisions, eliminate one (1) Supervising Mechanic position and replace with one (1) Building / Vehicles Manager position to oversee the functions of both divisions. Also, eliminate two (2) Facilities Maintenance Worker positions, adding one (1) Building / Vehicle Maintenance Worker, and one (1) Building Services Coordinator
- Increases in certain parks maintenance supplies line items for increases in water costs associated with the District's increase in water consumption rates and supplies necessary for the maintenance of medians, cul-de-sacs, and other important park amenities

Police Department

- Elimination of two (2) Police Dispatcher positions
- Increase of approximately $75,000 in workers' compensation rates due to increased experience factors for public safety personnel

Public Works

- Elimination of one (1) Public Works Maintenance Worker I/II position in the Water Division

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

- The Human Resources Director position has been changed to a contract position under a professional services agreement at a 60% equivalent to the previous FTE position. Risk Management duties have been transferred to the Assistant City Manager in the City Manager's Department
- Increase in Self-Insurance internal service charges to traditional levels in that the FY 2011-2012 was reduced on a one-time basis due to surplus reserves
- Elimination of the Environmental Sustainability Intern position

Water Enterprise Operations

- The SFPUC is increasing its wholesale water rate by 12%, from $2.63 / ccf to $2.95 / ccf. These costs will be recovered through an increase in the base consumption rate that the District charges its customers from $2.66 / ccf to $3.13 / ccf
- Expanded rebate programs will continue to be provided to customers in an effort to reduce water consumption by 20% by the year 2020
- Final implementation of the radio read meter program for all water meters

Wastewater Enterprise Operations

- Reduction of $144,000 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

- Elimination of the Connections Shuttle program effective June 30, 2012

Compensated Absences Fund

- Creation of a new internal services fund to account for the payout of compensated absences (vacation and sick

leave) to employees upon separation of employment, funded through a one-time transfer $3 million from General ($2.65 million), Water ($180,000) and Wastewater ($170,000) Funds, and ongoing internal services charges equivalent to 0.4% of permanent salaries in operating department budgets

ORGANIZATIONAL CHANGES

Based upon the organizational changes discussed in the preceding section, staffing levels as we enter FY 2012-2013 will be reduced by four (4) full-time equivalents (FTE) from a total of 191.5 FTE to 187.5 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 2012-2013, and develop 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 2012-2013.

Sincerely,

James C Hardy

James C. Hardy
City/District Manager

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 12-13 started in January 2012 when City departments met with the City Council in a series of public and closed session meetings to receive budget direction from the City Council that 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. The Budget Study Session on January 30, 2012 established the City Council's Policy Calendar and budget direction. The City Manager then provided budget preparation instructions to his Executive Team. Preliminary information relative to 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 on March 26, 2012. 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 was reviewed on May 14, 2012 in a study session, which includes review of City general funds, special revenue funds, enterprise funds, internal service funds, and the Community Development Agency. On June 4, 2012, the City Council held a public hearing on the budget and adopted the final budget by resolution on June 18, 2012. 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 was 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, were open to the public. By attending one or more of the study sessions or public meetings, citizens were able to be active participants in the City's budget process. Citizens also were part of the budget process by communicating their priorities to Councilmembers for inclusion in the budget process.

FISCAL YEAR 2012-2013 ANNUAL BUDGET
FIVE YEAR FINANCIAL PLAN
BUDGET CALENDAR

January 17 (Tuesday) Regular City Council Meeting at 6:30 p.m.

- Review of Comprehensive Annual Financial Report (CAFR) for FY 2010-2011

January 30, 2012 (Monday) Study Session at 3:00 p.m.

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

March 26 (Monday) Study Session at 4:00 p.m.

- Review of Capital Improvement Projects, development of a long-term CIP funding plan
- Review of Enterprise Funds, Internal Services Funds
- Review Analysis of Water and Wastewater Rates
- Review Other Special Reports

May 14 (Monday) Study Session at 4:00 p.m.

- Review of Five-Year Financial Plan, Review of Preliminary Budget (All Funds)
- Review Proposed Changes for Fees and Charges
- Review Other Special Reports

June 4 (Monday) Study Session at 5:30 p.m.

- Presentation of Funding Requests from Non-profit Agencies

June 4 (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
- Public Hearing and Adoption of Master Fee Schedule

June 18 (Monday) Regular City Council Meeting at 6:30 p.m.

- Adoption of Annual Budget

June 29 (Friday)

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

(Note: all items above relate to the preparation of the FY 2012-2013 Budget except where otherwise noted.)

GLOSSARY OF BUDGET TERMS

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.

Compensated Absences – Employee absences for which employees will be paid (e.g., vacation leave, sick leave) based upon the terms of an approved memorandum of understanding or compensation and benefits plan

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 2012-2013 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 (2103, 2105-2107.5): 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.

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.

City Affordable Housing Funds: Created in recognition of the City's decision to become the successor housing agency to the former Foster City Community Development Agency that was dissolved on January 31, 2012 by the State's passage of ABx1 26 and subsequent ruling by the California Supreme Court upholding it. Revenues and expenditures associated with the rental and maintenance of the City-owned eight (8) affordable housing units, and loan repayments from the Metro Center Senior Housing project and the 1st Time Homebuyer Loan program are included in this Fund.

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. The fund balance includes a $2 million emergency reserve.

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.
- *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. The fund balance includes a $2 million emergency reserve.
- *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. The fund balance includes a $2 million emergency reserve.
- *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.
- *Wastewater Equipment Replacement* – Equipment replacement, acquisition and funding from wastewater revenues for replacement of equipment supporting wastewater operations.

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.

Compensated Absences Fund: Vacation and sick leave benefits which have monetary value and must be paid out to employees upon separation of employment in accordance with the terms of an existing memorandum of understanding or compensations and benefits plan.

COMMUNITY DEVELOPMENT AGENCY FUNDS

With the passage of ABx1 26 by the State of California, and the subsequent ruling affirming the legislation by the California Supreme Court, the Community Development Agency was dissolved effective January 31, 2012. The wind-down of the former Agency is under the purview of a separately constituted Oversight Board, although the City has elected to operate as the Successor Agency. The budget of the Successor Agency is approved by that Oversight Board through a Recognized Obligations Payment Schedule prepared semi-annually. There is no further annual budget for the Community Development Agency. The annual budget for FY 2011-2012 is provided as reference only, and encompassed the remaining two (2) project areas:

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, 2017

CITY COUNCIL/DISTRICT BOARD
Art Kiesel, Mayor / President
Pam Frisella, Vice Mayor / Vice President
Charlie Bronitsky
Steve Okamoto
Herb Perez

SUBMITTED BY THE CITY/DISTRICT MANAGER
James C. Hardy

This page intentionally left blank.

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 20th 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 and the City of Foster City provide governmental services to the citizens of Foster City. The members of the City Council serve as the policy-making body for both 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 and five standing committees to advise it on matters of special interest:

- Planning Commission
- Audit Committee
- Information Technology Advisory Committee
- Parks and Recreation Committee
- 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.

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

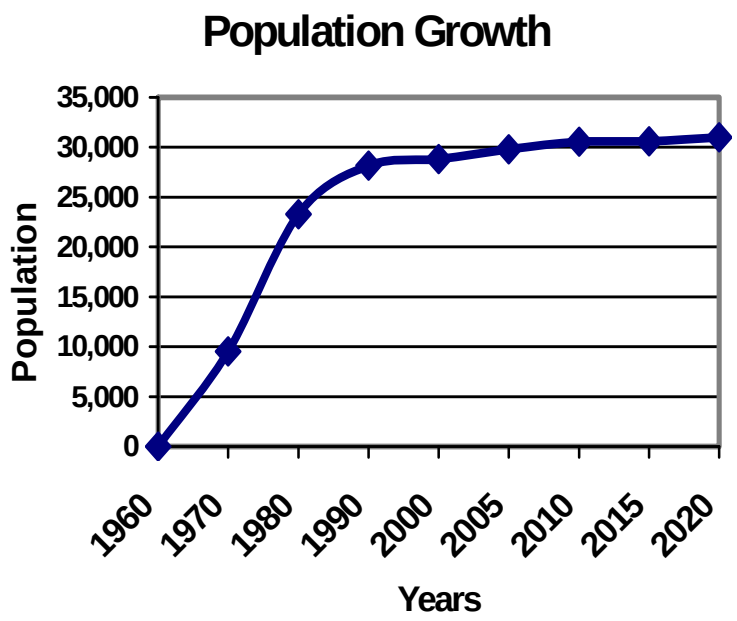
Hillsdale Boulevard. This library building includes 18,500 sq. ft. of library space and a 9,000 sq. ft. Community Center.

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. 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.

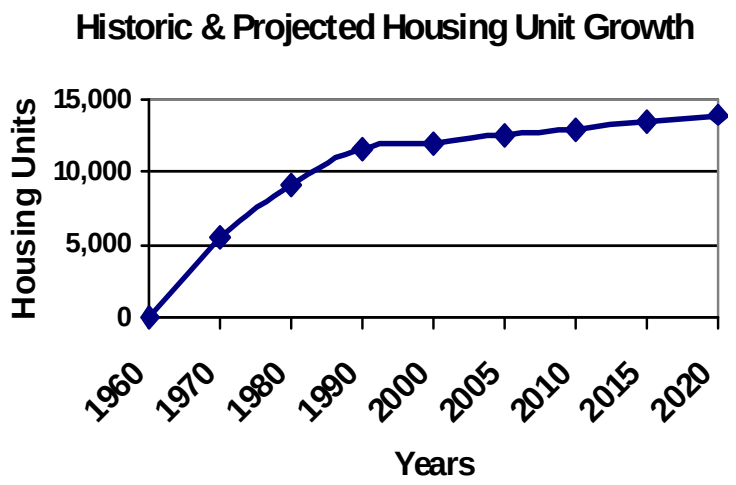


Housing

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 approximately 300 rental units in Phase I was approved in FY 2009-2010. Construction for Phase 1 is presently underway and is anticipated to be completed in 2013. Phase 1 will include 60 affordable housing units. The developer for Phase 4 of that Master Plan is

anticipated to initiate entitlements to develop 166 rental units in May 2012.

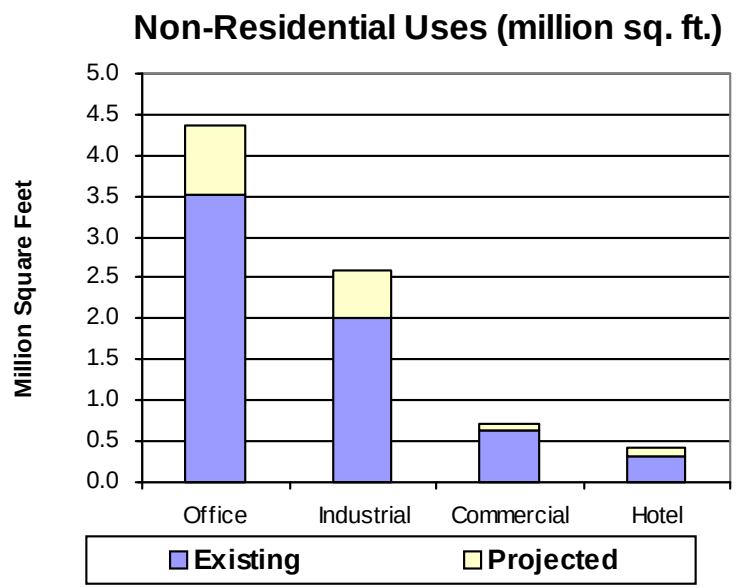
No new housing units were completed in 2011. Additional housing units are called for in the Housing Element in order to provide the City's share of the region's housing needs. The City adopted a revised Housing Element of the General Plan in February 2010 that identifies potential housing sites in order 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.



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 730 housing units.

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. Gilead's approved plans for the development of lab facilities and office space are presently under construction.

In October 2011, an application was filed by a new land owner on the site formerly occupied by the Black Angus Restaurant in the Vintage Park Master Plan to develop a hotel with 135 rooms.

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.

In April 2012, the City Council approved a Business Term Sheet with The New Home Company, LLC as the lead developer in a mixed-use senior residential and retail project on the City-owned 15-acre site adjacent to the Government Center. The project would include over 400 residential units dedicated to senior citizens consisting of for-sale residential dwelling units, independent & assisted living units, and affordable housing units. Nearly 30,000 square feet of retail is also expected to be constructed on the site. The Term Sheet anticipates final entitlements and close of escrow to occur in late 2013, with construction commencing shortly thereafter.

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. As previously mentioned, an additional 30,000 square feet of retail is expected to be included in the mixed-use project on the 15-acre site.

Jobs

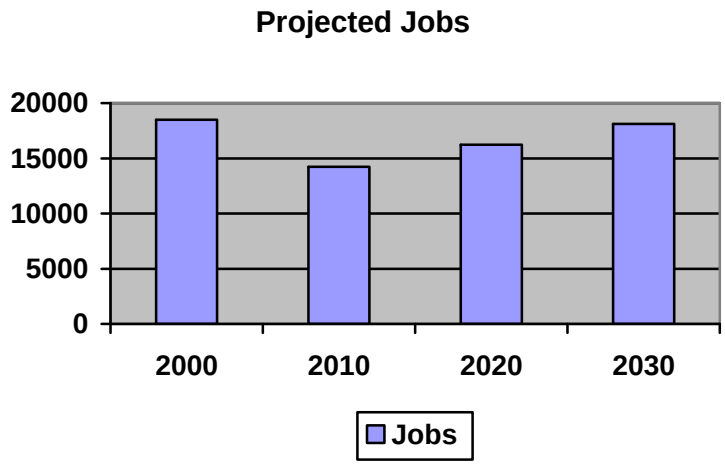
During the initial stages of Foster City's development, new growth was mainly residential or residential-serving in nature. Since 1980, several major commercial and industrial developments have been completed, adding a substantial daytime work force population to the City and providing employment opportunities to Foster City residents. The largest employers as of April 2011 (latest data available) are indicated in the accompanying table.

Largest Employers	No. of Employees
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, and has constructed or nearly completed synthetic turf fields at Sea Cloud Park, Catamaran Park, and Port Royal Park to provide recreational amenities for soccer and baseball / softball players during all weather conditions and in an effort towards water conservation.

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 which are programmed in collaboration with the City of San Mateo.

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 2012-2013 to FY 2016-2017)

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. Five years later the City approaches FY 2012-2013, the City expects to start the next five years with $17.3 million in reserves, or 56% 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 relatively strong financial position as it enters its next five years.

Yet the City Council and staff of the organization 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 $1.6 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 to reduce the structural deficit with approximately $2 million in expenditure reductions through FY 2011-2012, and nearly $400,000 per year in enhanced revenues including an increase in the transient occupancy tax approved by the voters in November 2011.

The nation's unemployment rate as of May 2012 was 8.2%, while California's unemployment rate for April 2012 was 10.8%. While unemployment has reduced by nearly 1% since the prior year, economic recovery continues to be slow.

The State of California has struggled to pass budgets the past five fiscal years. The State attempted to balance its budget last year through a combination of revenue enhancements and severe program cuts. Tax increases did not receive the necessary 2/3 vote by the legislature, and as such the State looked to other means of reducing its deficit. On June 29, 2011, the Legislature passed ABx1 26 which dissolved redevelopment agencies in California, reducing the amount that the State would have to backfill education. This may have long-term detrimental impacts on local economies in that it eliminated a primary tool in terms of encouraging economic recovery, and in Foster City may have the impact in not providing sufficient funds to encourage the construction of affordable housing in key projects being planned.

At the local level, the trend of deteriorating revenues since the 2007 recession has begun to reverse itself in certain situations, albeit slowly.

- Property Taxes: The subprime mortgage meltdown of 2008 triggered this recession. Home prices declined nearly 15% from 2007 levels, and showed gains through 2009. Median home prices in Foster City have stabilized

and shown signs of slight recovery. Home sales volume in 2011-2012 increased from the prior year. Property tax appeals filed by property owners through March 31, 2012 place nearly $650 million in assessed value at risk, much of which is in commercial real estate. Property tax revenue growth is bouncing back to nearly 2% growth for FY 2012-2013, which is still shy of the over 5% annual growth experienced during the ten years prior to the recession.

- Sales and Use Tax: Sales taxes have begun to recover to 2008-2009 levels, with a 6% increase in FY 2011-2012 over the prior fiscal year.

- Transient Occupancy Taxes: Transient occupancy taxes have increased due to higher occupancy rates and voter approval of an increase in the transient occupancy tax rate from 8% to 9.5% in November 2011.

- Investment Earnings – The economic recession has forced the Treasury and Federal Reserve to keep interest rates low as a means of spurring economic growth, with no increases anticipated at least through 2014. Investment returns have dropped to 1.1%, with LAIF investment returns at historic lows and long-term investment securities that have decreased their yields to 1.25% for 5-year bonds. The City's yield fell to 1.0% during FY 2009-2010, and stands at 1.1% 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 77% 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 took a beating in the investment market during the recession. CalPERS' investment portfolio lost 23% of its value in fiscal year 2009, and experienced subsequent gains of 12% in fiscal year 2010, and a 21% gain in 2011. Through January 31, 2012, CalPERS investments were reflecting a decline of 1.4%, but subsequent market gains may offset those losses to date. Employer rate increases in 2012-2013 are expected to be less than 1%, however actions in March 2012 by the PERS Board to lower the investment return rate in future actuarial analyses will likely increase employer rates by 2% for the Miscellaneous Plan and 4% for the Public Safety Plans. 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 3.5% per year over that time.

The City faces a long-term structural deficit of $1.6 million in its General Fund. 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 by FY 2013-2014 per the City Council's direction. Options including reduction in service levels, shared services with other governmental entities, opportunities for reorganization and operational changes, use of contractual services, and managing employee costs will be important ways to reduce expenditures. Equally important will be the exploration of revenue enhancements

such as changes to the master fee schedule and exploring an update of the City's business license tax ordinance.

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 City will need to pay close attention to the following trends over the next several years:

- The economic recession was technically over in 2010 at the national level, but a very slow recovery is expected at rates well less than the historical 4-8% growth rate patterns of previous recessions.
- New tools relative to redevelopment will need to be explored over the next several years in light of the dissolution of the former Community Development Agency and the inability to use tax increment as a key tool in funding future development projects.
- Development of the Pilgrim-Triton and Gilead Sciences Campus developments are moving forward with developers that have the demonstrated financial capacity and desire to proceed.
- An agreement for the sale of the City's 15-Acre Site and the processing of entitlements to the property by the developer, The New Home Company LLC, will be a high priority in terms of future property and sales tax revenues that will be generated from the site, as well as the one-time revenues associated with the property sale.
- An agreement for the sale of the City's 11-Acre Site to the North Peninsula Jewish Campus will also be a high priority in terms of a stable source of income over the next 25 years.
- The rates paid by the City to fund employee retirement plans through CalPERS are expected to increase due to policy changes in the CalPERS investment return rate.
- 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 2012-2013 would find General Fund reserves falling $3.2 million below to the minimum reserve level by FY 2016-2017 if no action is taken on the structural deficit, which will be approximately $1.6 million per year in FY 2013-2014. A specific action plan to address this structural deficit will need to be reviewed by the City Council during the FY 2013-2014 Annual Budget process based upon updated financial projections and in light of any significant changes in the City's financial reserves (e.g., sale of the 15-Acre Site and/or the NPJC site).

- Aging infrastructure costs will require funding of nearly $729,000 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.

City leaders have made prudent financial decisions throughout the City's history that have served it well. The City will be reducing four (4) full-time equivalent positions in FY 2012-2013, but does not anticipate any significant impact to existing service levels. The City will need to take definitive steps to cure the remaining $1.6 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, 2017

The attached City of Foster City Five-Year Financial Plan covers the five year period ending June 30, 2017. 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

The fact that the United States and California are emerging from one of the worst recessions since the 1920's is not refuted amongst economists. Yet the pace of recovery has been slow, with unemployment hovering at 8.2% nationwide and 10.9% in California. Government revenues have shown slow or modest increases as of the past 18 months. 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. Home sales volumes picked up in FY 2011-2012 when compared to the last few years. Commercial property continues to be depressed in value, with nearly $650 million in assessed value at risk based on AV appeals with the County Assessor's Office as of April 19, 2012. Some commercial properties are requesting AV reductions of over 50%. Historically, property taxes have grown annually at 5-10%, but in recent years, property taxes have grown at less than 2%. Under the provisions of Proposition 13, California CPI (the index upon which AV growth is based) was 2.89% for 2011. The Proposition 13 cap on AV

growth is 2%. Given the state of the market, Proposition 13 increases, AV projections provided by the County Assessor's Office, and recent turnover in homes yielding higher AV, an increase of 2.3% in FY 2012-2013 is incorporated into the projections based upon FY 2011-2012 projected actual collections, less a $420,000 potential loss from assessment appeals in progress. Future increases are estimated at 2% per year, 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. However, no assumptions have been made relative to the potential development of the 15-Acre Site adjacent to the Government Center, which based upon the Business Term Sheet between the City and the developer could yield annual property tax revenues of $600,000 to the District. Furthermore, no assumptions have been made relative to any future increases in property taxes to the District due to the dissolution of the Foster City Community Development Agency on January 31, 2012 by the enactment of ABx1 26.

Sales & Use Tax

- Sales tax revenues are expected to increase by 1.5% over FY 2011-2012 projections, 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 2013-2014 and thereafter. No assumptions have been made with respect to the additional retail areas planned for the Pilgrim-Triton or 15-Acre Site projects.

Transient Occupancy Tax

- Current tax rate of 9.5% is assessed to people staying in the City's two hotels -- Crowne Plaza and Marriott Courtyard. This rate was increased from 8% to 9.5% upon voter approval of Measure P in November 2011. Occupancy rates have increased over the past 12-18 months in both of the hotels serving Foster City. Modest growth of 1.5% is expected in FY 2012-2013 based upon the new TOT rate and current occupancy levels, with 2% growth in FY 2013-2014 and thereafter. No assumptions have been made with respect to the planned development of a third hotel that has been proposed in the Vintage Park Master Plan development.

Investment Earnings

- Yields on the City's investment portfolio as of June 18, 2012 was 1.08%. 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 0.37%. 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.

Development, Park In-Lieu Fees, Property Sales, and Rental Income

- The Pilgrim-Triton Development Project, Phase I, commenced in FY 2010-2011 and is expected to be completed in 2013. 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 phase are incorporated into the 5-year forecast. The

developer of Phase IV of that project is interested in completing the entitlement process in 2012 and begin construction as early as late 2013. However, until which time the entitlements are approved by the Planning Commission and the City Council, the revenues associated with Phase IV are not included in the five-year forecast.

- The Gilead Sciences Campus project is currently under construction, and future phases as part of their Master Plan are expected to move forward in advance of their original plan through 2017. 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 initial Master Plan.

- A Business Term Sheet for the sale of the City-owned 15-Acre Site adjacent to the Government Center has been negotiated with the developer, The New Home Company, LLC (TNHC). The Term Sheet calls for the sale of the property at a price of $30 million which would also include over $3 million in Park-In-Lieu Fees and other development fees paid by TNHC to the City. Until which time entitlements are complete and escrow closes on the property, no assumptions are made with respect to the one-time and ongoing revenue sources that may be generated from the property.

- A Business Term Sheet for the sale of the 11-Acre Site under lease to the North Peninsula Jewish Campus (NPJC) has been negotiated with the NPJC. The Term Sheet calls for the sale of the property at a price of $20 million, subject to a $1 million down payment and a promissory note secured by a first deed of trust payable over 25 years with an interest rate of 3.25%. Until which time escrow closes on the sale of the property, no assumptions are made with respect to the down payment nor the principal and interest payments on the promissory note. The current lease revenues of $166,000 for FY 2012-2013, escalating by 5% per year under the terms of the current lease, are included in the General Fund revenue projections until escrow closes on the sale of the property.

Water and Wastewater Revenues

- Water Rates -- The City currently serves approximately 8,400 utility customers. Due to planned water rate increases of 12% charged by the SFPUC, water rates assume a 10% decrease in fixed meter charges, and a 17.7% increase in the base consumption rate in FY 2012-2013. Future years assume revenue increases of 3%, 6%, 8% and 2% for the each of the subsequent four fiscal years starting with FY 2013-2014.

- Wastewater Rates – Wastewater rates assume no increases for FY 2012-2013 through FY 2015-2016, and a 1% increase in FY 2016-2017.

State Budget

- The Governor's May Revise of the State Budget projects a $16 billion deficit for FY 2012-2013, and an $8 billion ongoing structural deficit. The Governor is calling for sales tax increases and cuts in various social services and education programs to solve the structural deficit. Some State mandates would either be unfunded or the mandates would be lifted. It appears that most of the cuts will not have a direct impact on the City at the present time. As such, no assumptions have been made relative to any adverse impact on the City's financial operations for FY 2012-2013 and beyond.

Expenditure Assumptions

Assumptions made in determining significant expenditures are listed below:

Service Levels and Capital Improvement Projects

- There are no significant service level reductions anticipated in the FY 2012-2013 budget or the 5-year forecast. Personnel will be reduce by 4 FTE's in FY 2012-2013, but no further reductions are shown in the 5-year forecast. The planned changes associated with the Fire Administration and Prevention Shared Services Model have not been incorporated into the 5-year forecast, nor have other organizational changes within operating departments that have been discussed at the January 30, 2012 Budget Study Session.

- 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. The funding for the City Capital Investment Fund assumes a transfer of $729,000 per year to fund potential capital improvement projects over a 10-year horizon, and takes into consideration the availability of current reserves above the $2 million emergency reserve in the City CIP fund.

Employee Services

- A total of 4 FTE's will be reduced in FY 2012-2013, with reductions in Police (2), Parks & Recreation (1), Public Works (1) and Human Resources (1), and an increase in Community Development (1).

- Much of the City's workforce falls under collective bargaining agreements. The currently negotiated agreement with AFSCME, 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 2012-2013 budget. Agreements with the FCPOA and IAFF lapse on June 30, 2012, and are currently under negotiations with those respective bargaining units. No assumptions have been made relative to those agreements under negotiations. The five-year forecast assumes no increases in wages or benefits, other than anticipated CalPERS increases (see below).

- CalPERS changed its actuarial assumptions of its expected investment returns (also referred to as the "Discount Rate) from 7.75% to 7.50% effective for local government employers in FY 2013-2014. This reduction in the discount rate will increase employer rates by 1-3% of total payroll for employees covered under the Miscellaneous Plan, and by 3-5% of total payroll for employees covered under the Safety Plans. Prior to the change in the Discount Rate, the current actuarial assumptions and projections call for increases in our PERS rates of 0.3% and 0.3% for Miscellaneous Employees, and 0.5% and 0.5% for Public Safety employees, for FY 2012-2013 and 2013-2014 respectively. The 5-year forecast adds an additional 2% to total payroll for Miscellaneous Employees, and 4% for Public Safety Employees, starting in FY 2013-2014 in light of the decrease in the Discount Rate. Long-term Public Safety employee pension costs will see reductions by the implementation of a two-tiered retirement system for all Public Safety employees and managers hired after January 1, 2012 under the 2.0% @ 50 retirement plan.

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.

This page intentionally left blank.

City of Foster City, California

Summary -- All Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Governmental Fund Type Revenues						
Property taxes	$ 15,847,000	$ 15,262,000	$ 15,825,700	$ 16,227,100	$ 16,709,500	$ 17,270,700
Other taxes	$ 7,638,000	$ 8,942,000	$ 9,101,000	$ 9,264,000	$ 9,430,000	$ 9,599,000
Licenses and permits	$ 1,336,700	$ 1,751,000	$ 1,845,600	$ 1,566,400	$ 1,361,000	$ 1,378,000
Intergovernmental	$ 2,767,000	$ 2,716,000	$ 2,716,000	$ 2,716,000	$ 2,716,000	$ 2,716,000
Charges for current services	$ 2,142,800	$ 1,991,000	$ 2,010,900	$ 2,037,900	$ 2,023,000	$ 2,061,000
Special assessments	$ -	$ -	$ -	$ -	$ -	$ -
Interest and rentals	$ 1,745,700	$ 1,443,500	$ 1,467,300	$ 1,493,200	$ 1,524,100	$ 1,553,100
Other	$ 5,486,700	$ 487,600	$ 472,600	$ 479,600	$ 486,600	$ 493,600
Proprietary Fund Type Revenues						
Sales & service charges	$ 16,592,000	$ 16,592,000	$ 17,144,000	$ 18,044,000	$ 18,963,000	$ 19,525,000
Connection fees	$ 64,800	$ 272,400	$ 392,200	$ 25,000	$ 580,500	$ -
Vehicle, equipment rental and other user charges	$ 5,699,005	$ 5,908,327	$ 6,055,000	$ 6,203,000	$ 6,356,000	$ 6,513,000
Interest and rentals	$ 846,700	$ 990,500	$ 982,500	$ 994,500	$ 997,500	$ 1,006,500
Other	$ 134,100	$ 526,600	$ 23,600	$ 23,600	$ 23,600	$ 23,600
Total Revenues	$ 60,300,505	$ 56,882,927	$ 58,036,400	$ 59,074,300	$ 61,170,800	$ 62,139,500
Expenditures (see attached)	$ 62,501,260	$ 64,913,388	$ 57,400,586	$ 59,371,734	$ 65,668,721	$ 60,303,979
Net revenues over (under) expenditures before transfers	$ (2,200,755)	$ (8,030,461)	$ 635,814	$ (297,434)	$ (4,497,921)	$ 1,835,521
Net Transfers In (Out)	$ -	$ -	$ -	$ -	$ -	$ -
Net Increase (Decrease) in Fund Balance Before Adjustments	$ (2,200,755)	$ (8,030,461)	$ 635,814	$ (297,434)	$ (4,497,921)	$ 1,835,521
G/F Adjustments Implemented in FY 2013-2014	$ -	$ -	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
Total G/F Budget Adjustments to Balance Budget	$ -	$ -	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
Net Increase (Decrease) in Fund Balance	$ (2,200,755)	$ (8,030,461)	$ 2,235,814	$ 1,302,566	$ (2,897,921)	$ 3,435,521
Opening Fund Balance	$ 90,717,855	$ 88,517,100	$ 80,486,639	$ 82,722,453	$ 84,025,019	$ 81,127,098
Ending Fund Balance	$ 88,517,100	$ 80,486,639	$ 82,722,453	$ 84,025,019	$ 81,127,098	$ 84,562,619

City of Foster City, California

Expenditure Summary -- All Funds

Five Year Financial Plan for the Years Ended June 30, 2017

Total By Expenditure	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ 29,198,997	$ 29,147,969	$ 30,117,577	$ 30,265,211	$ 30,413,276	$ 30,562,774
Supplies and other	$ 18,857,468	$ 22,115,842	$ 18,262,086	$ 19,721,716	$ 20,575,928	$ 20,498,052
Capital Improvement Projects	$ 7,192,000	$ 5,630,000	$ 1,495,000	$ 1,675,000	$ 6,780,000	$ 1,150,000
Capital Outlay	$ 1,578,948	$ 2,045,247	$ 1,400,000	$ 1,430,000	$ 1,460,900	$ 1,492,727
Total department expenses	$ 56,827,413	$ 58,939,058	$ 51,274,663	$ 53,091,927	$ 59,230,104	$ 53,703,553
Interdepartmental charges (credits)	$ 5,673,847	$ 5,974,330	$ 6,125,923	$ 6,279,807	$ 6,438,617	$ 6,600,426
Reallocations	$ -	$ -	$ -	$ -	$ -	$ -
Net Expeditures	$ 62,501,260	$ 64,913,388	$ 57,400,586	$ 59,371,734	$ 65,668,721	$ 60,303,979

City of Foster City, California

General Fund

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Property taxes	$ 15,847,000	$ 15,262,000	$ 15,825,700	$ 16,227,100	$ 16,709,500	$ 17,270,700
Other taxes	$ 6,365,000	$ 7,617,000	$ 7,766,000	$ 7,918,000	$ 8,073,000	$ 8,231,000
Licenses and permits	$ 1,336,700	$ 1,751,000	$ 1,845,600	$ 1,566,400	$ 1,361,000	$ 1,378,000
Intergovernmental	$ 2,635,000	$ 2,510,000	$ 2,510,000	$ 2,510,000	$ 2,510,000	$ 2,510,000
Charges for current services	$ 2,040,800	$ 1,889,000	$ 1,908,900	$ 1,935,900	$ 1,921,000	$ 1,959,000
Interest and rentals	$ 1,200,300	$ 1,158,000	$ 1,173,000	$ 1,189,000	$ 1,210,000	$ 1,228,000
Other	$ 240,700	$ 229,100	$ 253,100	$ 256,100	$ 259,100	$ 262,100
Total Revenues	$ 29,665,500	$ 30,416,100	$ 31,282,300	$ 31,602,500	$ 32,043,600	$ 32,838,800
Expenditures (see attached)	$ 30,854,569	$ 31,050,173	$ 32,151,214	$ 32,447,632	$ 32,749,790	$ 33,055,819
Net revenues over (under) expenditures before transfers	$ (1,189,069)	$ (634,073)	$ (868,914)	$ (845,132)	$ (706,190)	$ (217,019)
Net Transfers In (Out)	$ (1,312,000)	$ (3,379,000)	$ (729,000)	$ (729,000)	$ (729,000)	$ (729,000)
Net Increase (Decrease) Before Balanced Budget Adjustments	$ (2,501,069)	$ (4,013,073)	$ (1,597,914)	$ (1,574,132)	$ (1,435,190)	$ (946,019)
Adjustments Implemented in FY 2013-2014	$ -	$ -	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
Total Budget Adjustments to Balance Budget	$ -	$ -	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000
Net Increase (Decrease) in Fund Balance	$ (2,501,069)	$ (4,013,073)	$ 2,086	$ 25,868	$ 164,810	$ 653,981
Opening Fund Balance	$ 19,826,069	$ 17,325,000	$ 13,311,927	$ 13,314,013	$ 13,339,881	$ 13,504,691
Ending Fund Balance	$ 17,325,000	$ 13,311,927	$ 13,314,013	$ 13,339,881	$ 13,504,691	$ 14,158,672

City of Foster City, California

General Fund Expenditures Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ 24,380,637	$ 23,860,609	$ 24,671,870	$ 24,770,557	$ 24,869,639	$ 24,969,118
Supplies and other	$ 5,002,782	$ 5,204,772	$ 5,334,891	$ 5,468,263	$ 5,604,970	$ 5,745,094
Capital Improvement Projects	$ -	$ -	$ -	$ -	$ -	$ -
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total department expenses	$ 29,383,419	$ 29,065,381	$ 30,006,761	$ 30,238,820	$ 30,474,609	$ 30,714,212
Interdepartmental charges (credits)	$ 3,880,788	$ 4,297,471	$ 4,404,908	$ 4,515,031	$ 4,627,907	$ 4,743,605
Reallocation	$ (2,409,638)	$ (2,312,679)	$ (2,260,455)	$ (2,306,219)	$ (2,352,726)	$ (2,401,998)
Net Expeditures	$ 30,854,569	$ 31,050,173	$ 32,151,214	$ 32,447,632	$ 32,749,790	$ 33,055,819

City of Foster City, California

Special Revenue Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Property taxes	$ -	$ -	$ -	$ -	$ -	$ -
Other taxes	$ 1,273,000	$ 1,325,000	$ 1,335,000	$ 1,346,000	$ 1,357,000	$ 1,368,000
Licenses and permits	$ -	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 99,000	$ 206,000	$ 206,000	$ 206,000	$ 206,000	$ 206,000
Charges for current services	$ 102,000	$ 102,000	$ 102,000	$ 102,000	$ 102,000	$ 102,000
Interest and rentals	$ 389,400	$ 136,500	$ 136,300	$ 137,200	$ 138,100	$ 140,100
Other	$ 1,624,000	$ 258,500	$ 219,500	$ 223,500	$ 227,500	$ 231,500
Total Revenues	$ 3,487,400	$ 2,028,000	$ 1,998,800	$ 2,014,700	$ 2,030,600	$ 2,047,600
Expenditures (see attached)	$ 5,480,503	$ 9,573,695	$ 2,657,957	$ 2,731,234	$ 2,709,565	$ 2,227,672
Net revenues over (under) expenditures before transfers	$ (1,993,103)	$ (7,545,695)	$ (659,157)	$ (716,534)	$ (678,965)	$ (180,072)
Net Transfers In (Out)	$ (159,500)	$ 1,690,500	$ (26,500)	$ (26,500)	$ (26,500)	$ (26,500)
Net Increase (Decrease) in Fund Balance	$ (2,152,603)	$ (5,855,195)	$ (685,657)	$ (743,034)	$ (705,465)	$ (206,572)
Opening Fund Balance	$ 25,351,003	$ 23,198,400	$ 17,343,205	$ 16,657,548	$ 15,914,514	$ 15,209,049
Ending Fund Balance	$ 23,198,400	$ 17,343,205	$ 16,657,548	$ 15,914,514	$ 15,209,049	$ 15,002,477

City of Foster City, California

Special Revenue Fund Expenditures Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ 58,600	$ 124,000	$ 128,216	$ 128,729	$ 129,244	$ 129,761
Supplies and other	$ 2,148,900	$ 5,886,500	$ 779,300	$ 792,000	$ 804,000	$ 295,000
Capital Improvement Projects	$ 2,315,000	$ 2,655,000	$ 915,000	$ 950,000	$ 890,000	$ 890,000
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total department expenses	$ 4,522,500	$ 8,665,500	$ 1,822,516	$ 1,870,729	$ 1,823,244	$ 1,314,761
Interdepartmental charges (credits)	$ 20,503	$ 9,695	$ 9,986	$ 10,286	$ 10,595	$ 10,913
Reallocation	$ 937,500	$ 898,500	$ 825,455	$ 850,219	$ 875,726	$ 901,998
Net Expeditures	$ 5,480,503	$ 9,573,695	$ 2,657,957	$ 2,731,234	$ 2,709,565	$ 2,227,672

City of Foster City, California

Capital Improvements (City) Fund

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Property taxes	$ -	$ -	$ -	$ -	$ -	$ -
Other taxes	$ -	$ -	$ -	$ -	$ -	$ -
Licenses and permits	$ -	$ -	$ -	$ -	$ -	$ -
Intergovernmental	$ 33,000	$ -	$ -	$ -	$ -	$ -
Charges for current services	$ -	$ -	$ -	$ -	$ -	$ -
Special assessments	$ -	$ -	$ -	$ -	$ -	$ -
Interest and rentals	$ 156,000	$ 149,000	$ 158,000	$ 167,000	$ 176,000	$ 185,000
Other	$ 3,622,000	$ -	$ -	$ -	$ -	$ -
Total Revenues	$ 3,811,000	$ 149,000	$ 158,000	$ 167,000	$ 176,000	$ 185,000
Expenditures (see attached)	$ 4,647,000	$ 2,825,000	$ 330,000	$ 725,000	$ 290,000	$ 260,000
Net revenues over (under) expenditures before transfers	$ (836,000)	$ (2,676,000)	$ (172,000)	$ (558,000)	$ (114,000)	$ (75,000)
Net Transfers In (Out)	$ 1,372,500	$ (961,500)	$ 755,500	$ 755,500	$ 755,500	$ 755,500
Net Increase (Decrease) in Fund Balance	$ 536,500	$ (3,637,500)	$ 583,500	$ 197,500	$ 641,500	$ 680,500
Opening Fund Balance (Deficit)	$ 7,105,000	$ 7,641,500	$ 4,004,000	$ 4,587,500	$ 4,785,000	$ 5,426,500
Ending Fund Balance (Deficit)	$ 7,641,500	$ 4,004,000	$ 4,587,500	$ 4,785,000	$ 5,426,500	$ 6,107,000

City of Foster City, California

Capital Improvement (City) Fund Expenditures Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies and other	$ -	$ -	$ -	$ -	$ -	$ -
Capital Improvement Projects	$ 4,647,000	$ 2,825,000	$ 330,000	$ 725,000	$ 290,000	$ 260,000
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total department expenses	$ 4,647,000	$ 2,825,000	$ 330,000	$ 725,000	$ 290,000	$ 260,000
Interdepartmental charges (credits)						
Information Services	$ -	$ -	$ -	$ -	$ -	$ -
Fleet Services	$ -	$ -	$ -	$ -	$ -	$ -
Equipment Replacement	$ -	$ -	$ -	$ -	$ -	$ -
Total interdepartmental charges (credits)	$ -	$ -	$ -	$ -	$ -	$ -
Total Reallocation	$ -	$ -	$ -	$ -	$ -	$ -
Net Expeditures	$ 4,647,000	$ 2,825,000	$ 330,000	$ 725,000	$ 290,000	$ 260,000

City of Foster City, California

Water Operating Funds (excluding CIP)

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Sales & service charges	$ 10,034,000	$ 10,034,000	$ 10,586,000	$ 11,486,000	$ 12,405,000	$ 12,901,000
Connection fees	$ 6,300	$ 119,400	$ 171,900	$ -	$ 281,400	$ -
Vehicle, equipment rental and other user charges	$ -	$ -	$ -	$ -	$ -	$ -
Interest and rentals	$ 70,000	$ 145,000	$ 129,000	$ 133,000	$ 128,000	$ 128,000
Other	$ -	$ 509,000	$ -	$ -	$ -	$ -
Total Revenues	$ 10,110,300	$ 10,807,400	$ 10,886,900	$ 11,619,000	$ 12,814,400	$ 13,029,000
Expenditures (see attached)	$ 9,965,687	$ 9,355,935	$ 10,142,644	$ 11,493,554	$ 12,395,352	$ 12,625,524
Net revenues over (under) expenditures before transfers	$ 144,613	$ 1,451,465	$ 744,256	$ 125,446	$ 419,048	$ 403,476
Net Transfers In (Out)	$ (475,000)	$ (655,000)	$ (475,000)	$ (475,000)	$ (475,000)	$ (475,000)
Net Increase (Decrease) in Fund Balance	$ (330,387)	$ 796,465	$ 269,256	$ (349,554)	$ (55,952)	$ (71,524)
Opening Fund Balance	$ 3,149,987	$ 2,819,600	$ 3,616,065	$ 3,885,321	$ 3,535,767	$ 3,479,815
Ending Fund Balance	$ 2,819,600	$ 3,616,065	$ 3,885,321	$ 3,535,767	$ 3,479,815	$ 3,408,291

City of Foster City, California

Water Operating Funds Expenditure Detail (excluding CIP)

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ 1,600,000	$ 1,531,000	$ 1,600,000	$ 1,624,000	$ 1,648,000	$ 1,673,000
Supplies and other	$ 6,787,663	$ 6,393,717	$ 7,082,644	$ 8,380,554	$ 9,229,352	$ 9,404,524
Capital Improvement Projects	$ -	$ -	$ -	$ -	$ -	$ -
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total department expenses	$ 8,387,663	$ 7,924,717	$ 8,682,644	$ 10,004,554	$ 10,877,352	$ 11,077,524
Interdepartmental charges (credits)	$ 803,136	$ 688,433	$ 706,000	$ 724,000	$ 742,000	$ 760,000
Reallocation	$ 774,888	$ 742,785	$ 754,000	$ 765,000	$ 776,000	$ 788,000
Net Expeditures	$ 9,965,687	$ 9,355,935	$ 10,142,644	$ 11,493,554	$ 12,395,352	$ 12,625,524

City of Foster City, California

Water Capital Improvement Project Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Sales & service charges	$ -	$ -	$ -	$ -	$ -	$ -
Connection fees	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle, equipment rental and other user charges	$ -	$ -	$ -	$ -	$ -	$ -
Interest and rentals	$ -	$ -	$ -	$ -	$ -	$ -
Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenues	$ -	$ -	$ -	$ -	$ -	$ -
Expenditures (see attached)	$ 155,000	$ -	$ -	$ -	$ -	$ -
Net revenues over (under) expenditures before transfers	$ (155,000)	$ -	$ -	$ -	$ -	$ -
Net Transfers In (Out)	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000
Net Increase (Decrease) in Fund Balance	$ 320,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000
Opening Fund Balance	$ 1,684,000	$ 2,004,000	$ 2,479,000	$ 2,954,000	$ 3,429,000	$ 3,904,000
Ending Fund Balance	$ 2,004,000	$ 2,479,000	$ 2,954,000	$ 3,429,000	$ 3,904,000	$ 4,379,000

City of Foster City, California

Water Capital Improvement Project Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies and other	$ -	$ -	$ -	$ -	$ -	$ -
Capital Improvement Projects	$ 155,000	$ -	$ -	$ -	$ -	$ -
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total department expenses	$ 155,000	$ -	$ -	$ -	$ -	$ -
Interdepartmental charges (credits)	$ -	$ -	$ -	$ -	$ -	$ -
Reallocation	$ -	$ -	$ -	$ -	$ -	$ -
Net Expeditures	$ 155,000	$ -	$ -	$ -	$ -	$ -

City of Foster City, California

Water Equipment Replacement Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan					
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**	
Sales & service charges	$ -	$ -	$ -	$ -	$ -	$ -	
Connection fees	$ -	$ -	$ -	$ -	$ -	$ -	
Vehicle, equipment rental and other user charges	$ 400,950	$ 195,823	$ 201,000	$ 206,000	$ 211,000	$ 216,000	
Interest and rentals	$ -	$ -	$ -	$ -	$ -	$ -	
Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	
Total Revenues	$ 400,950	$ 195,823	$ 201,000	$ 206,000	$ 211,000	$ 216,000	
Expenditures (see attached)	$ 624,523	$ 670,257	$ 200,000	$ 200,000	$ 200,000	$ 200,000	
Net revenues over (under) expenditures before transfers	$ (223,573)	$ (474,434)	$ 1,000	$ 6,000	$ 11,000	$ 16,000	
Net Transfers In (Out)	$ -	$ -	$ -	$ -	$ -	$ -	
Net Increase (Decrease) in Fund Balance	$ (223,573)	$ (474,434)	$ 1,000	$ 6,000	$ 11,000	$ 16,000	
Opening Fund Balance	$ 1,779,573	$ 1,556,000	$ 1,081,566	$ 1,082,566	$ 1,088,566	$ 1,099,566	
Ending Fund Balance	$ 1,556,000	$ 1,081,566	$ 1,082,566	$ 1,088,566	$ 1,099,566	$ 1,115,566	

City of Foster City, California

Water Equipment Replacement Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies and other	$ -	$ -	$ -	$ -	$ -	$ -
Capital Improvement Projects	$ -	$ -	$ -	$ -	$ -	$ -
Capital Outlay	$ 624,523	$ 670,257	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Total department expenses	$ 624,523	$ 670,257	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Interdepartmental charges (credits)	$ -	$ -	$ -	$ -	$ -	$ -
Reallocation	$ -	$ -	$ -	$ -	$ -	$ -
Net Expeditures	$ 624,523	$ 670,257	$ 200,000	$ 200,000	$ 200,000	$ 200,000

City of Foster City, California

Wastewater Collection System Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Sales & service charges	$ 6,558,000	$ 6,558,000	$ 6,558,000	$ 6,558,000	$ 6,558,000	$ 6,624,000
Connection fees	$ 58,500	$ 153,000	$ 220,300	$ 25,000	$ 299,100	$ -
Vehicle, equipment rental and other user charges	$ -	$ -	$ -	$ -	$ -	$ -
Interest and rentals	$ 180,000	$ 255,000	$ 258,000	$ 261,000	$ 264,000	$ 267,000
Other	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600	$ 3,600
Total Revenues	$ 6,800,100	$ 6,969,600	$ 7,039,900	$ 6,847,600	$ 7,124,700	$ 6,894,600
Expenditures (see attached)	$ 5,576,545	$ 5,475,848	$ 5,890,000	$ 5,883,000	$ 5,717,000	$ 5,809,000
Net revenues over (under) expenditures before transfers	$ 1,223,555	$ 1,493,752	$ 1,149,900	$ 964,600	$ 1,407,700	$ 1,085,600
Net Transfers In (Out)	$ (1,144,000)	$ (1,314,000)	$ (1,144,000)	$ (1,144,000)	$ (1,144,000)	$ (1,144,000)
Net Increase (Decrease) in Fund Balance	$ 79,555	$ 179,752	$ 5,900	$ (179,400)	$ 263,700	$ (58,400)
Opening Fund Balance	$ 1,388,045	$ 1,467,600	$ 1,647,352	$ 1,653,252	$ 1,473,852	$ 1,737,552
Ending Fund Balance	$ 1,467,600	$ 1,647,352	$ 1,653,252	$ 1,473,852	$ 1,737,552	$ 1,679,152

City of Foster City, California

Wastewater Collection System Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ 1,520,500	$ 1,593,200	$ 1,609,000	$ 1,625,000	$ 1,641,000	$ 1,657,000
Supplies and other	$ 2,545,150	$ 2,409,250	$ 2,777,000	$ 2,724,000	$ 2,510,000	$ 2,553,000
Capital Improvement Projects	$ -	$ -	$ -	$ -	$ -	$ -
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total department expenses	$ 4,065,650	$ 4,002,450	$ 4,386,000	$ 4,349,000	$ 4,151,000	$ 4,210,000
Interdepartmental charges (credits)	$ 813,645	$ 802,004	$ 823,000	$ 843,000	$ 865,000	$ 887,000
Reallocation	$ 697,250	$ 671,394	$ 681,000	$ 691,000	$ 701,000	$ 712,000
Net Expeditures	$ 5,576,545	$ 5,475,848	$ 5,890,000	$ 5,883,000	$ 5,717,000	$ 5,809,000

City of Foster City, California

Wastewater Capital Improvement Project Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Sales & service charges	$ -	$ -	$ -	$ -	$ -	$ -
Connection fees	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle, equipment rental and other user charges	$ -	$ -	$ -	$ -	$ -	$ -
Interest and rentals	$ -	$ -	$ -	$ -	$ -	$ -
Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenues	$ -	$ -	$ -	$ -	$ -	$ -
Expenditures (see attached)	$ 75,000	$ 150,000	$ 250,000	$ -	$ 5,600,000	$ -
Net revenues over (under) expenditures before transfers	$ (75,000)	$ (150,000)	$ (250,000)	$ -	$ (5,600,000)	$ -
Net Transfers In (Out)	$ 1,144,000	$ 1,144,000	$ 1,144,000	$ 1,144,000	$ 1,144,000	$ 1,144,000
Net Increase (Decrease) in Fund Balance	$ 1,069,000	$ 994,000	$ 894,000	$ 1,144,000	$ (4,456,000)	$ 1,144,000
Opening Fund Balance	$ 6,043,000	$ 7,112,000	$ 8,106,000	$ 9,000,000	$ 10,144,000	$ 5,688,000
Ending Fund Balance	$ 7,112,000	$ 8,106,000	$ 9,000,000	$ 10,144,000	$ 5,688,000	$ 6,832,000

City of Foster City, California

Wastewater Capital Improvement Project Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies and other	$ -	$ -	$ -	$ -	$ -	$ -
Capital Improvement Projects	$ 75,000	$ 150,000	$ 250,000	$ -	$ 5,600,000	$ -
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total department expenses	$ 75,000	$ 150,000	$ 250,000	$ -	$ 5,600,000	$ -
Interdepartmental charges (credits)	$ -	$ -	$ -	$ -	$ -	$ -
Reallocation	$ -	$ -	$ -	$ -	$ -	$ -
Net Expeditures	$ 75,000	$ 150,000	$ 250,000	$ -	$ 5,600,000	$ -

City of Foster City, California

Wastewater Equipment Replacement Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Sales & service charges	$ -	$ -	$ -	$ -	$ -	$ -
Connection fees	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle, equipment rental and other user charges	$ 336,430	$ 285,394	$ 293,000	$ 300,000	$ 308,000	$ 316,000
Interest and rentals	$ -	$ -	$ -	$ -	$ -	$ -
Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenues	$ 336,430	$ 285,394	$ 293,000	$ 300,000	$ 308,000	$ 316,000
Expenditures (see attached)	$ 325,500	$ 94,205	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Net revenues over (under) expenditures before transfers	$ 10,930	$ 191,189	$ 93,000	$ 100,000	$ 108,000	$ 116,000
Net Transfers In (Out)	$ -	$ -	$ -	$ -	$ -	$ -
Net Increase (Decrease) in Fund Balance	$ 10,930	$ 191,189	$ 93,000	$ 100,000	$ 108,000	$ 116,000
Opening Fund Balance	$ 1,988,070	$ 1,999,000	$ 2,190,189	$ 2,283,189	$ 2,383,189	$ 2,491,189
Ending Fund Balance	$ 1,999,000	$ 2,190,189	$ 2,283,189	$ 2,383,189	$ 2,491,189	$ 2,607,189

City of Foster City, California

Wastewater Equipment Replacement Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies and other	$ -	$ -	$ -	$ -	$ -	$ -
Capital Improvement Projects	$ -	$ -	$ -	$ -	$ -	$ -
Capital Outlay	$ 325,500	$ 94,205	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Total department expenses	$ 325,500	$ 94,205	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Interdepartmental charges (credits)	$ -	$ -	$ -	$ -	$ -	$ -
Reallocation	$ -	$ -	$ -	$ -	$ -	$ -
Net Expeditures	$ 325,500	$ 94,205	$ 200,000	$ 200,000	$ 200,000	$ 200,000

City of Foster City, California

Shuttle Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Sales & service charges	$ -	$ -	$ -	$ -	$ -	$ -
Connection fees	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle, equipment rental and other user charges	$ 20,200	$ -	$ -	$ -	$ -	$ -
Interest and rentals	$ -	$ -	$ -	$ -	$ -	$ -
Property Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Other	$ 116,500	$ -	$ -	$ -	$ -	$ -
Total Revenues	$ 136,700	$ -	$ -	$ -	$ -	$ -
Expenditures (see attached)	$ 235,700	$ -	$ -	$ -	$ -	$ -
Net revenues over (under) expenditures before transfers	$ (99,000)	$ -	$ -	$ -	$ -	$ -
Net Transfers In (Out)	$ 99,000	$ -	$ -	$ -	$ -	$ -
Net Increase (Decrease) in Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -
Opening Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -

City of Foster City, California

Shuttle Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies and other	$ 235,700	$ -	$ -	$ -	$ -	$ -
Capital Improvement Projects	$ -	$ -	$ -	$ -	$ -	$ -
Capital Outlay	$ -	$ -	$ -	$ -	$ -	$ -
Total department expenses	$ 235,700	$ -	$ -	$ -	$ -	$ -
Interdepartmental charges (credits)	$ -	$ -	$ -	$ -	$ -	$ -
Reallocation	$ -	$ -	$ -	$ -	$ -	$ -
Net Expeditures	$ 235,700	$ -	$ -	$ -	$ -	$ -

City of Foster City, California

Internal Service Funds

Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
Revenues by Source:	**2011-2012**	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2016-2017**
Sales & service charges	$ -	$ -	$ -	$ -	$ -	$ -
Connection fees	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle, equipment rental and other user charges	$ 4,941,425	$ 5,427,110	$ 5,561,000	$ 5,697,000	$ 5,837,000	$ 5,981,000
Interest and rentals	$ 596,700	$ 590,500	$ 595,500	$ 600,500	$ 605,500	$ 611,500
Other	$ 14,000	$ 14,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Total Revenues	$ 5,552,125	$ 6,031,610	$ 6,176,500	$ 6,317,500	$ 6,462,500	$ 6,612,500
Expenditures (see attached)	$ 4,561,233	$ 5,718,275	$ 5,578,771	$ 5,691,314	$ 5,807,014	$ 5,925,964
Net revenues over (under) expenditures before transfers	$ 990,892	$ 313,335	$ 597,729	$ 626,186	$ 655,486	$ 686,536
Net Transfers In (Out)	$ -	$ 3,000,000	$ -	$ -	$ -	$ -
Net Increase (Decrease) in Fund Balance	$ 990,892	$ 3,313,335	$ 597,729	$ 626,186	$ 655,486	$ 686,536
Opening Fund Balance	$ 22,403,108	$ 23,394,000	$ 26,707,335	$ 27,305,064	$ 27,931,250	$ 28,586,736
Ending Fund Balance	$ 23,394,000	$ 26,707,335	$ 27,305,064	$ 27,931,250	$ 28,586,736	$ 29,273,272

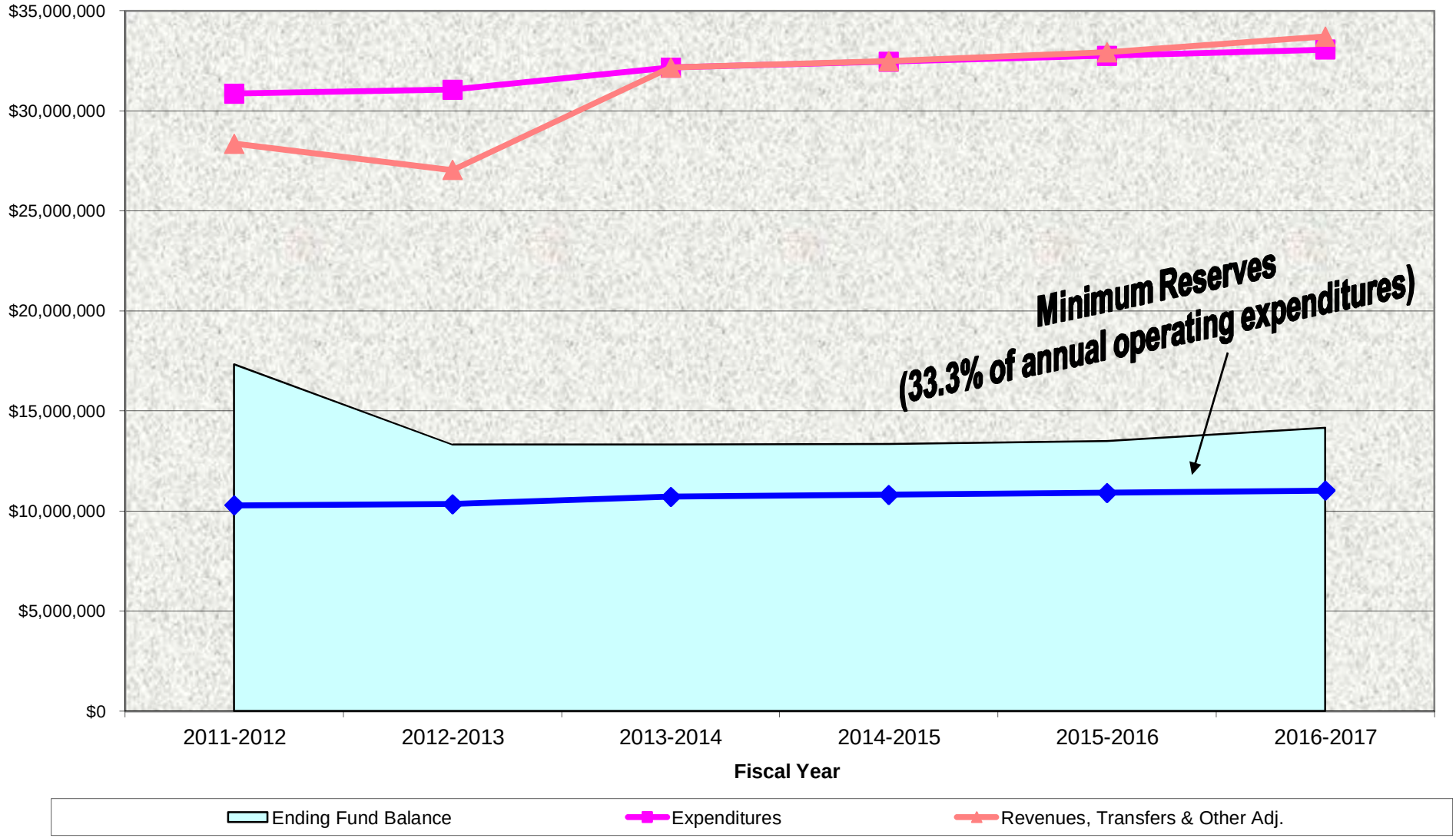
City of Foster City, California

Internal Service Funds Expenditures Detail

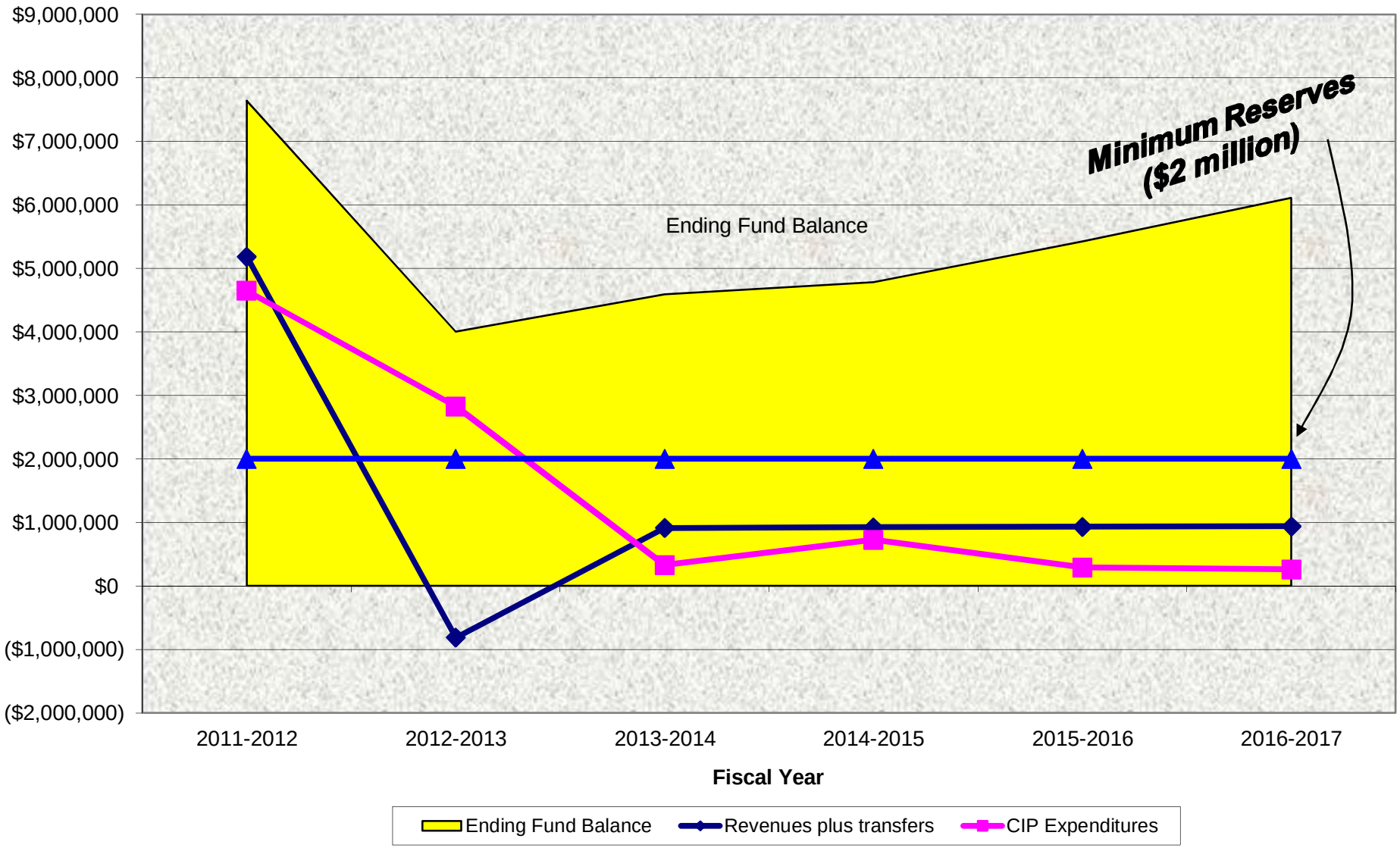
Five Year Financial Plan for the Years Ended June 30, 2017

	Approved	Five Year Financial Plan				
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Department Expenses						
Employee Services	$ 1,639,260	$ 2,039,160	$ 2,108,491	$ 2,116,925	$ 2,125,393	$ 2,133,895
Supplies and other	$ 2,137,273	$ 2,221,603	$ 2,288,251	$ 2,356,899	$ 2,427,606	$ 2,500,434
Capital Improvement Projects	$ -	$ -	$ -	$ -	$ -	$ -
Capital Outlay	$ 628,925	$ 1,280,785	$ 1,000,000	$ 1,030,000	$ 1,060,900	$ 1,092,727
Total department expenses	$ 4,405,458	$ 5,541,548	$ 5,396,742	$ 5,503,824	$ 5,613,899	$ 5,727,056
Interdepartmental charges (credits)	$ 155,775	$ 176,727	$ 182,029	$ 187,490	$ 193,115	$ 198,908
Reallocation	$ -	$ -	$ -	$ -	$ -	$ -
Net Expeditures	$ 4,561,233	$ 5,718,275	$ 5,578,771	$ 5,691,314	$ 5,807,014	$ 5,925,964

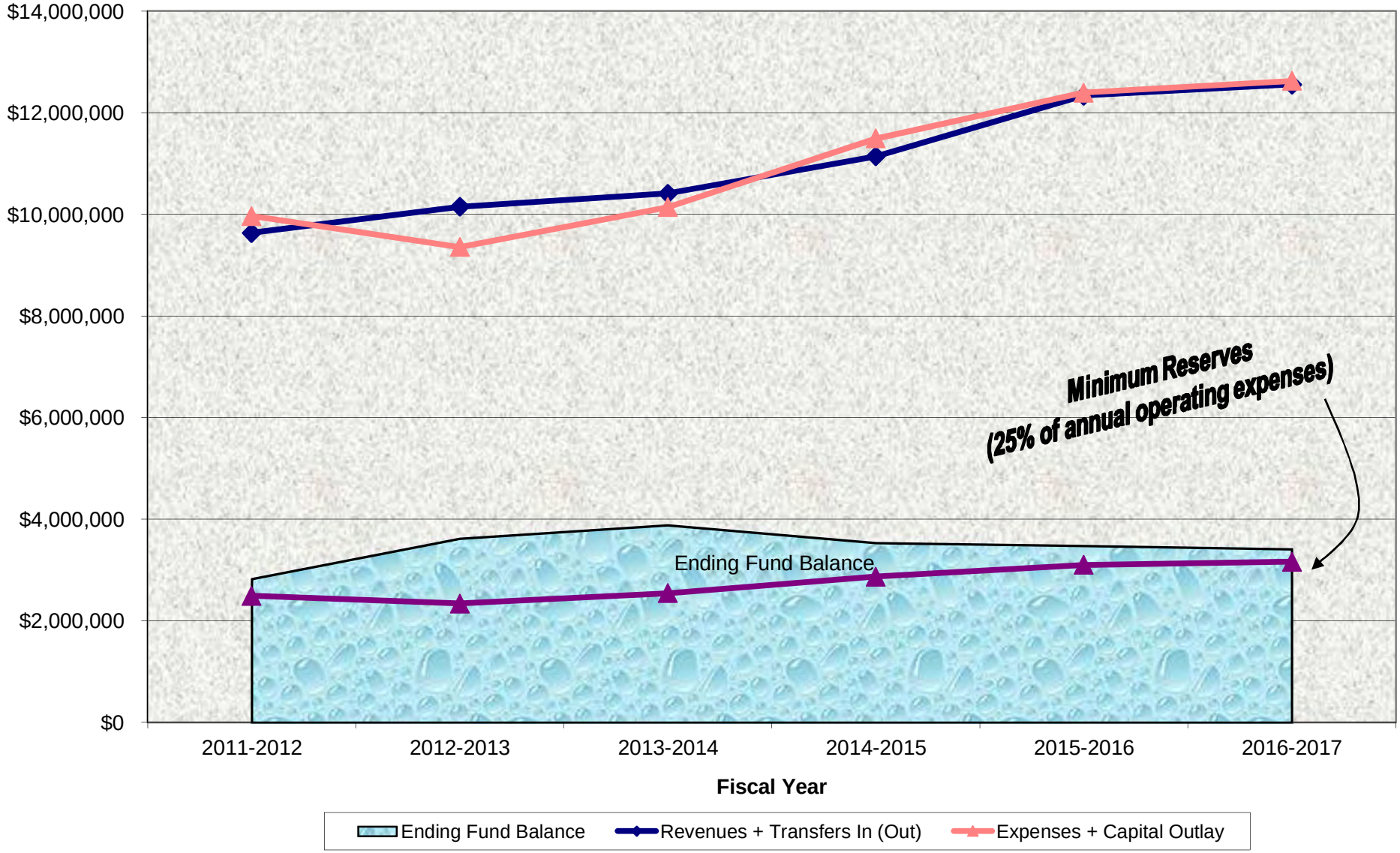
City of Foster City General Fund
(Forecast Based on Budgeted Revenues / Expenditures)



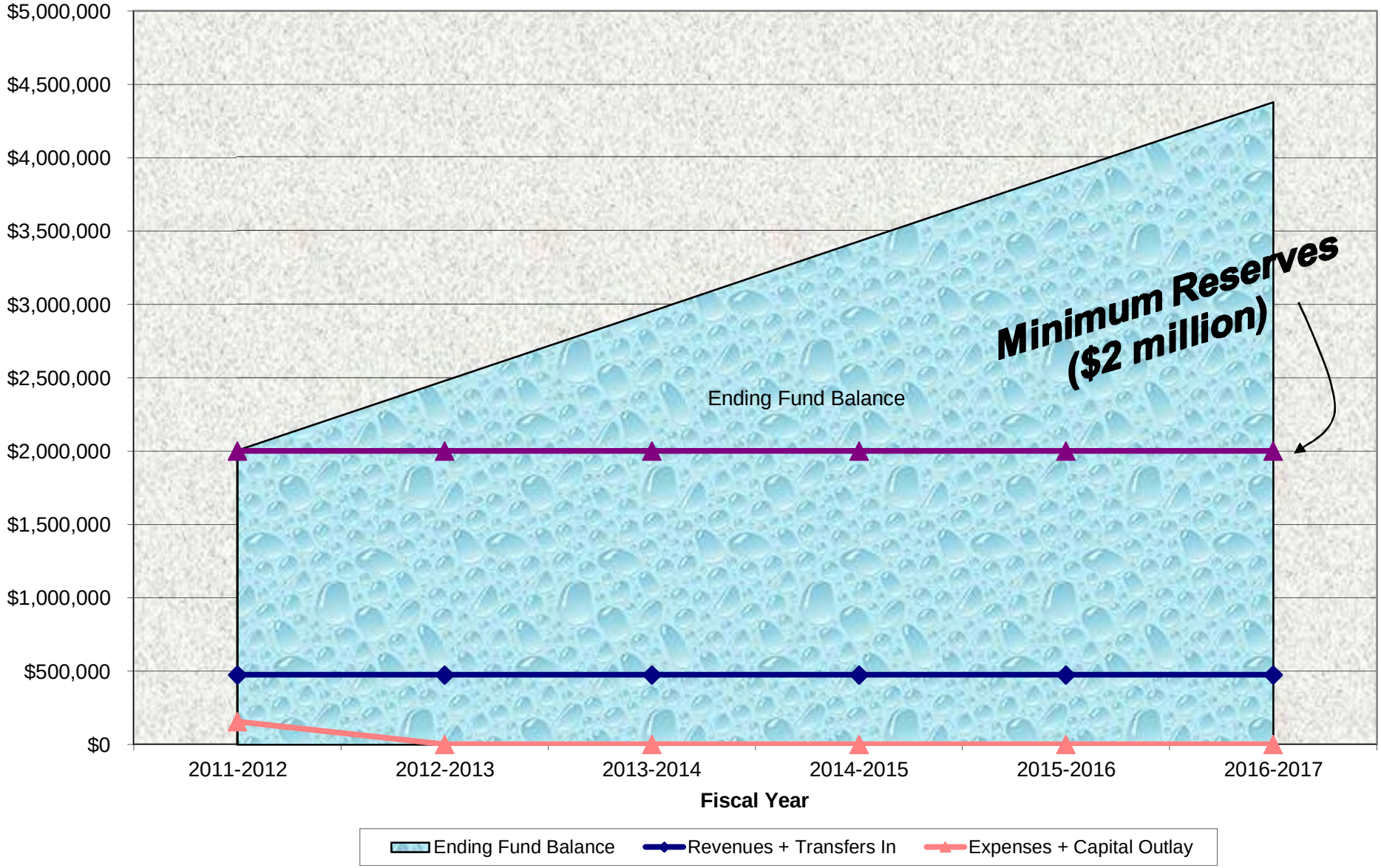
City of Foster City Capital Improvements Fund



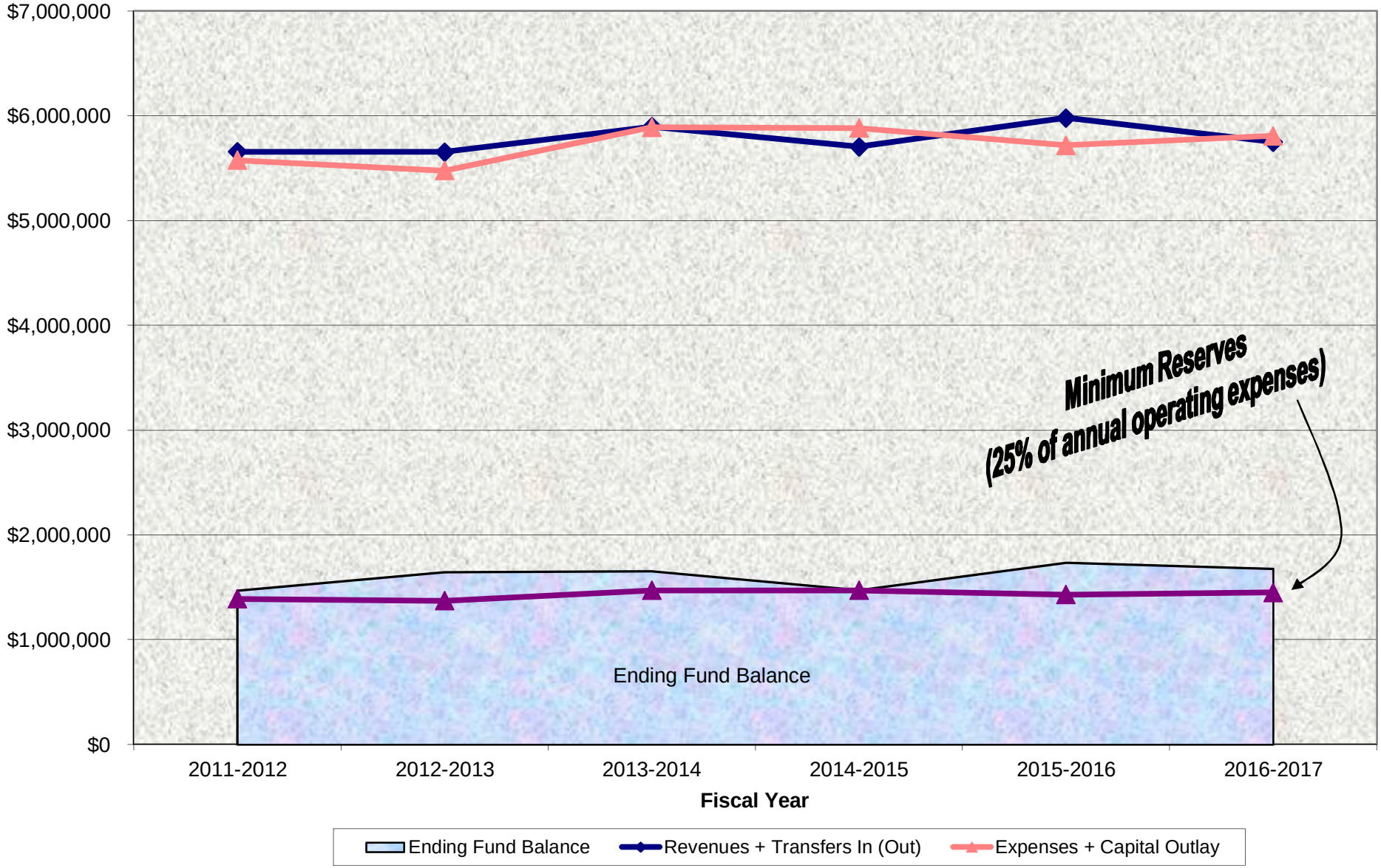
Estero Municipal Improvement District
Water Operating Funds



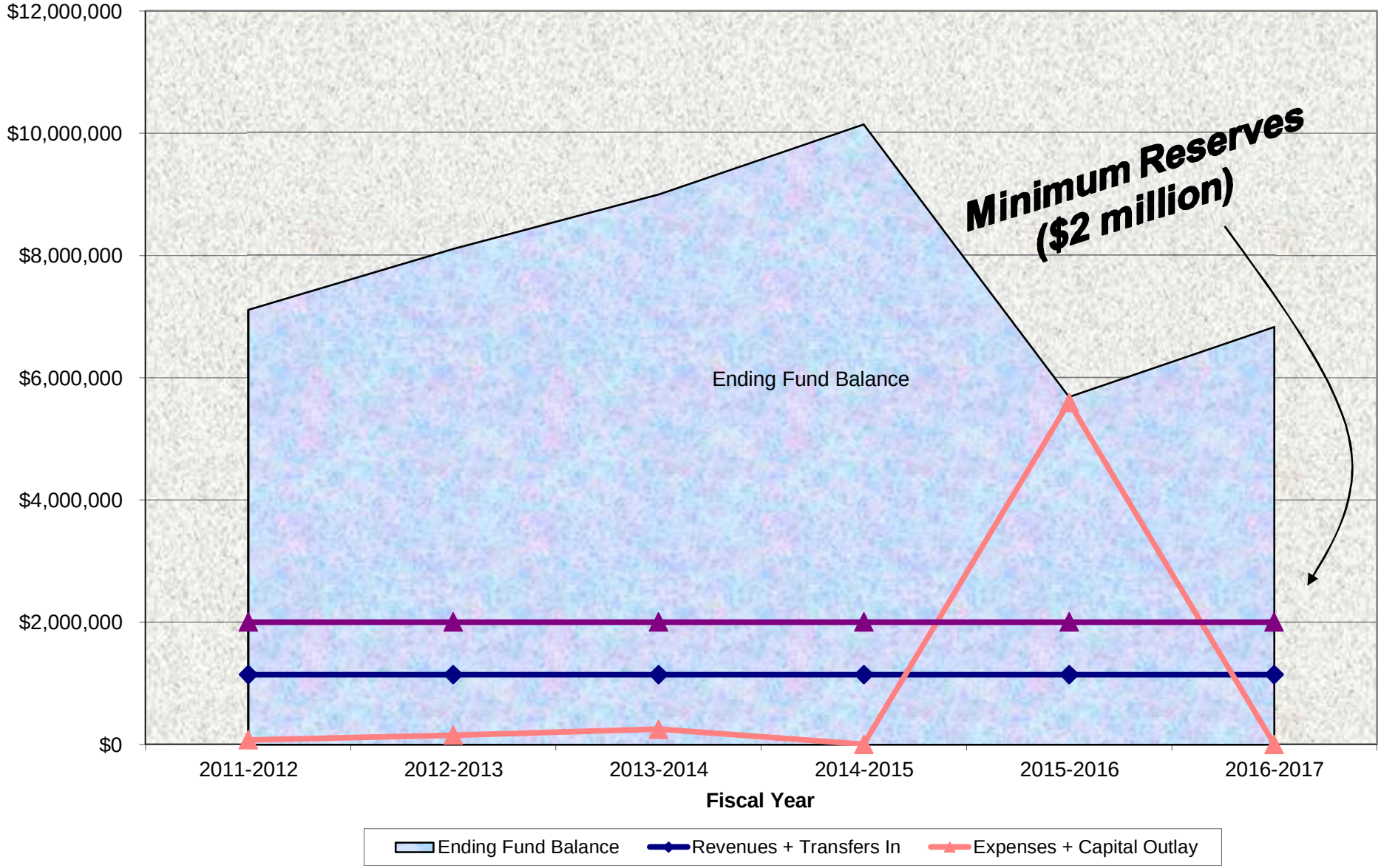
Estero Municipal Improvement District
Water Capital Improvement Project Funds



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, 2013

Fund		Available July 1, 2012	Estimated Revenues	Other Additions	Transfers In	Transfers Out	Total Available	Operating Expenditures	Capital Expenditures	Total Requirements	Net Increase (Decrease) in Reserves	Available June 30, 2013
General Funds												
001	General - City	**$ 17,325,000**	$ 12,830,100	$ -	$ -	$ 3,593,373	**$ 26,561,727**	$ 13,249,800	$ -	**$ 13,249,800**	**$ (4,013,073)**	**$ 13,311,927**
002	General - District	**$ -**	$ 16,095,000	$ -	$ -	$ -	**$ 16,095,000**	$ 16,095,000	$ -	**$ 16,095,000**	**$ -**	**$ -**
003	Special Recreation	**$ -**	$ 1,491,000	$ -	$ 214,373	$ -	**$ 1,705,373**	$ 1,705,373	$ -	**$ 1,705,373**	**$ -**	**$ -**
Subtotal General Funds		**$ 17,325,000**	$ 30,416,100	$ -	$ 214,373	$ 3,593,373	**$ 44,362,100**	$ 31,050,173	$ -	**$ 31,050,173**	**$ (4,013,073)**	**$ 13,311,927**
Special Revenue Funds												
101	Traffic Safety	**$ 89,000**	$ 179,000	$ -	$ -	$ -	**$ 268,000**	$ 268,000	$ -	**$ 268,000**	**$ (89,000)**	**$ -**
102	Measure A	**$ 1,683,000**	$ 546,000	$ -	$ -	$ -	**$ 2,229,000**	$ -	$ 739,000	**$ 739,000**	**$ (193,000)**	**$ 1,490,000**
103	Gas Tax (2103, 2105-2107.5)	**$ 599,500**	$ 814,400	$ -	$ -	$ -	**$ 1,413,900**	$ 630,500	$ -	**$ 630,500**	**$ 183,900**	**$ 783,400**
104	Park In-Lieu Fees	**$ 545,000**	$ -	$ -	$ 1,760,000	$ -	**$ 2,305,000**	$ -	$ 1,810,000	**$ 1,810,000**	**$ (50,000)**	**$ 495,000**
105	Measure M	**$ 31,400**	$ 106,000	$ -	$ -	$ -	**$ 137,400**	$ -	$ 106,000	**$ 106,000**	**$ -**	**$ 31,400**
108	SLESF/COPS Grant	**$ -**	$ 100,000	$ -	$ -	$ -	**$ 100,000**	$ 100,000	$ -	**$ 100,000**	**$ -**	**$ -**
112	CLEEP Grant	**$ 24,600**	$ -	$ -	$ -	$ -	**$ 24,600**	$ -	$ -	**$ -**	**$ -**	**$ 24,600**
114	CalOpps.org	**$ 184,500**	$ 104,400	$ -	$ -	$ -	**$ 288,900**	$ 59,995	$ -	**$ 59,995**	**$ 44,405**	**$ 228,905**
116	Foster City Foundation	**$ 315,400**	$ 79,500	$ -	$ -	$ 69,500	**$ 325,400**	$ -	$ -	**$ -**	**$ 10,000**	**$ 325,400**
120	Foster City CDA Affordable Housing Reimbursement Agreement	**$ 17,749,000**	$ -	$ -	$ -	$ 12,499,000	**$ 5,250,000**	$ 5,250,000	$ -	**$ 5,250,000**	**$ (17,749,000)**	**$ -**
121	Foster City CDA Cooperative Services Agreement	**$ 1,977,000**	$ -	$ -	$ -	$ -	**$ 1,977,000**	$ 484,000	$ -	**$ 484,000**	**$ (484,000)**	**$ 1,493,000**
124	City Affordable Housing Funds	**$ -**	$ 98,700	$ -	$ 12,499,000	$ -	**$ 12,597,700**	$ 126,200	$ -	**$ 126,200**	**$ 12,471,500**	**$ 12,471,500**
Subtotal Special Revenue Funds		**$ 23,198,400**	$ 2,028,000	$ -	$ 14,259,000	$ 12,568,500	**$ 26,916,900**	$ 6,918,695	$ 2,655,000	**$ 9,573,695**	**$ (5,855,195)**	**$ 17,343,205**
Capital Projects Funds												
301	Capital Investment - City	**$ 7,142,500**	$ 149,000	$ -	$ 798,500	$ 1,760,000	**$ 6,330,000**	$ -	$ 2,825,000	**$ 2,825,000**	**$ (3,637,500)**	**$ 3,505,000**
302	Foster City CDA Public Improvements Reimbursement Agreement	**$ 499,000**	$ -	$ -	$ -	$ -	**$ 499,000**	$ -	$ -	**$ -**	**$ -**	**$ 499,000**
Subtotal Capital Projects Funds		**$ 7,641,500**	$ 149,000	$ -	$ 798,500	$ 1,760,000	**$ 6,829,000**	$ -	$ 2,825,000	**$ 2,825,000**	**$ (3,637,500)**	**$ 4,004,000**

(Continued on next page)

CITY OF FOSTER CITY / EMID

Summary of Resources and Requirements by Funds

For the Fiscal Year Ended June 30, 2013

(Continued from previous page)

Fund		Available July 1, 2012	Estimated Revenues	Other Additions	Transfers In	Transfers Out	Total Available	Operating Expenditures	Capital Expenditures	Total Requirements	Net Increase (Decrease) in Reserves	Available June 30, 2013
Enterprise Funds												
Water Funds												
401	Water Revenue	**$ 279,600**	$ 10,298,400	$ 509,000	$ 200,000	$ 655,000	**$ 10,632,000**	$ 9,355,935	$ -	**$ 9,355,935**	**$ 996,465**	**$ 1,276,065**
402	Water Reserve	**$ 2,540,000**	$ -	$ -	$ -	$ 200,000	**$ 2,340,000**	$ -	$ -	**$ -**	**$ (200,000)**	**$ 2,340,000**
405	Capital Investment - Water	**$ 2,004,000**	$ -	$ -	$ 475,000	$ -	**$ 2,479,000**	$ -	$ -	**$ -**	**$ 475,000**	**$ 2,479,000**
407	Water Equipment Replacement	**$ 1,556,000**	$ 195,823	$ -	$ -	$ -	**$ 1,751,823**	$ 670,257	$ -	**$ 670,257**	**$ (474,434)**	**$ 1,081,566**
Subtotal Water Funds		**$ 6,379,600**	$ 10,494,223	$ 509,000	$ 675,000	$ 855,000	**$ 17,202,823**	$ 10,026,192	$ -	**$ 10,026,192**	**$ 797,031**	**$ 7,176,631**
Wastewater Funds												
451	Wastewater Revenue	**$ 87,600**	$ 6,966,000	$ -	$ 13,600	$ 1,314,000	**$ 5,753,200**	$ 5,475,848	$ -	**$ 5,475,848**	**$ 189,752**	**$ 277,352**
452	Wastewater Reserve	**$ 1,380,000**	$ -	$ -	$ -	$ 10,000	**$ 1,370,000**	$ -	$ -	**$ -**	**$ (10,000)**	**$ 1,370,000**
455	Capital Investment - Wastewater	**$ 7,112,000**	$ -	$ -	$ 1,144,000	$ -	**$ 8,256,000**	$ -	$ 150,000	**$ 150,000**	**$ 994,000**	**$ 8,106,000**
456	Wastewater Expansion	**$ -**	$ 3,600	$ -	$ -	$ 3,600	**$ -**	$ -	$ -	**$ -**	**$ -**	**$ -**
457	Wastewater Equipment Replacement	**$ 1,999,000**	$ 285,394	$ -	$ -	$ -	**$ 2,284,394**	$ 94,205	$ -	**$ 94,205**	**$ 191,189**	**$ 2,190,189**
Subtotal Wastewater Funds		**$ 10,578,600**	$ 7,254,994	$ -	$ 1,157,600	$ 1,327,600	**$ 17,663,594**	$ 5,570,053	$ 150,000	**$ 5,720,053**	**$ 1,364,941**	**$ 11,943,541**
Shuttle Fund												
499	Shuttle	**$ -**	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -	**$ -**	**$ -**	**$ -**
Subtotal Enterprise Funds		**$ 16,958,200**	$ 17,749,217	$ 509,000	$ 1,832,600	$ 2,182,600	**$ 34,866,417**	$ 15,596,245	$ 150,000	**$ 15,746,245**	**$ 2,161,972**	**$ 19,120,172**
Internal Service Funds												
501	Vehicle Replacement	**$ 5,153,000**	$ 1,654,135	$ -	$ -	$ -	**$ 6,807,135**	$ 1,260,894	$ -	**$ 1,260,894**	**$ 393,241**	**$ 5,546,241**
502	Equipment Replacement	**$ 4,517,000**	$ 572,835	$ -	$ -	$ -	**$ 5,089,835**	$ 417,300	$ -	**$ 417,300**	**$ 155,535**	**$ 4,672,535**
503	Self-Insurance	**$ 1,142,000**	$ 291,300	$ -	$ -	$ -	**$ 1,433,300**	$ 328,730	$ -	**$ 328,730**	**$ (37,430)**	**$ 1,104,570**
504	Information Technology	**$ 3,046,000**	$ 1,423,411	$ -	$ -	$ -	**$ 4,469,411**	$ 1,577,980	$ -	**$ 1,577,980**	**$ (154,569)**	**$ 2,891,431**
505	Building Maintenance	**$ 2,068,000**	$ 1,639,458	$ -	$ -	$ -	**$ 3,707,458**	$ 1,600,371	$ -	**$ 1,600,371**	**$ 39,087**	**$ 2,107,087**
507	Longevity Recognition Benefits	**$ 2,444,000**	$ 115,000	$ -	$ -	$ -	**$ 2,559,000**	$ 120,000	$ -	**$ 120,000**	**$ (5,000)**	**$ 2,439,000**
508	PEMHCA Benefits Plan	**$ 5,024,000**	$ 233,000	$ -	$ -	$ -	**$ 5,257,000**	$ 113,000	$ -	**$ 113,000**	**$ 120,000**	**$ 5,144,000**
509	Compensated Absences	**$ -**	$ 102,471	$ -	$ 3,000,000	$ -	**$ 3,102,471**	$ 300,000	$ -	**$ 300,000**	**$ 2,802,471**	**$ 2,802,471**
Subtotal Internal Service Funds		**$ 23,394,000**	$ 6,031,610	$ -	$ 3,000,000	$ -	**$ 32,425,610**	$ 5,718,275	$ -	**$ 5,718,275**	**$ 3,313,335**	**$ 26,707,335**
Total All Funds		**$ 88,517,100**	**$ 56,373,927**	**$ 509,000**	**$ 20,104,473**	**$ 20,104,473**	**$ 145,400,027**	**$ 59,283,388**	**$ 5,630,000**	**$ 64,913,388**	**$ (8,030,461)**	**$ 80,486,639**

City of Foster City / Estero Municipal Improvement District
Revenue by Source
For the Year Ended, June 30, 2013

	2011-2012 Approved	2011-2012 Projected	2012-2013 Budget
General Fund			
City			
Sales taxes	$ 3,666,000	$ 4,472,000	$ 4,419,000
Transient occupancy taxes	$ 1,313,000	$ 1,697,000	$ 1,847,000
Franchise taxes	$ 1,274,000	$ 1,173,000	$ 1,191,000
Real property transfer	$ 112,000	$ 178,000	$ 160,000
Licenses and permits	$ 1,336,700	$ 2,212,000	$ 1,751,000
Motor vehicle in-lieu	$ 2,530,000	$ 2,410,000	$ 2,410,000
Charges for current services	$ 810,800	$ 683,000	$ 645,000
Fines and forfeitures	$ 45,000	$ 33,000	$ 33,000
Interest	$ 242,000	$ 178,000	$ 178,000
Other	$ 195,700	$ 195,100	$ 196,100
General Fund (City) Subtotal	$ 11,525,200	$ 13,231,100	$ 12,830,100
District			
Property Taxes	$ 15,847,000	$ 16,257,000	$ 15,262,000
Intergovernmental	$ 105,000	$ 100,000	$ 100,000
Rentals	$ 625,300	$ 623,400	$ 631,000
Interest	$ 122,000	$ 102,000	$ 102,000
General Fund (District) Subtotal	$ 16,699,300	$ 17,082,400	$ 16,095,000
Special Recreation			
Program Revenues	$ 1,230,000	$ 1,171,000	$ 1,244,000
Rents and Concessions	$ 211,000	$ 243,000	$ 247,000
Interest	$ -	$ -	$ -
General Fund (Special Recreation) Subtotal	$ 1,441,000	$ 1,414,000	$ 1,491,000
total general fund	$ 29,665,500	$ 31,727,500	$ 30,416,100

(continued on next page)

City of Foster City / Estero Municipal Improvement District
Revenue by Source
For the Year Ended, June 30, 2013

(Continued from previous page)

	2011-2012 Approved	2011-2012 Projected	2012-2013 Budget
Special Revenue Funds			
Traffic Safety			
Vehicle Code Fines	$ 111,000	$ 176,000	$ 179,000
Interest	$ -	$ -	$ -
Traffic Safety Subtotal	$ 111,000	$ 176,000	$ 179,000
Measure A			
Sales Tax	$ 471,000	$ 513,000	$ 521,000
Grant	$ 1,450,000	$ 1,450,000	$ -
Interest	$ 25,000	$ 33,000	$ 25,000
Measure A Subtotal	$ 1,946,000	$ 1,996,000	$ 546,000
Gas Tax (2105 - 2107.5; 2013 Gas Tax Swap)			
Gas Tax	$ 802,000	$ 829,000	$ 804,000
Interest	$ -	$ 5,000	$ 10,400
Gax Tax (2105-2107.5; 2103 Gas Tax Swap) Subtotal	$ 802,000	$ 834,000	$ 814,400
Park In-Lieu Fees			
Developer Fees	$ -	$ -	$ -
Interest	$ 7,700	$ 20,000	$ -
Park In-Lieu Fees Subtotal	$ 7,700	$ 20,000	$ -
Measure M			
Vehicle License Fees	$ 99,000	$ 99,000	$ 106,000
Measure M Subtotal	$ 99,000	$ 99,000	$ 106,000
SLESF/COPS Grant			
Grant	$ -	$ 100,000	$ 100,000
SLESF/COPS Subtotal	$ -	$ 100,000	$ 100,000

(continued on next page)

City of Foster City / Estero Municipal Improvement District
Revenue by Source
For the Year Ended, June 30, 2013

(Continued from previous page)

	2011-2012 Approved	2011-2012 Projected	2012-2013 Budget
CalOpps.org			
Fees for Services	$ 102,000	$ 102,000	$ 102,000
Interest	$ 3,500	$ 2,400	$ 2,400
CalOpps.org Subtotal	$ 105,500	$ 104,400	$ 104,400
Foster City Foundation			
Grants and Donations	$ 63,000	$ 63,000	$ 79,500
Foster City Foundation Subtotal	$ 63,000	$ 63,000	$ 79,500
Foster City CDA Affordable Housing Reimbursement Agreement (AHRA)			
Interest	$ 240,000	$ 200,000	$ -
Foster City CDA AHRA Subtotal	$ 240,000	$ 200,000	$ -
Foster City CDA Cooperative Services Agreement			
Interest	$ 49,000	$ 34,000	$ -
Foster City CDA CSA Subtotal	$ 49,000	$ 34,000	$ -
City Affordable Housing Funds			
Loan Repayments	$ -	$ 24,000	$ 24,000
Rentals	$ 60,000	$ 74,700	$ 74,700
City Affordable Housing Funds Subtotal	$ 60,000	$ 98,700	$ 98,700
total special revenue funds	$ 3,483,200	$ 3,725,100	$ 2,028,000
Capital Projects Fund			
City			
Intergovernmental	$ 25,000	$ 25,000	$ -
Developer Payments	$ 3,622,000	$ 3,622,000	$ -
Interest	$ 140,000	$ 140,000	$ 149,000
Other	$ 8,000	$ 8,000	$ -
City Capital Projects Subtotal	$ 3,795,000	$ 3,795,000	$ 149,000
Foster City CDA Public Improvements Reimbursement Agreement (PIRA)			
Deposits from CDA	$ -	$ -	$ -
Interest	$ 16,000	$ 8,000	$ -
Foster City CDA PIRA Subtotal	$ 16,000	$ 8,000	$ -
total capital projects fund	$ 3,811,000	$ 3,803,000	$ 149,000

(continued on next page)

City of Foster City / Estero Municipal Improvement District
Revenue by Source
For the Year Ended, June 30, 2013

(Continued from previous page)

	2011-2012 Approved	2011-2012 Projected	2012-2013 Budget
Enterprise Funds			
Water Revenue			
User Charges	$ 10,034,000	$ 9,520,000	$ 10,034,000
Connection Fees	$ 6,300	$ 530,000	$ 119,400
Interest	$ 70,000	$ 103,000	$ 145,000
	$ 10,110,300	$ 10,153,000	$ 10,298,400
Water Equipment Replacement			
Equipment Rental	$ 400,950	$ 400,950	$ 195,823
	$ 400,950	$ 400,950	$ 195,823
Wastewater Revenue			
User Charges	$ 6,558,000	$ 6,900,000	$ 6,558,000
Connection Fees	$ 58,500	$ 607,000	$ 153,000
Interest	$ 180,000	$ 164,000	$ 255,000
	$ 6,796,500	$ 7,671,000	$ 6,966,000
Wastewater Expansion			
Other	$ 3,600	$ 3,600	$ 3,600
	$ 3,600	$ 3,600	$ 3,600
Wastewater Equipment Replacement			
Equipment Rental	$ 336,430	$ 336,430	$ 285,394
	$ 336,430	$ 336,430	$ 285,394
Shuttle			
Grant	$ 116,500	$ 116,700	$ -
User Charges (Fares)	$ 20,200	$ 10,000	$ -
	$ 136,700	$ 126,700	$ -
total enterprise funds	$ 17,784,480	$ 18,691,680	$ 17,749,217

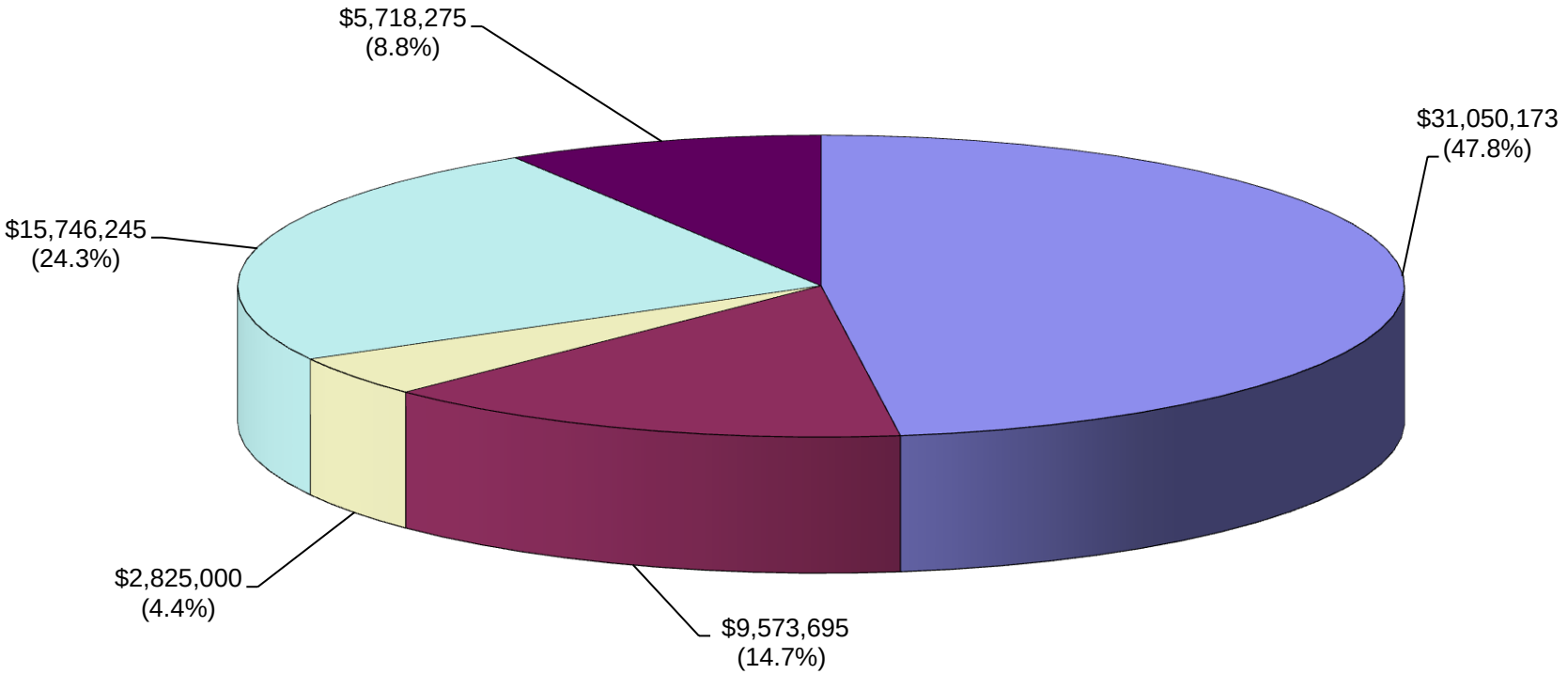
(continued on next page)

City of Foster City / Estero Municipal Improvement District
Revenue by Source
For the Year Ended, June 30, 2013

(Continued from previous page)

	2011-2012 Approved	2011-2012 Revised	2012-2013 Budget
Internal Service Funds			
Vehicle Replacement			
Vehicle Replacement Charges	$ 1,501,685	$ 1,501,685	$ 1,572,135
Sales of Retired Vehicles	$ 14,000	$ 42,000	$ 14,000
Interest	$ 75,000	$ 67,000	$ 68,000
	$ 1,590,685	$ 1,610,685	$ 1,654,135
Equipment Replacement			
Equipment Rental	$ 469,984	$ 469,984	$ 522,835
Interest	$ 60,000	$ 85,000	$ 50,000
	$ 529,984	$ 554,984	$ 572,835
Self Insurance			
Insurance Charges	$ 155,800	$ 155,800	$ 278,800
Interest	$ 14,700	$ 17,000	$ 12,500
	$ 170,500	$ 172,800	$ 291,300
Information Technology			
User Charges	$ 1,286,255	$ 1,286,255	$ 1,376,411
Interest	$ 57,000	$ 46,000	$ 47,000
	$ 1,343,255	$ 1,332,255	$ 1,423,411
Building Maintenance			
User Charges	$ 1,527,701	$ 1,527,701	$ 1,604,458
Interest	$ 42,000	$ 33,000	$ 35,000
	$ 1,569,701	$ 1,560,701	$ 1,639,458
Longevity Recognition Benefits			
Employer Contributions	$ -	$ -	$ -
Interest	$ 115,000	$ 91,000	$ 115,000
	$ 115,000	$ 91,000	$ 115,000
PEMHCA Benefits Plan			
Employer Contributions	$ -	$ -	$ -
Interest	$ 233,000	$ 177,000	$ 233,000
	$ 233,000	$ 177,000	$ 233,000
Compensated Absences			
Employer Contributions	$ -	$ -	$ 72,471
Interest	$ -	$ -	$ 30,000
	$ -	$ -	$ 102,471
total internal service funds	$ 5,552,125	$ 5,499,425	$ 6,031,610
TOTAL REVENUE ALL FUNDS	**$ 60,296,305**	**$ 63,446,705**	**$ 56,373,927**

City of Foster City / Estero Municipal Improvement District / Appropriations by Fund
For the Fiscal Year Ended June 30, 2013
Total Appropriations: $64,913,388



General Fund (47.8%) | Special Revenue Fund (14.7%) | Capital Projects Fund (4.4%)
Enterprise Funds (24.3%) | Internal Services Funds (8.8%)

City of Foster City, California / Estero Municipal Improvement District

Summary of Appropriations by Fund / CDA

Annual Appropriations for the Year Ending June 30, 2013

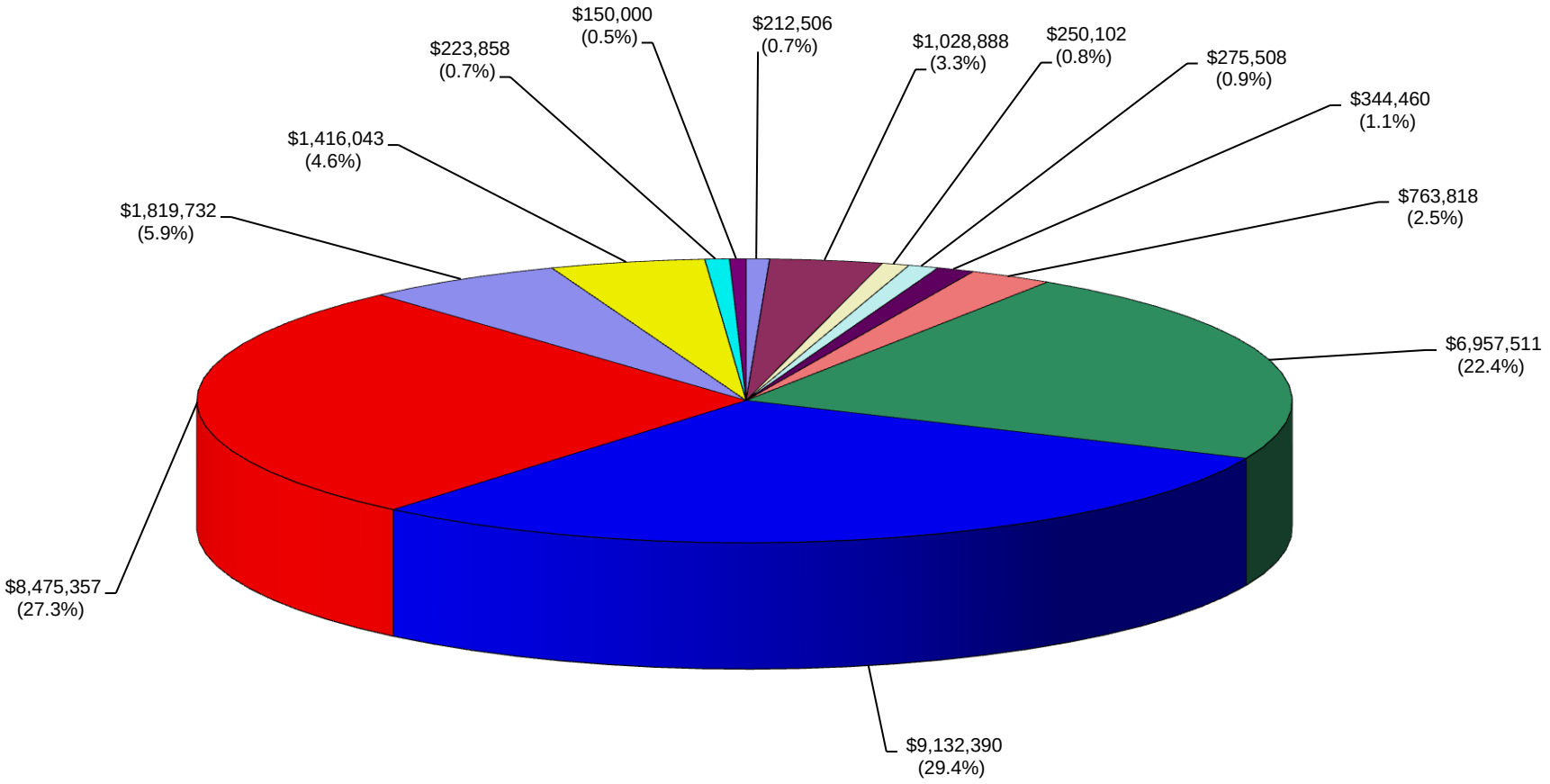
	2011-2012 APPROVED	2011-2012 REVISED	2012-2013 REQUESTED
GENERAL FUND	$ 30,854,569	$ 31,084,569	$ 31,050,173
TRAFFIC SAFETY	$ 111,000	$ 111,000	$ 268,000
MEASURE A	$ 2,290,000	$ 2,290,000	$ 739,000
GAS TAX (2105-2107)	$ 826,500	$ 826,500	$ 630,500
PARK IN-LIEU FEES	$ -	$ -	$ 1,810,000
MEASURE M	$ -	$ -	$ 106,000
SLESF/COPS GRANT	$ -	$ 100,000	$ 100,000
CALOPPS.ORG	$ 93,003	$ 93,003	$ 59,995
PROPOSITION 42 TRANSPORTATION	$ 25,000	$ 25,000	$ -
FOSTER CITY FOUNDATION	$ -	$ -	$ -
FOSTER CITY CDA AFFORDABLE HOUSING REIMBURSEMENT AGREEMENT	$ 1,611,000	$ 1,611,000	$ 5,250,000
FOSTER CITY CDA SMUHSD OBLIGATION SERVICES AGREEMENT	$ 524,000	$ 524,000	$ 484,000
CITY AFFORDABLE HOUSING FUNDS	$ -	$ -	$ 126,200
CAPITAL PROJECTS FUND	$ 4,647,000	$ 4,647,000	$ 2,825,000
WATER	$ 10,745,210	$ 10,745,210	$ 10,026,192
SEWER	$ 5,977,045	$ 5,977,045	$ 5,720,053
SHUTTLE	$ 235,700	$ 235,700	$ -
VEHICLE REPLACEMENT	$ 999,431	$ 999,431	$ 1,260,894
EQUIPMENT REPLACEMENT	$ 306,925	$ 306,925	$ 417,300
SELF-INSURANCE	$ 297,700	$ 297,700	$ 328,730
INFORMATION TECHNOLOGY	$ 1,219,140	$ 1,219,140	$ 1,577,980
BUILDING MAINTENANCE	$ 1,526,037	$ 1,526,037	$ 1,600,371
LONGEVITY RECOGNITION BENEFITS	$ 112,000	$ 112,000	$ 120,000
PEMHCA BENEFITS PLAN	$ 100,000	$ 100,000	$ 113,000
COMPENSATED ABSENCES	$ -	$ -	$ 300,000
CDA	$ 709,044	$ 709,044	$ -
TOTAL FOR CITY / EMID / CDA	**$ 63,210,304**	**$ 63,540,304**	**$ 64,913,388**

City of Foster City, California / Estero Municipal Improvement District

Summary of Operating Expenditures and Capital Expenditures by Type
Annual Operating Budget Appropriations for the Year Ending June 30, 2013

	2011-2012 APPROVED	2011-2012 REVISED	2012-2013 REQUESTED
EMPLOYEE SERVICES	$ 29,203,997	$ 29,203,997	$ 29,147,969
SERVICES AND SUPPLIES	$ 19,561,512	$ 19,791,512	$ 22,115,842
CAPITAL OUTLAY	$ 1,578,948	$ 1,578,948	$ 2,045,247
INTERNAL SERVICES	$ 5,673,847	$ 5,673,847	$ 5,974,330
REALLOCATIONS	$ -	$ -	$ -
TOTAL OPERATING EXPENDITURES	**$ 56,018,304**	**$ 56,248,304**	**$ 59,283,388**
CAPITAL EXPENDITURES	$ 7,192,000	$ 7,192,000	$ 5,630,000
TOTAL CITY / EMID / CDA EXPENDITURES	**$ 63,210,304**	**$ 63,440,304**	**$ 64,913,388**

City of Foster City
General Fund Operating Expenditures by Department
For the Fiscal Year Ended June 30, 2013
Total General Fund Operating Expenditures: $31,050,173



Council/Board (0.7%)	City/District Manager (3.3%)	City Clerk (0.8%)	City Attorney (0.9%)
Human Resources (1.1%)	Financial Services (2.5%)	Parks & Recreation (22.4%)	Police (29.4%)
Fire (27.3%)	Community Development (5.9%)	Public Works (4.6%)	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, 2013

	2011-2012 APPROVED	2011-2012 REVISED	2012-2013 REQUESTED
COUNCIL/BOARD	$ 217,138	$ 217,138	$ 212,506
CITY/DISTRICT MANAGER	$ 968,912	$ 968,912	$ 1,028,888
CITY CLERK	$ 283,031	$ 283,031	$ 250,102
CITY ATTORNEY	$ 275,508	$ 375,508	$ 275,508
HUMAN RESOURCES	$ 389,774	$ 389,774	$ 344,460
FINANCIAL SERVICES	$ 765,928	$ 765,928	$ 763,818
PARKS & RECREATION	$ 6,837,002	$ 6,837,002	$ 6,957,511
POLICE	$ 9,327,420	$ 9,327,420	$ 9,132,390
FIRE	$ 8,112,001	$ 8,242,001	$ 8,475,357
COMMUNITY DEVELOPMENT	$ 1,873,930	$ 1,873,930	$ 1,819,732
PUBLIC WORKS	$ 1,440,797	$ 1,440,797	$ 1,416,043
LIBRARY SERVICES	$ 213,128	$ 213,128	$ 223,858
PROPERTY TAX ADMINISTRATION	$ 150,000	$ 150,000	$ 150,000
TOTAL GENERAL FUND APPROPRIATIONS	**$ 30,854,569**	**$ 31,084,569**	**$ 31,050,173**

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, 2013

	2011-2012 APPROVED	2011-2012 REVISED	2012-2013 REQUESTED
EMPLOYEE SERVICES	$ 24,380,637	$ 24,380,637	$ 23,860,609
SERVICES AND SUPPLIES	$ 5,002,782	$ 5,232,782	$ 5,204,772
CAPITAL OUTLAY	$ -	$ -	$ -
INTERNAL SERVICES	$ 3,880,788	$ 3,880,788	$ 4,297,471
REALLOCATIONS	$ (2,409,638)	$ (2,409,638)	$ (2,312,679)
TOTAL OPERATING EXPENDITURES	**$ 30,854,569**	**$ 31,084,569**	**$ 31,050,173**

City of Foster City / Estero Municipal Improvement District

Personnel Summary - Full-Time Employees

For the Fiscal Years Ended June 30, 2011 to 2013

Department	Prior Years		Budget
	2010-2011	2011-2012	2012-2013
City / District Manager	10	9	9
City Clerk	3	2	2
Human Resources	3	3	2
Financial Services	8	8	8
Parks and Recreation	39	37.5	36.5
Police	56	51	49
Fire	37	37	37
Community Development	11	10	11
Public Works	37	34	33
Totals	**204**	**191.5**	**187.5**

Personnel Changes FY 2012-2013

Human Resources: Eliminate Human Resources Director (1)

Parks & Recreation: Eliminate Parks Superintendent (2), Add Parks Manager (2.5), Eliminate Recreation Superintendent (2), Add Recreation Manager (1), Eliminate Recreation Coordinator (.5), Eliminate Supervising Mechanic (1), Add Building / Vehicle Manager (1), Add Building / Vehicle Maintenance Worker (1), Eliminate Facilities Maintenance Worker (2), Add Building Services Coordinator (1)

Police: Eliminate Police Dispatcher (2)

Community Development: Eliminate Associate Planner (1), Add Assistant Planner (1), Add Office Assistant II (2), Eliminate Building Permit Technician (1)

Public Works: Eliminate Public Works Maintenance Worker I/II (1)

TABLE C
CAPITAL IMPROVEMENT PROJECT (CIP) PLAN (FISCAL YEAR 2012-2013)

PROJECT NAME	Funding Source*	Total Project Cost	Prior Years' Funding	FY 2012-2013 Funding	City Capital Investment	Measure A	Measure M	Park-In-Lieu	Water Capital Investment	Wastewater Capital Investment
WASTEWATER PROJECTS										
(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)	CS	$ 150,000	$ -	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ 150,000
TOTAL SEWER PROJECTS	**1**	**$ 150,000**	**$ -**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**
WATER PROJECTS										
NONE		$ -	$ -	$ -						
TOTAL WATER PROJECTS	**0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
STREETS/TRAFFIC PROJECTS										
(CIP 621) VINTAGE PARK OVERCROSSING PROJECT (2012-2013)	CC	$ 2,000,000	**$ -**	$ 2,000,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) LED STREET LIGHT REPLACEMENT (2012-2013)	CC	$ 150,000	**$ -**	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)	MA / MM	$ 845,000	**$ -**	$ 845,000	$ -	$ 739,000	$ 106,000	$ -	$ -	$ -
TOTAL STREETS/TRAFFIC PROJECTS	**3**	**$ 2,995,000**	**$ -**	**$ 2,995,000**	**$ 2,150,000**	**$ 739,000**	**$ 106,000**	**$ -**	**$ -**	**$ -**
STORMWATER/LAGOON PROJECTS										
(NEW CIP) LAGOON PUMP STATION BUILDING (2012-2013)	CC	$ 75,000	$ -	$ 75,000	$ 75,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) DREDGING AT THE LAGOON INTAKE STRUCTURE (2012-2013)	CC	$ 150,000	$ -	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -	$ -
TOTAL STORMWATER/LAGOON PROJECTS	**2**	**$ 225,000**	**$ -**	**$ 225,000**	**$ 225,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
PARKS PROJECTS										
(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	CC	$ 400,000	$ -	$ 400,000	$ 400,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) VETERANS HONOR WALL (2012-2013)	CC	$ 50,000	$ -	$ 50,000	$ 50,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) SYNTHETIC SURFACE - EDGEWATER PARK (2012-2013)	PIL	$ 1,760,000	$ -	$ 1,760,000	$ -	$ -	$ -	$ 1,760,000	$ -	$ -
(NEW CIP) WERDER PIER SITE DEVELOPMENT (2012-2013)	PIL	$ 25,000	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000	$ -	$ -
(NEW CIP) DESTINATION PARK DEVELOPMENT (2012-2013)	PIL	$ 25,000	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000	$ -	$ -
TOTAL PARKS PROJECTS	**5**	**$ 2,260,000**	**$ -**	**$ 2,260,000**	**$ 450,000**	**$ -**	**$ -**	**$ 1,810,000**	**$ -**	**$ -**
BUILDING PROJECTS										
NONE										
TOTAL BUILDING PROJECTS	**0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
GRAND TOTAL	**11**	**$ 5,630,000**	**$ -**	**$ 5,630,000**	**$ 2,825,000**	**$ 739,000**	**$ 106,000**	**$ 1,810,000**	**$ -**	**$ 150,000**

* CC=CIP City; MA=Measure A; MM=Measure M; PIL=Park In-Lieu; CS=CIP Wastewater

City of Foster City / Estero Municipal Improvement District
Schedule of Fund Balance Transfers
Fiscal Year 2012-2013

			Transfers In										
	#	Fund	003 General Fund - Special Recreation	104 Park In-Lieu Fees	124 City Affordable Housing Funds	301 Capital Investment - City	401 Water Revenue	405 Capital Investment - Water	451 Wastewater Revenue	455 Capital Investment - Wastewater	499 Shuttle	509 Compensated Absences	Totals
Transfers Out	1	001 General Fund - City	214,373	-	-	729,000	-	-	-	-	-	2,650,000	3,593,373
	2	116 Foster City Foundation	-	-	-	69,500	-	-	-	-	-	-	69,500
	3	120 Foster City CDA AHRA Agreement	-	-	12,499,000	-	-	-	-	-	-	-	12,499,000
	4	301 Capital Investment - City	-	1,760,000	-	-	-	-	-	-	-	-	1,760,000
	5	401 Water Revenue	-	-	-	-	-	475,000	-	-	-	180,000	655,000
	6	402 Water Reserve Fund	-	-	-	-	200,000	-	-	-	-	-	200,000
	7	451 Wastewater Revenue	-	-	-	-	-	-	-	1,144,000	-	170,000	1,314,000
	8	452 Wastewater Reserve	-	-	-	-	-	-	10,000	-	-	-	10,000
	9	456 Wastewater Expansion	-	-	-	-	-	-	3,600	-	-	-	3,600
		Totals	214,373	1,760,000	12,499,000	798,500	200,000	475,000	13,600	1,144,000	-	3,000,000	20,104,473

Footnotes:
1 Transfers to: a) subsidize Special Recreation fund activities; b) set aside funds for long-term Capital Improvement Projects; and, c) pre-fund the newly created Compensated Absences Fund.
2 Transfer of donations from local youth sports groups for Synthetic Turf projects at Catamaran and Sea Cloud (S-2) Parks
3 Transfer of remaining funds from Affordable Housing Reimbursement Agreement to City Affordable Housing Funds.
4 Transfer to advance funds to Park In-Lieu Fees Fund to fund Synthetic Turf Project at Edgewater Park in anticipation of future PIL Fees.
5 Transfers to: 1) set aside funds for Long-Term CIP Projects in the Water Capital Investment Fund; and, 2) pre-fund the newly created Compensated Absences Fund.
6 Transfer funds from Water Reserve Fund to Water Revenue Fund to set reserves at 25% of annual operating expenditures.
7 Transfers to: 1) set aside funds for Long-Term CIP Projects in the Wastewater Capital Investment Fund; and, 2) pre-fund the newly created Compensated Absences Fund.
8 Transfer funds from Wastewater Reserve Fund to Wastewater Revenue Fund to set reserves at 25% of annual operating expenditures.
9 Transfer Wastewater Collection System expansion revenue to Wastewater Revenue fund, which is then 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	10-11	11-12	12-13
Council Members	5	5	5
TOTALS	5	5	5

CURRENT ACCOMPLISHMENTS

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 following projects and issues were identified as priorities by the City Council for **Calendar Year *2012.***

Civic Center Master Plan

A. Consider the Sale of the 15-Acre Site Adjacent to the Government Center to the Foster City Community Partners for a Mixed-Use Development Consisting of Senior Housing (Market Rate and Affordable, For Sale and Rental), Retail and Public Plaza/Promenades

Capital Improvement Projects

A. Commence Phase III of the Levee Pedway Repair Project (Portion between Lantern Cove and Promontory Point or E. Hillsdale Blvd. along the Marina Lagoon)
B. Complete 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 Land Use and Circulation Element City of the Foster City General Plan

Economic Development Projects

A. Develop and Implement a Sustainable Economic Development Plan/Strategy for the City of Foster City

Economic/Budget Projects

A. Approve a Plan to Balance the General Fund Budget by FY 2013-2014
B. 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. Create a Standing Sustainability Foster City Citizen Advisory Committee(s) to Advise on Economic Vitality, Environmental and Social Equity Issues and 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

PROPOSED SERVICE LEVELS

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

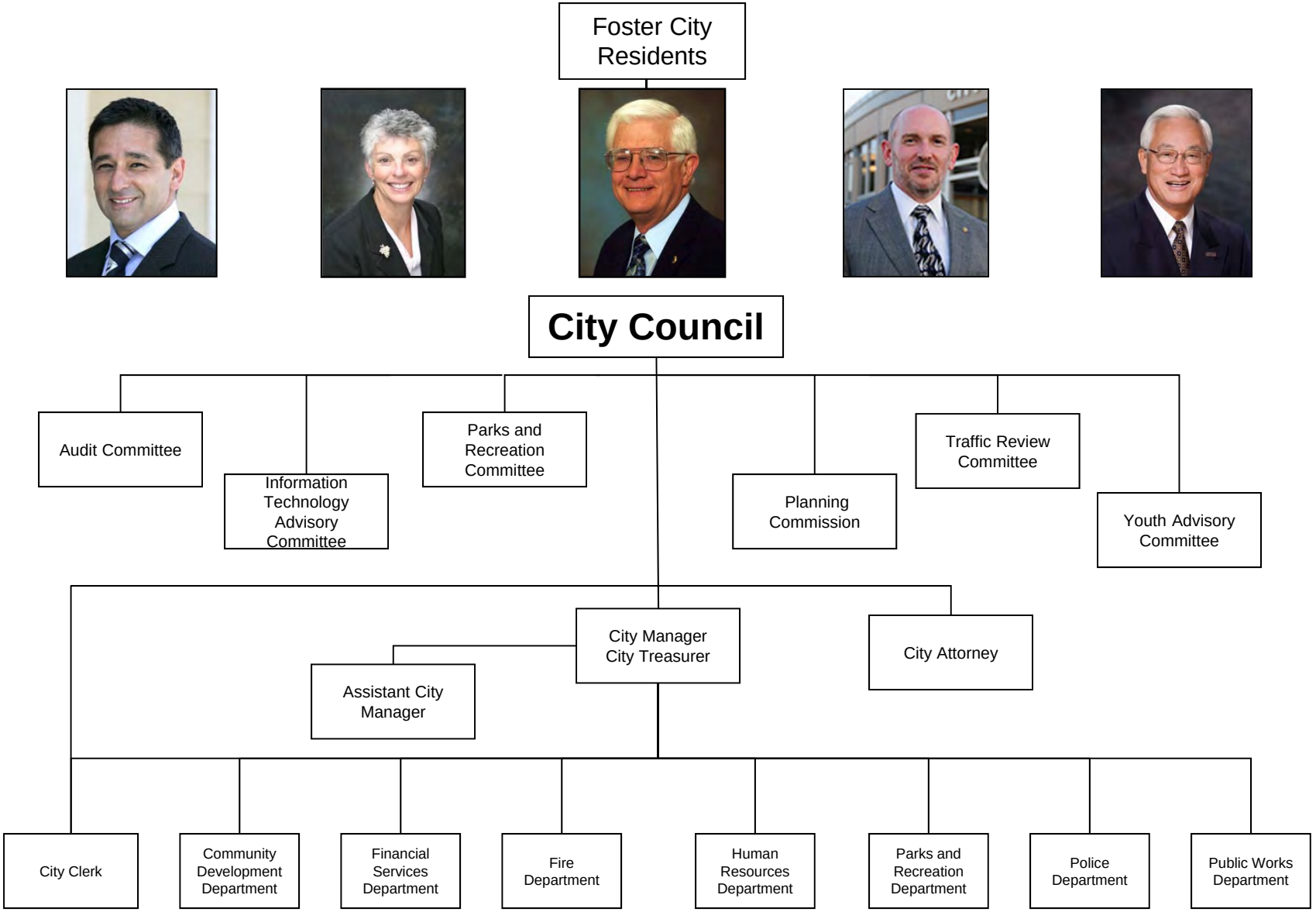
CHANGES IN FINANCIAL RESOURCES REQUIRED

- No change in resources required.

CHANGES IN BUDGET

- Funding of non-profit organizations was increased by $1,500 from FY 2011-2012 based upon City Council direction at its June 4, 2012 Special Meeting on this topic.
- Information Technology Advisory Committee budget decreased from $540 to $140. The $400 was deleted for the Identity Theft Symposium. This is a bi-annual event.
- Ad Hoc Environmental Sustainability Task Force completed its goals and officially ended its term on June 30, 2012.

Foster City Organization Chart



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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
AD HOC ENVIRONMENTAL SUSTAINABILITY TASKFORCE	$ 600	$ 600	$ -
AUDIT COMMITTEE	250	250	250
COMMUNITY PROMOTION	39,150	39,150	39,150
COUNCIL/BOARD	153,558	153,558	149,926
PARKS & REC COMMITTEE	2,065	2,065	2,065
PLANNING COMMISSION	17,565	17,565	17,565
TECHNOLOGY COMMITTEE	540	540	140
YOUTH ADVISORY COMMITTEE	3,410	3,410	3,410
TOTAL FOR COUNCIL/BOARD	**$ 217,138**	**$ 217,138**	**$ 212,506**

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 105,900	$ 105,900	$ 94,700
SERVICES AND SUPPLIES	216,185	216,185	217,289
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	322,085	322,085	311,989
INTERNAL SERVICES	56,831	56,831	60,097
Subtotal (Total Department Expenses before Reallocations)	378,916	378,916	372,086
REALLOCATIONS	(161,778)	(161,778)	(159,580)
TOTAL FOR COUNCIL/BOARD	**$ 217,138**	**$ 217,138**	**$ 212,506**

DETAIL LINE ITEM REPORT

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

Employee Services		Approved 2011-2012	Requested 2012-2013
001-1010-413-4115	COUNCILMEMBER COMPENSATION	$34,260.00	$34,260.00
	Subtotal	**$34,260.00**	**$34,260.00**
001-1010-413-4120	FRINGE BENEFITS	$55,200.00	$44,000.00
	Subtotal	**$55,200.00**	**$44,000.00**
	Employee Services Total	**$89,460.00**	**$78,260.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-1010-413-4556	EQUIPMENT REPLACEMENT	$1,400.00	$1,400.00
	Subtotal	**$1,400.00**	**$1,400.00**
001-1010-413-4569	BUILDING MAINTENANCE	$16,414.00	$17,381.00
001-1010-413-4569	BUILDING MAINTENANCE (87% Cncl Chambers)	$39,017.00	$41,316.00
	Subtotal	**$55,431.00**	**$58,697.00**
	Internal Services Total	**$56,831.00**	**$60,097.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1010-413-4241	COPY EXPENSE -- COUNCIL/BOARD ADMINISTRATION	$75.00	$100.00
	Subtotal	**$75.00**	**$100.00**
001-1010-413-4242	POSTAGE EXPENSE	$300.00	$300.00
	Subtotal	**$300.00**	**$300.00**
001-1010-413-4243	BUSINESS CARDS	$100.00	$100.00
001-1010-413-4243	COFFEE AND SUPPLIES FOR CITY HALL	$2,980.00	$2,900.00
001-1010-413-4243	COUNCIL REORGANIZATION RECEPTION	$250.00	$300.00
001-1010-413-4243	GENERAL OFFICE SUPPLIES	$2,780.00	$2,780.00

001-1010-413-4243	PLAQUES	$220.00	$220.00
	Subtotal	**$6,330.00**	**$6,300.00**
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	**$106,820.00**	**$106,820.00**
001-1010-413-4253	ASSOCIATION OF BAY AREA GOVERNMENTS	$5,958.00	$6,100.00
001-1010-413-4253	BAY PLANNING COALITION	$1,000.00	$1,100.00
001-1010-413-4253	C/CAG ADMINISTRATIVE COSTS	$10,324.00	$10,324.00
001-1010-413-4253	LAFCO ASSESSMENT	$2,400.00	$2,400.00
001-1010-413-4253	LCC ANNUAL DUES	$12,088.00	$12,450.00
001-1010-413-4253	LCC PENINSULA DIVISION DUES	$100.00	$105.00
001-1010-413-4253	MISCELLANEOUS	$200.00	$200.00
	Subtotal	**$32,070.00**	**$32,679.00**
001-1010-413-4254	MISCELLANEOUS BUSINESS MEETINGS	$8,450.00	$8,450.00
	Subtotal	**$8,450.00**	**$8,450.00**
001-1010-413-4260	N/P -- CALL PRIMROSE CENTER	$1,000.00	$1,000.00
001-1010-413-4260	N/P -- HIP HOUSING	$0.00	$2,500.00
001-1010-413-4260	N/P -- LEGAL AID SOCIETY OF SMC	$500.00	$0.00
001-1010-413-4260	N/P -- PARCA	$2,000.00	$1,500.00
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	$2,000.00	$2,000.00
001-1010-413-4260	N/P -- STARVISTA	$500.00	$500.00
	Subtotal	**$15,000.00**	**$16,500.00**
	Services and Supplies Total	**$169,045.00**	**$171,149.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-1010-413-4496	ALLOCATION TO WATER (excludes N/P, C/CAG)	($27,479.00)	($26,380.00)
	Subtotal	**($27,479.00)**	**($26,380.00)**
001-1010-413-4497	ALLOCATION TO SEWER (excludes N/P, C/CAG)	($27,479.00)	($26,380.00)
	Subtotal	**($27,479.00)**	**($26,380.00)**

001-1010-413-4498	REALLOCATION TO GAS TAX FUNDS	($106,820.00)	($106,820.00)
	Subtotal	**($106,820.00)**	**($106,820.00)**
	Reallocation Total	**($161,778.00)**	**($159,580.00)**
	COUNCIL/BOARD Total	**$153,558.00**	**$149,926.00**

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

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1022-413-4243	MISCELLANEOUS SUPPLIES -- AUDIT COMMITTEE	$250.00	$250.00
	Subtotal	**$250.00**	**$250.00**
	Services and Supplies Total	**$250.00**	**$250.00**
	AUDIT COMMITTEE Total	**$250.00**	**$250.00**

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

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1026-413-4242	POSTAGE EXPENSE	$250.00	$250.00
	Subtotal	**$250.00**	**$250.00**
001-1026-413-4251	CONTRACTUAL SERVICES	$250.00	$250.00
	Subtotal	**$250.00**	**$250.00**
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	$190.00	$190.00
	Subtotal	**$190.00**	**$190.00**
	Services and Supplies Total	**$2,065.00**	**$2,065.00**
	PARKS & REC COMMITTEE Total	**$2,065.00**	**$2,065.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
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	$300.00	$300.00
	Subtotal	**$300.00**	**$300.00**
	Employee Services Total	**$16,440.00**	**$16,440.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1027-413-4254	PLANNING COMMISSIONER INSTITUTE	$1,125.00	$1,125.00
	Subtotal	**$1,125.00**	**$1,125.00**
	Services and Supplies Total	**$1,125.00**	**$1,125.00**
	PLANNING COMMISSION Total	**$17,565.00**	**$17,565.00**

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

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1028-413-4241	COPY EXPENSE -- YOUTH ADVISORY COMMITTEE	$20.00	$20.00
	Subtotal	**$20.00**	**$20.00**
001-1028-413-4242	POSTAGE EXPENSE	$200.00	$200.00
	Subtotal	**$200.00**	**$200.00**
001-1028-413-4243	MISCELLANEOUS SUPPLIES	$1,250.00	$1,250.00
	Subtotal	**$1,250.00**	**$1,250.00**
001-1028-413-4251	CONTRACTUAL SERVICES	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
001-1028-413-4254	TRAVEL AND TRAINING	$940.00	$940.00
	Subtotal	**$940.00**	**$940.00**

Services and Supplies Total	**$3,410.00**	**$3,410.00**
YOUTH ADVISORY COMMITTEE Total	**$3,410.00**	**$3,410.00**

COUNCIL/BOARD - COMMUNITY PROMOTION Account: 001-1030-413 GENERAL FUND

Services and Supplies		Approved 2011-2012	Requested 2012-2013
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	**$800.00**	**$800.00**
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	$17,750.00
	Subtotal	**$37,250.00**	**$37,750.00**
001-1030-413-4254	COMMUNITY WALL OF FAME RECEPTION	$100.00	$100.00
	Subtotal	**$100.00**	**$100.00**
001-1030-413-4260	N/P -- JOINT VENTURE SILICON VALLEY	$500.00	$0.00
001-1030-413-4260	N/P -- PENINSULA CONFLICT RESOLUTION CTR	$500.00	$500.00
	Subtotal	**$1,000.00**	**$500.00**
	Services and Supplies Total	**$39,150.00**	**$39,150.00**
	COMMUNITY PROMOTION Total	**$39,150.00**	**$39,150.00**

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

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1031-413-4241	COPY EXPENSE -- INFORMATION TECHNOLOGY COMMITTEE	$20.00	$20.00
	Subtotal	**$20.00**	**$20.00**
001-1031-413-4242	POSTAGE EXPENSE	$20.00	$20.00

	Subtotal	**$20.00**	**$20.00**
001-1031-413-4243	GENERAL OFFICE SUPPLIES	$100.00	$100.00
001-1031-413-4243	IDENTITY THEFT SYMPOSIUM	$400.00	$0.00
	Subtotal	**$500.00**	**$100.00**
	Services and Supplies Total	**$540.00**	**$140.00**
	TECHNOLOGY COMMITTEE Total	**$540.00**	**$140.00**

COUNCIL/BOARD - AD HOC ENVIRONMENTAL SUSTAINABILITY TASKFORCE 001-1034-413

Account: GENERAL FUND

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1034-413-4241	Copies	$100.00	$0.00
	Subtotal	**$100.00**	**$0.00**
001-1034-413-4242	Postage	$50.00	$0.00
	Subtotal	**$50.00**	**$0.00**
001-1034-413-4243	Meeting Supplies	$250.00	$0.00
	Subtotal	**$250.00**	**$0.00**
001-1034-413-4254	Workshops and Meetings	$200.00	$0.00
	Subtotal	**$200.00**	**$0.00**
	Services and Supplies Total	**$600.00**	**$0.00**
	AD HOC ENVIRONMENTAL SUSTAINABILITY TASKFORCE Total	**$600.00**	**$0.00**

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	10-11	11-12	12-13
Full-Time Employees			
CITY MANAGER	1.0	1.0	1.0
ASSISTANT CITY MANAGER	1.0	1.0	1.0
MANAGEMENT ASSISTANT	1.0	1.0	1.0
MANAGEMENT ANALYST	1.0	1.0	1.0
IT MANAGER	1.0	1.0	1.0
SR. SYSTEMS ANALYST	3.0	3.0	3.0
VIDEO PRODUCER	1.0	0.0	0.0
VIDEO TECHNICIAN	1.0	1.0	1.0
Total Full-Time Employees	10.0	9.0	9.0
Part-Time Employees			
SUSTAINABILITY INTERN	0.5	0.5	0.0
TRANSPORTATION INTERN	0.5	0.0	0.0
Total Part-Time Employees (FTE)	1.0	0.5	0.0
TOTAL EMPLOYEES	11.0	9.5	9.0

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 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. Oversee the successful transition from a rapidly-developing community to a built-out/ redeveloping community.
  4. Develop a more informed community that is effectively engaged in civic affairs.
  5. 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, planning and implementing sustainable practices in internal operations and community-wide.
  2. Manage the City's transportation programs.

- FCTV Division
  1. Provide relevant public information using various media in an effective and cost-efficient manner.
  2. Maintain broadcast and meeting-related equipment so as to fulfill PEG channel requirements and public meeting needs.

- Information Technology Division
  1. Proactively work with departments to understand their business needs in terms of their strategic use of information technology in support of their mission and goals.
  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 ultimately meet the goals of the organization.

➢ Insurance and Risk Management Division

1. Actively manage risk associated with City operations.
2. Ensure that the City has appropriate insurance protection.

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 2011-2012.

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.
- Worked with CDA attorneys, City Attorney and staff to implement changes required to dissolve Redevelopment Agency per State Legislation, including convening the Successor Agency Oversight Board.
- Provided public information on important City projects, events, policies and services.
- 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.
- Worked with Council and developers to enter into Exclusive Right to Negotiate and develop Business Term Sheet for the sale of the City-owned 15-acre parcel.
- Continued to refine and recommend the implementation of 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.
- Managed Executive Leadership turnover, including appointment of new Assistant City Manager, Finance Director and Community Development Director. Upon the announced retirement of the Fire Chief, worked with City of San Mateo to determine process for selecting a successor Chief.
- Revised and Implemented the 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.
- Managed the City-funded Connections Shuttle program, including public outreach and administrative actions required to accomplish its discontinuation on 6/30/2012.

- Prepared a five year financial plan for Fiscal Year 2012-2013 to Fiscal Year 2016-2017 and the annual budget for Fiscal Year 2012-2013.

0120 Emergency Preparedness Division

- Worked with the Fire Department to prioritize emergency preparedness activities, including CERT and exercises such as the Silver Dragon VI in March 2012.

0130 Environmental Sustainability Division

- Supported the Ad Hoc Environmental Sustainability Task Force, which presented the third Sustainability Fair in April 2012 and advised the City Council on issues related to Sustainability. Managed the transition from leadership by the Environmental Sustainability Task Force to the Sustainable Foster City initiative.
- Supported sustainable initiatives Citywide by providing research and information for City operations and programs.

0150 FCTV Division

- Completed the transition to "Core Services" (broadcast and re-broadcast of City Council and Planning Commission meetings, maintenance of the bulletin board and administrative functions to accomplish those tasks).
- Developed Video Production Prioritization Policy and updated Council Chambers Use Policy to guide the use of Video Technician time under a "Core Services" model.
- Prepared a Request for Proposal for the replacement of the video/projection/switcher equipment in the City Council chambers through the Equipment Replacement Fund and PEG Capital Reserves (franchise fees).
- Assisted in the development and implementation of the Citywide Social Media Policy.
- Recorded 12 Foster City News programs, a monthly news segment that was broadcast and linked from the website.
- Regularly updated the City's and FCTV's Facebook and Twitter pages and managed the social media for Earth Day Fair 2012.
- Arranged to share community announcement requests form with the electronic bulletin board.

0160 Information Technology Division

- Converted 70% of the City's full-sized desktop computers to virtualized desktops, reducing costs and electricity consumption.
- Performed upgrades to software applications for Police, Fire, Recreation and Public Works.
- Assisted Police Department in implementing electronic case files in document management system, Public Works with SCADA installation and Finance with on-line utility project.
- Performed upgrades to backend systems to ensure uptime and availability of the City's network.
- Implemented a redundant firewall solution to ensure network access for internal and public facing websites.
- Participated in Public Safety Technology subcommittees to monitor county-wide technology projects.
- Assisted Fire Department with technical requirements to support San Mateo Fire personnel in Foster City Fire Administration offices. Coordinated efforts with San Mateo's technology department.
- Finalized the specifications and acquired the services to evaluate phone system replacement options.
- Upgraded desktops City-wide to Windows 7 and Office 2010. Held training meetings on Microsoft Office topics.

0170 Insurance and Risk Management Division

- Proactively worked with Departments to ensure that risk is appropriately managed in all City operations.
- Actively participated on ABAG PLAN Board to ensure that City's interests are met in Self Insurance Pool governance.
- Managed and encouraged the use of Risk Management Grant funds for eligible projects.
- With Risk Management consultant, identified "best risk management practices" that will be integrated into City programs.
- Reviewed contract language for conformance to insurance requirements and provided proof of insurance documentation (certificates of insurance and endorsements) to other agencies with whom the City partnered for events, programs and activities.

INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2012-2013

Key initiatives and service levels planned for FY 2012-2013 include the following.

0110 Administration Division

- Manage Citywide budget and implement strategies to achieve a balanced General Fund budget without the use of reserves. Continue to provide quarterly financial updates to the City Council.
- Implement 2012 Policy Calendar; develop 2013 Policy Calendar; provide quarterly progress updates to the City Council.
- 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 Sustainability Division

- Support the City Council in development of a "Sustainable Foster City" plan to ensure Foster City's long-term economic, environmental and social sustainability.

0150 FCTV Division

- Broadcast and re-broadcast City Council and Planning Commission meetings; maintain and update the bulletin board.
- Continue to monitor staff capacity and prioritize according to Video Production Prioritization Policy
- In collaboration with Administration and IT division staff, complete an upgrade of the video/projector/switcher equipment in the City Council Chambers.

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, Meter

Reading System/Customer Portal, Performance Management System, GIS, Fingerprinting System).

- Expand training programs utilizing E-Learning, hands on and user groups.
- Implement backup solutions.
- Upgrade department software applications.
- Implement a new phone system based upon the system evaluation and recommendations as required.
- Evaluate GIS alternatives for delivery of services, including shared services opportunities.
- Upgrade backend software applications to ensure operations and system availability.

0170 Insurance and Risk Management Division

- Continue to proactively manage risk throughout the organization and work with ABAG PLAN to ensure appropriate insurance coverage and fund governance.

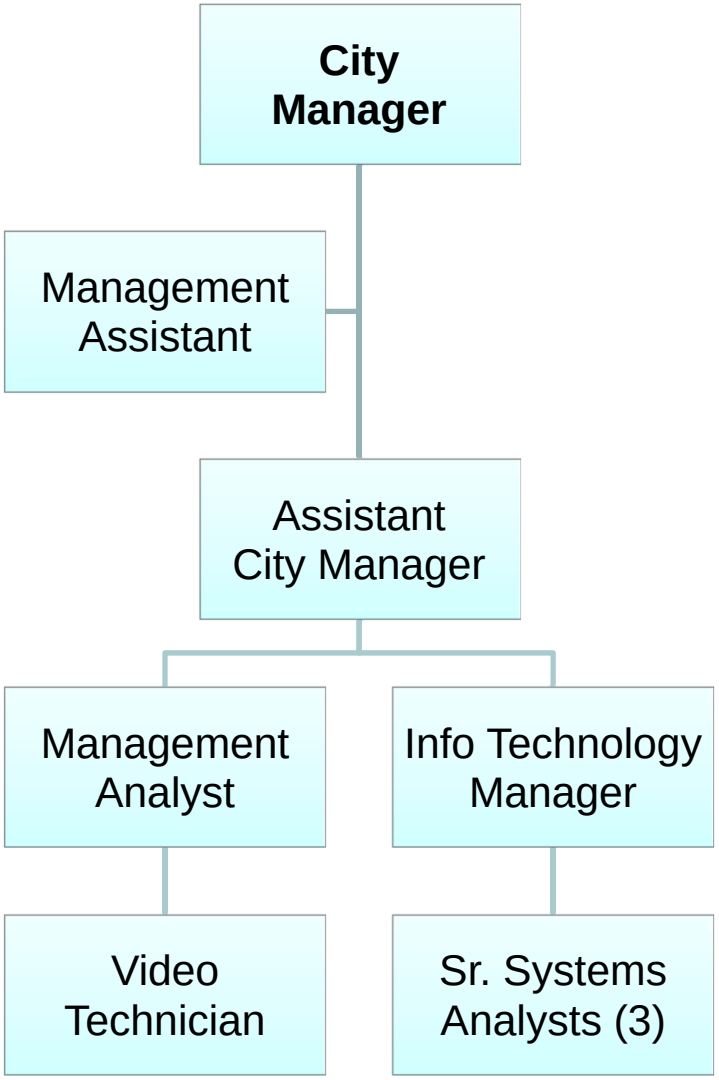
CHANGES IN FINANCIAL RESOURCES REQUIRED

The City Manager Department has reduced staffing by 18%, from 11 to 9 employees, from FY 2010-11 to FY 2012-13. This reduction was a result of transitions to “core services” in the FCTV division and elimination of intern staffing to support transportation and sustainability activities.

All line items have been closely reviewed to ensure that the amounts are required. The largest increase in the Services and Supplies category 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 of the overall contract went down from 2.54% to 2.47% this year as compared with last year.

Funding has been allocated for the upgrade of video cameras, projectors and switchers in Fiscal Year 2012-2013. The City Council approved the RFP in April and awarded the contract in June and the work is planned for August 2012. This project will be managed by the City Manager Department, FCTV Division.

City Manager's Office



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

	2011-2012		2012-2013
	APPROVED	REVISED	REQUESTED
ADMINISTRATION	$ 734,464	$ 734,464	$ 755,427
EMERGENCY PREPAREDNESS	43,458	43,458	44,279
ENVIRONMENTAL SUSTAINABILITY	21,770	21,770	3,920
FCTV	99,920	99,920	101,262
INSURANCE & RISK MANAGEMENT	69,300	69,300	124,000
TOTAL FOR CITY / DISTRICT MANAGER	**$ 968,912**	**$ 968,912**	**$ 1,028,888**

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 884,000	$ 884,000	$ 859,800
SERVICES AND SUPPLIES	213,961	213,961	225,124
CAPITAL OUTLAY	-		
Subtotal (Total Department-Controlled Expenses)	1,097,961	1,097,961	1,084,924
INTERNAL SERVICES	206,731	206,731	279,104
Subtotal (Total Department Expenses before Reallocations)	1,304,692	1,304,692	1,364,028
REALLOCATIONS	(335,780)	(335,780)	(335,140)
TOTAL FOR CITY / DISTRICT MANAGER	**$ 968,912**	**$ 968,912**	**$ 1,028,888**

DETAIL LINE ITEM REPORT

CITY/DISTRICT MANAGER - ADMINISTRATION Account: 001-0110-413 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0110-413-4110	PERMANENT SALARIES	$575,000.00	$575,000.00
	Subtotal	**$575,000.00**	**$575,000.00**
001-0110-413-4120	FRINGE BENEFITS	$203,800.00	$205,000.00
	Subtotal	**$203,800.00**	**$205,000.00**
	Employee Services Total	**$778,800.00**	**$780,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0110-413-4520	COMPENSATED ABSENCES	$0.00	$2,300.00
	Subtotal	**$0.00**	**$2,300.00**
001-0110-413-4544	VEHICLE REPLACEMENT	$9,665.00	$15,647.00
	Subtotal	**$9,665.00**	**$15,647.00**
001-0110-413-4557	INFORMATION TECHNOLOGY SERVICES	$47,264.00	$50,316.00
	Subtotal	**$47,264.00**	**$50,316.00**
001-0110-413-4569	BUILDING MAINTENANCE	$33,576.00	$35,554.00
	Subtotal	**$33,576.00**	**$35,554.00**
	Internal Services Total	**$90,505.00**	**$103,817.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0110-413-4241	COPY EXPENSE	$1,500.00	$2,000.00
	Subtotal	**$1,500.00**	**$2,000.00**
001-0110-413-4242	POSTAGE	$100.00	$250.00
	Subtotal	**$100.00**	**$250.00**
001-0110-413-4243	COMCAST DIGITAL RECEIVER BOXES (from Finance)	$0.00	$1,000.00
001-0110-413-4243	GENERAL OFFICE SUPPLIES	$2,000.00	$2,000.00

	Subtotal	**$2,000.00**	**$3,000.00**
001-0110-413-4251	ANIMAL CONTROL CONTRACT W/COUNTY	$116,128.00	$122,884.00
001-0110-413-4251	CABLE FRANCHISE CONSULTING (from Finance)	$0.00	$1,500.00
001-0110-413-4251	CONTRACTUAL, PROF., & SPEC. SVC.	$1,500.00	$1,500.00
001-0110-413-4251	SAMCAT JPA MEMBERSHIP	$1.00	$1.00
	Subtotal	**$117,629.00**	**$125,885.00**
001-0110-413-4253	ICMA MEMBERSHIP DUES (2)	$2,800.00	$2,800.00
001-0110-413-4253	MISCELLANEOUS	$100.00	$100.00
001-0110-413-4253	MMANC MEMBERSHIP DUES (1)	$130.00	$65.00
001-0110-413-4253	NEWSPAPER SUBSCRIPTIONS (2)	$550.00	$550.00
001-0110-413-4253	ONLINE SUBSCRIPTION MEMBERSHIP	$150.00	$250.00
001-0110-413-4253	SAN MATEO CO. CITY MANAGERS' ASSOCIATION	$250.00	$250.00
	Subtotal	**$3,980.00**	**$4,015.00**
001-0110-413-4254	ICMA CONFERENCE (1)	$1,500.00	$2,000.00
001-0110-413-4254	LOCC ANNUAL CONFERENCE (2)	$600.00	$3,400.00
001-0110-413-4254	LOCC CM DEPARTMENT MEETING (2)	$1,900.00	$1,200.00
001-0110-413-4254	MISCELLANEOUS	$750.00	$750.00
001-0110-413-4254	SAN MATEO CO. CITY MANAGERS' ASSOCIATION	$200.00	$200.00
	Subtotal	**$4,950.00**	**$7,550.00**
	Services and Supplies Total	**$130,159.00**	**$142,700.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0110-413-4496	ALLOCATION TO EXP. TO WATER	($132,500.00)	($135,545.00)
	Subtotal	**($132,500.00)**	**($135,545.00)**
001-0110-413-4497	ALLOCATION TO EXP. TO SEWER	($132,500.00)	($135,545.00)
	Subtotal	**($132,500.00)**	**($135,545.00)**
	Reallocation Total	**($265,000.00)**	**($271,090.00)**
	ADMINISTRATION Total	**$734,464.00**	**$755,427.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0120-413-4544	VEHICLE REPLACEMENT	$9,665.00	$10,214.00
	Subtotal	**$9,665.00**	**$10,214.00**
001-0120-413-4556	EQUIPMENT REPLACEMENT	$4,917.00	$4,917.00
	Subtotal	**$4,917.00**	**$4,917.00**
	Internal Services Total	**$14,582.00**	**$15,131.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0120-413-4243	OFFICE SUPPLIES	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
001-0120-413-4251	OES / EMERGENCY SERVICES JPA	$44,002.00	$44,624.00
	Subtotal	**$44,002.00**	**$44,624.00**
001-0120-413-4255	TRAINING	$2,500.00	$2,500.00
	Subtotal	**$2,500.00**	**$2,500.00**
	Services and Supplies Total	**$47,502.00**	**$48,124.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0120-413-4496	ALLOCATION TO WATER	($9,313.00)	($9,488.00)
	Subtotal	**($9,313.00)**	**($9,488.00)**
001-0120-413-4497	ALLOCATION TO SEWER	($9,313.00)	($9,488.00)
	Subtotal	**($9,313.00)**	**($9,488.00)**
	Reallocation Total	**($18,626.00)**	**($18,976.00)**
	EMERGENCY PREPAREDNESS Total	**$43,458.00**	**$44,279.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0130-413-4111	SUSTAINABILITY INTERN	$25,000.00	$0.00
	Subtotal	**$25,000.00**	**$0.00**
001-0130-413-4120	PART TIME EMPLOYEE FRINGE	$500.00	$0.00
	Subtotal	**$500.00**	**$0.00**
	Employee Services Total	**$25,500.00**	**$0.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0130-413-4251	SUSTAINABILITY INITIATIVES	$5,000.00	$5,000.00
	Subtotal	**$5,000.00**	**$5,000.00**
001-0130-413-4253	ICLEI	$600.00	$600.00
	Subtotal	**$600.00**	**$600.00**
	Services and Supplies Total	**$5,600.00**	**$5,600.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0130-413-4496	ALLOCATION TO EXP. TO WATER	($4,665.00)	($840.00)
	Subtotal	**($4,665.00)**	**($840.00)**
001-0130-413-4497	ALLOCATION TO EXP. TO SEWER	($4,665.00)	($840.00)
	Subtotal	**($4,665.00)**	**($840.00)**
	Reallocation Total	**($9,330.00)**	**($1,680.00)**
	ENVIRONMENTAL SUSTAINABILITY Total	**$21,770.00**	**$3,920.00**

CITY/DISTRICT MANAGER - FCTV Account: 001-0150-413 GENERAL FUND

Employee Services	Approved	Requested

		2011-2012	2012-2013
001-0150-413-4110	PERMANENT SALARIES	$58,400.00	$58,400.00
	Subtotal	**$58,400.00**	**$58,400.00**
001-0150-413-4120	FRINGE BENEFITS	$21,300.00	$21,400.00
	Subtotal	**$21,300.00**	**$21,400.00**
	Employee Services Total	**$79,700.00**	**$79,800.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0150-413-4520	COMPENSATED ABSENCES	$0.00	$234.00
	Subtotal	**$0.00**	**$234.00**
001-0150-413-4556	EQUIPMENT REPLACEMENT	$26,729.00	$29,976.00
	Subtotal	**$26,729.00**	**$29,976.00**
001-0150-413-4569	BUILDING MAINTENANCE (13% Cncl Chambers)	$5,615.00	$5,946.00
	Subtotal	**$5,615.00**	**$5,946.00**
	Internal Services Total	**$32,344.00**	**$36,156.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0150-413-4242	POSTAGE	$200.00	$100.00
	Subtotal	**$200.00**	**$100.00**
001-0150-413-4243	FCTV PROD SUPPLIES / SOFTWARE LICENSES	$1,000.00	$1,000.00
001-0150-413-4243	SUPPLIES FOR FCTV CHANNEL 27	$2,000.00	$1,000.00
	Subtotal	**$3,000.00**	**$2,000.00**
001-0150-413-4246	MEETING/BROADCAST EQUIPMENT MAINTENANCE	$6,000.00	$6,000.00
	Subtotal	**$6,000.00**	**$6,000.00**
001-0150-413-4247	VIDEO EQUIPMENT / LIGHTING RENTAL	$2,000.00	$2,000.00
	Subtotal	**$2,000.00**	**$2,000.00**
001-0150-413-4251	INDEPENDENT CONTRACT WORK	$14,500.00	$14,500.00
	Subtotal	**$14,500.00**	**$14,500.00**
001-0150-413-4253	FCTV PROGRAM LICENSING	$1,000.00	$1,000.00
001-0150-413-4253	MEMBERSHIPS/PUBLICATIONS (NATOA & SCAN)	$600.00	$600.00

001-0150-413-4253	ONLINE VIDEO HOST / WEB SOLUTIONS	$500.00	$500.00
	Subtotal	**$2,100.00**	**$2,100.00**
001-0150-413-4254	CONFERENCES (NATOA & SCAN)	$2,000.00	$1,500.00
001-0150-413-4254	SCAN-NATOA CONFERENCE	$400.00	$0.00
	Subtotal	**$2,400.00**	**$1,500.00**
001-0150-413-4255	FCTV-RELATED TRAINING	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
	Services and Supplies Total	**$30,700.00**	**$28,700.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0150-413-4496	ALLOCATION OF EXPENSES TO WATER	($21,412.00)	($21,697.00)
	Subtotal	**($21,412.00)**	**($21,697.00)**
001-0150-413-4497	ALLOCATION OF EXPENSES TO SEWER	($21,412.00)	($21,697.00)
	Subtotal	**($21,412.00)**	**($21,697.00)**
	Reallocation Total	**($42,824.00)**	**($43,394.00)**
	FCTV Total	**$99,920.00**	**$101,262.00**

CITY/DISTRICT MANAGER - SELF-INSURANCE FUND Account: 001-0170-415 GENERAL FUND

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0170-415-4562	SELF INSURANCE	$69,300.00	$124,000.00
	Subtotal	**$69,300.00**	**$124,000.00**
	Internal Services Total	**$69,300.00**	**$124,000.00**
	SELF-INSURANCE FUND Total	**$69,300.00**	**$124,000.00**

This page intentionally left blank.

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, Financial Services and Human Resources Departments and oversees the citywide universal administrative services function.

DEPARTMENT PERSONNEL SUMMARY

Position	10-11	11-12	12-13
Full-Time Employees			
CITY CLERK	1.0	1.0	1.0
RECORDS ANALYST I/II/ DEPUTY CITY CLERK	1.0	1.0	1.0
OFFICE ASSISTANT II *	1.0	0.0	0.0
Total Full-Time Employees	3.0	2.0	2.0
Part-Time Employees			
CLERICAL ASSISTANT 1*	0.5	0.5	0.5
CLERICAL ASSISTANT 2*	0.5	0.5	0.5
CLERICAL ASSISTANT 3*	0.5	0.0	0.0
Total Part-Time Employees	1.5	1.0	1.0
TOTAL EMPLOYEES	4.5	3.0	3.0

*The Part-Time Clerical Assistant 1 was previously shown in the Administrative Services Department. Clerical Assistant 2 was added when the Full-Time Management Assistant position transferred from the Administrative Services Department to the City Manager Department. Clerical Assistant 3 was added in FY 2010-2011 to assist in the transition when the Full-Time Office Assistant II position became vacant in July 2010; both positions were eliminated for FY 2011-2012. The two Part-Time Clerical Assistants support the City Clerk, City Manager, Financial Services, and Human Resources Department along with managing the citywide universal services.

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 semi-annual "Free the Files" Days (July and December)
  - 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
  - Continue to conduct free elections
- Going Green
  Improve business practices and reduce paper consumption
  - Explore SIRE 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
  - Explore paperless agenda process
- Customer Service
  Improve business practices and reduce paper consumption
  - Continue outreach data collection survey
  - Implement Citywide EDMS Program
  - Migrate Department files to SharePoint and develop City Clerk SharePoint site

- Prepare City Department 1st Quarter and Final Records Management Assessment Reports
- Assist City Departments in developing Department Strategic Records Management Plan

➢ Fiscal Management
Improve business practices and reduce paper consumption
- Continue to evaluate training/conferences
- 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 2011-2012.

Records Management

- Completed imaging all permanent agreements and other vital records
- Completed FY 2011-2012 semi-annual "Free the Files" Days (July and December)

Communications

- Successfully conducted the November 8, 2011 General Municipal Elections where 3 Councilmembers were seated and the transient occupancy tax measure was passed
- Completed ABAG annual contracts/insurance training

Customer Service

- Maintained clerical support pool service for the City Clerk, City Manager, Financial Services and Human Resources Departments
- Managed a robust volunteer program and trained seven new volunteers, to provide clerical support to the City Clerk, City Manager, Financial Services and Human Resources Departments
- Transferred one Clerical Assistant for a period of two months to the City Manager Department to assist with the preparation of the 3rd annual Earth Day Fair

Fiscal Management

- Sold the California Law books for $500 and reduced the City's annual ongoing cost by $2,500
- Implemented a Central Inventory for support departments (City Clerk, City Manager, Financial Services, and Human Resources Departments) to reduce supply costs through economy of scale

INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2012-2013

Key initiatives and service levels planned for FY 2012-2013 include the following.

Records Management

- Continue to host semi-annual "Free the Files" days (July and December)

- Complete Records Assessments for all 11 Departments and Divisions
- Assist the 11 Departments and Divisions in preparing and implementing the Departments' Strategic Records Management Plan
- Present information to Management Team regarding Generally Accepted Recordkeeping Principles
- Conduct monthly records progress reports and prepare final assessment reports

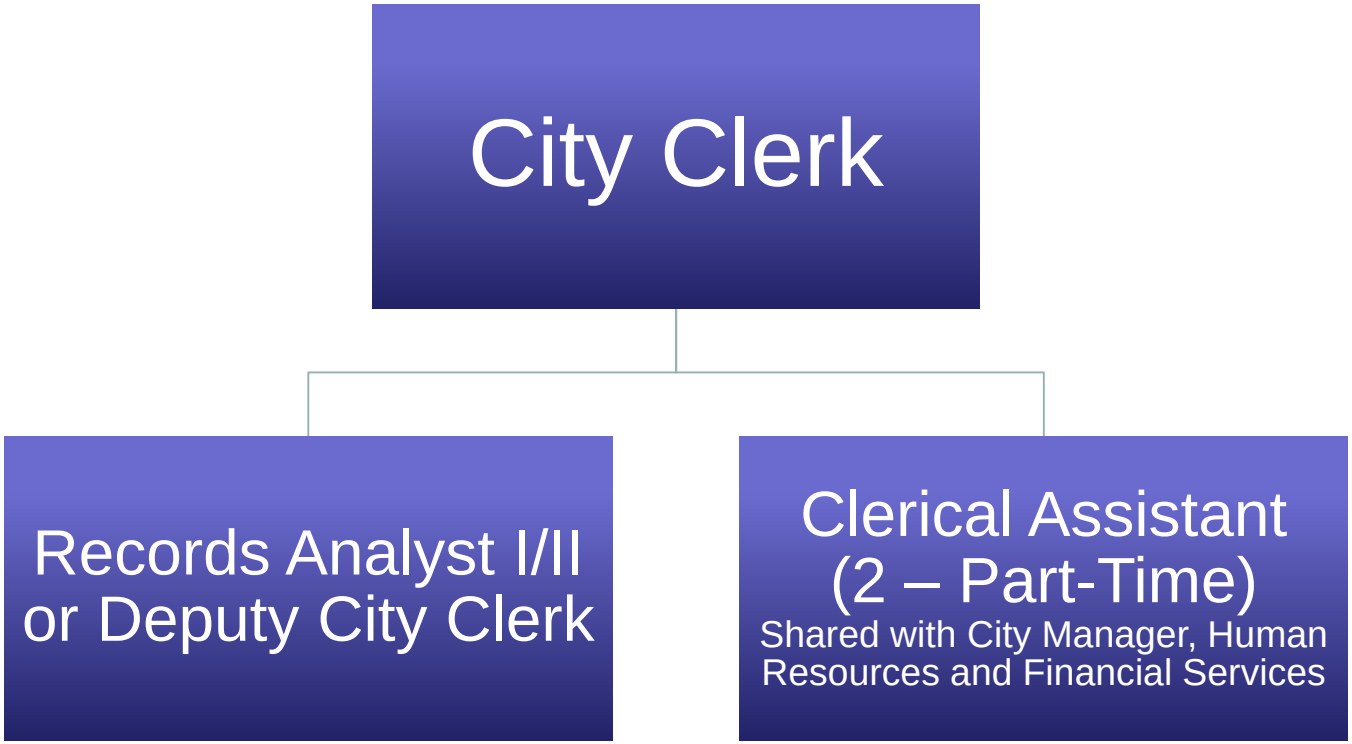
Communications

- Provide Brown Act training to staff and Commissioners and Committee members

CHANGES IN FINANCIAL RESOURCES REQUIRED

The Municipal Elections budget was eliminated in FY 2012-2013. Funds will be allocated in FY 2013-2014 for the next General Municipal Election scheduled for November 5, 2013.

City Clerk Department



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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 280,400	$ 279,800	$ 284,500
SERVICES AND SUPPLIES	76,392	77,667	21,939
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	356,792	357,467	306,439
INTERNAL SERVICES	47,541	46,866	50,851
Subtotal (Total Department Expenses before Reallocations)	404,333	404,333	357,290
REALLOCATIONS	(121,302)	(121,302)	(107,188)
TOTAL FOR CITY CLERK	**$ 283,031**	**$ 283,031**	**$ 250,102**

DETAIL LINE ITEM REPORT

CITY CLERK - ADMINISTRATION Account: 001-0210-411 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0210-411-4110	PERMANENT SALARIES	$192,900.00	$186,000.00
	Subtotal	**$192,900.00**	**$186,000.00**
001-0210-411-4111	CLERICAL ASSISTANTS	$24,000.00	$24,000.00
	Subtotal	**$24,000.00**	**$24,000.00**
001-0210-411-4120	FRINGE BENEFITS	$62,800.00	$74,000.00
001-0210-411-4120	FRINGE FOR CLERICAL ASSISTANTS	$500.00	$500.00
	Subtotal	**$63,300.00**	**$74,500.00**
	Employee Services Total	**$280,200.00**	**$284,500.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0210-411-4520	COMPENSATED ABSENCES	$0.00	$745.00
	Subtotal	**$0.00**	**$745.00**
001-0210-411-4556	EQUIPMENT REPLACEMENT	$675.00	$675.00
	Subtotal	**$675.00**	**$675.00**
001-0210-411-4557	INFORMATION TECHNOLOGY SERVICES	$23,714.00	$24,915.00
	Subtotal	**$23,714.00**	**$24,915.00**
001-0210-411-4569	BUILDING MAINTENANCE	$23,152.00	$24,516.00
	Subtotal	**$23,152.00**	**$24,516.00**
	Internal Services Total	**$47,541.00**	**$50,851.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0210-411-4241	CLERK ADMIN - COPY EXPENSE/AGENDA PACKETS	$8,200.00	$8,200.00
	Subtotal	**$8,200.00**	**$8,200.00**
001-0210-411-4242	POSTAGE EXPENSE	$1,300.00	$1,000.00

	Subtotal	**$1,300.00**	**$1,000.00**
001-0210-411-4243	GENERAL OFFICE SUPPLIES	$3,000.00	$3,000.00
	Subtotal	**$3,000.00**	**$3,000.00**
001-0210-411-4249	LEGAL ADVERTISING	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
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	$2,400.00
	Subtotal	**$4,200.00**	**$4,400.00**
001-0210-411-4253	CCAC -- CITY CLERKS ASSOCIATION OF CALIFORNIA (2)	$150.00	$165.00
001-0210-411-4253	IIMC -- INT'L INSTITUTE OF MUNICIPAL CLERKS (2)	$240.00	$270.00
001-0210-411-4253	NATIONAL NOTARY ASSOCIATION DUES (2)	$52.00	$104.00
	Subtotal	**$442.00**	**$539.00**
001-0210-411-4254	IIMC CONFERENCE/CCAC	$1,800.00	$1,800.00
	Subtotal	**$1,800.00**	**$1,800.00**
001-0210-411-4255	ARMA & OTHER CITY CLERK TRAINING	$0.00	$500.00
001-0210-411-4255	NNA TRAINING & DUES (RECORDS ANALYST/DEPUTY)	$500.00	$0.00
001-0210-411-4255	SIRE ROUNDTABLE	$1,500.00	$1,500.00
	Subtotal	**$2,000.00**	**$2,000.00**
	Services and Supplies Total	**$21,942.00**	**$21,939.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0210-411-4496	ALLOCATION OF EXPENSES TO WATER	($52,453.00)	($53,594.00)
	Subtotal	**($52,453.00)**	**($53,594.00)**
001-0210-411-4497	ALLOCATION OF EXPENSES TO SEWER	($52,453.00)	($53,594.00)
	Subtotal	**($52,453.00)**	**($53,594.00)**
	Reallocation Total	**($104,906.00)**	**($107,188.00)**
	ADMINISTRATION Total	**$244,777.00**	**$250,102.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0220-414-4112	OVERTIME	$200.00	$0.00
	Subtotal	**$200.00**	**$0.00**
	Employee Services Total	**$200.00**	**$0.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0220-414-4241	MUNICIPAL ELECTIONS - COPY EXPENSE	$150.00	$0.00
	Subtotal	**$150.00**	**$0.00**
001-0220-414-4242	POSTAGE EXPENSE	$250.00	$0.00
	Subtotal	**$250.00**	**$0.00**
001-0220-414-4243	GENERAL OFFICE SUPPLIES	$300.00	$0.00
	Subtotal	**$300.00**	**$0.00**
001-0220-414-4249	LEGAL ADVERTISING	$2,000.00	$0.00
	Subtotal	**$2,000.00**	**$0.00**
001-0220-414-4251	CONTRACTUAL SERVICES - TRANSLATION LEGAL NOTICES	$550.00	$0.00
001-0220-414-4251	COUNTY ELECTION SERVICES - BALLOT MEASURE	$10,000.00	$0.00
001-0220-414-4251	COUNTY ELECTION SERVICES - COUNCIL/BOARD ELECTION	$40,000.00	$0.00
	Subtotal	**$50,550.00**	**$0.00**
001-0220-414-4254	NEW LAW SEMINAR (CITY CLERK)	$1,200.00	$0.00
	Subtotal	**$1,200.00**	**$0.00**
	Services and Supplies Total	**$54,450.00**	**$0.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0220-414-4496	ALLOCATION OF EXPENSES TO WATER	($8,198.00)	$0.00
	Subtotal	**($8,198.00)**	**$0.00**
001-0220-414-4497	ALLOCATION OF EXPENSES TO SEWER	($8,198.00)	$0.00
	Subtotal	**($8,198.00)**	**$0.00**
	Reallocation Total	**($16,396.00)**	**$0.00**
	MUNICIPAL ELECTIONS Total	**$38,254.00**	**$0.00**

This page intentionally left blank.

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. The City Attorney is a contract position.

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 2011-2012. During FY 2011-2012, the services of the City Attorney and other attorneys continued to be in high demand. Some major areas requiring attorney involvement included: negotiations, police department matters, code enforcement, other department-specific legal issues, ordinance review and litigation.

INITIATIVES AND SERVICE LEVEL EXPECTATIONS FOR FY 2012-2013

Additional mid-year appropriations were needed in FY 2011-12 due to several long-term projects that are expected to be complete by the end of FY 2011-12. The budget estimate takes into account known upcoming cases and the on-going nature of items in the City Attorney's current caseload. However, due to the reactive nature of the City Attorney's work, increases may not be predictable.

CHANGES IN FINANCIAL RESOURCES REQUIRED

None.

This page intentionally left blank.

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	393,582	493,582	393,582
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	393,582	493,582	393,582
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	393,582	493,582	393,582
REALLOCATIONS	(118,074)	(118,074)	(118,074)
TOTAL FOR CITY ATTORNEY	**$ 275,508**	**$ 375,508**	**$ 275,508**

DETAIL LINE ITEM REPORT

CITY ATTORNEY - CITY ATTORNEY Account: 001-0310-412 GENERAL FUND

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0310-412-4251	CITY ATTORNEY CONTRACTUAL SERVICES	$382,832.00	$382,832.00
001-0310-412-4251	OTHER ATTORNEY SERVICES	$10,000.00	$10,000.00
	Subtotal	**$392,832.00**	**$392,832.00**
001-0310-412-4254	LEAGUE OF CALIFORNIA CITIES MEETINGS	$750.00	$750.00
	Subtotal	**$750.00**	**$750.00**
	Services and Supplies Total	**$393,582.00**	**$393,582.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0310-412-4496	ALLOCATION TO EXP. TO WATER	($59,037.00)	($59,037.00)
	Subtotal	**($59,037.00)**	**($59,037.00)**
001-0310-412-4497	ALLOCATION TO EXP. TO SEWER	($59,037.00)	($59,037.00)
	Subtotal	**($59,037.00)**	**($59,037.00)**
	Reallocation Total	**($118,074.00)**	**($118,074.00)**
	CITY ATTORNEY Total	**$275,508.00**	**$275,508.00**

Human Resources

DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for recruiting, retaining, and developing the most important resource of the City – our employees. The Department manages the City's recruitment and selection process, workers' compensation, classification, compensation and benefits programs, labor relations and negotiations, provides training and other professional and organizational development programs, and helps develop positive relationships with its employees and labor organizations. The Department is also responsible for providing consultation and advice regarding employee disciplinary and employment liability issues and overseeing the EAP, wellness, and succession planning process. The Department's overall objective is to be collaborative, knowledgeable, friendly, a strategic partner, professional, and highly ethical.

DEPARTMENT PERSONNEL SUMMARY

Position	10-11	11-12	12-13
HUMAN RESOURCES DIRECTOR ^	1.0	1.0	0.0
HUMAN RESOURCES ANALYST	2.0	2.0	2.0
TOTAL EMPLOYEES	3.0	3.0	2.0

^ - The Human Resources Director is a contract position funded at 60% of a full-time equivalent position.

MISSION STATEMENT

The Human Resources Department is committed to providing services that are reliable, timely, customer responsive, and aligned with the overall mission of the City and the priorities established by the City Council. The Department is also committed to using the best practices of the human resource profession to implement strategic solutions to meet the interests of the City's employees and the community.

KEY INITIATIVES COMPLETED

The Human Resources Department continued to provide high quality services to the Departments and staff during FY 2011-2012.

Training and Development

- The Human Resources Department met with departments on a comprehensive succession planning program, and completed the plan for the Finance Department.
- The Human Resources Department worked with neighboring cities to establish a two-county training consortium to provide a comprehensive training program for employees.

- Continued participation in the Regional Training Consortium which provides a wider array of training opportunities for employees.
- Trained City employees on the City's Learning Management System, which is part of the San Mateo County's system.

Benefits

- Revised VEBA programs to comply with updated IRS regulations, working closely with each bargaining unit on the meet and confer components.
- Continued to provide employees educational opportunities regarding their deferred compensation and VEBA plans.
- The Human Resources Department continues to oversee the Deferred Compensation Committee to ensure the City's fiduciary responsibilities are met regarding its Deferred Compensation Plan.

Labor Relations

- The Human Resources Department successfully resolved grievances and employee issues.
- Worked with labor groups to amend the VEBA program to meet current IRS regulations.
- Worked closely with the Police Department to revise policies to match MOU and Personnel Rules and Regulations.
- 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 successfully conducted external and internal recruitments.

Classification and Compensation

- Worked with the Finance Director in reorganizing the department to meet increased efficiency and meet new service demands.
- Provided support to the Parks and Recreation Director to reorganize the Parks and Recreation Department to address budget concerns.
- Updated job specifications in the City Clerk Department to meet current service and staffing demands.

INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2012-2013

Key initiatives and service levels planned for FY 2012-2013 include the following:

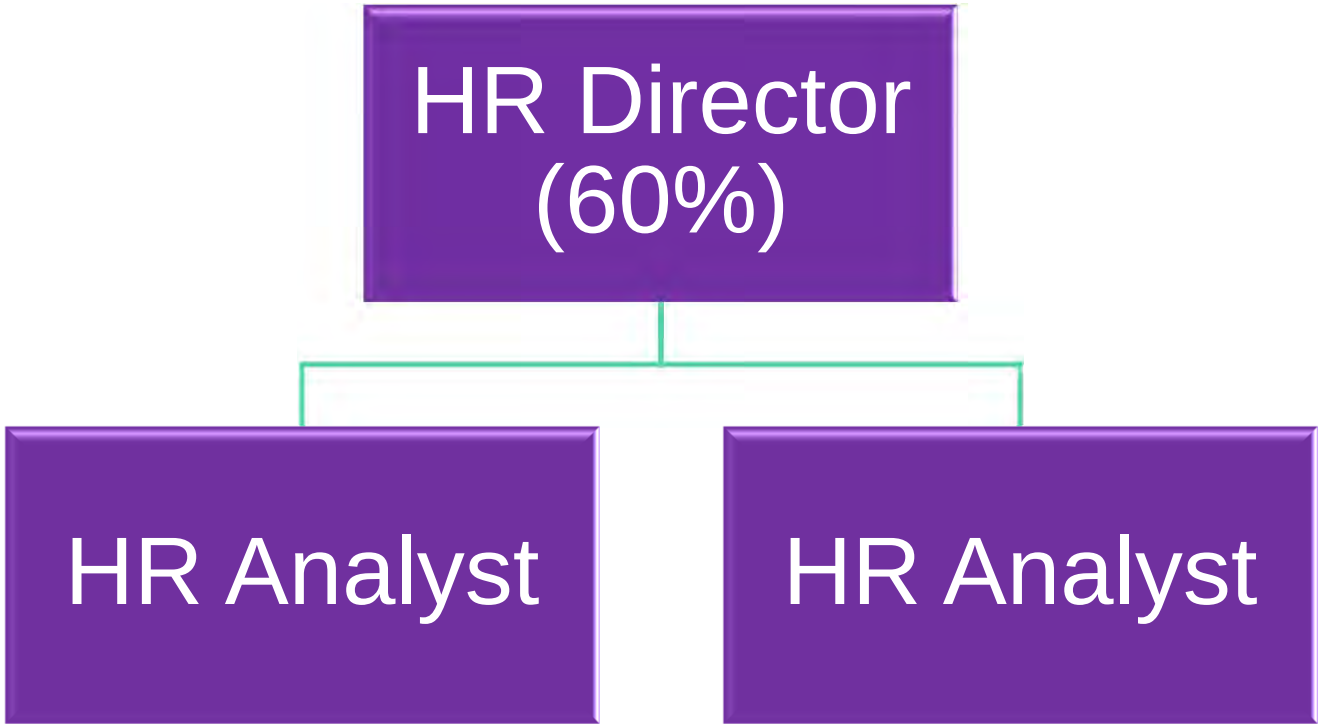
- Revise performance evaluation system and ensure accountability of performance evaluation process. Train all supervisors on new system.
- Reach mutual agreement on all bargaining unit contracts.
- Negotiate and finalize updated Personnel Rules and Regulations.

- Administer an annual comprehensive training program working closely with the San Mateo County Regional Training Consortium.
- Establish an in-house Supervisory Academy.
- Promote health and wellness programs.
- Conduct effective Employee Orientation Programs for new employees.
- Update HR intranet site as needed.
- Review Employee Recognition programs.
- Review HR policies to ensure they meet current legal regulations; write new policies as needed.
- Offer an Open Enrollment Health Fair.
- Maintain HR procedures manual and update as needed.
- Ensure the Safety Committee meets regularly to review claims and maintain accountability of correcting identified hazards.
- Update Injury Illness and Prevention Policy and streamline safety policies. Conduct required safety training programs
- Meet quarterly with Department Heads to review their department's open workers' compensation cases.
- Update City job specifications; revise core competencies as needed.
- Meet with all interested employees to develop individual succession plans.

CHANGES IN FINANCIAL RESOURCES REQUIRED

No significant changes in financial resources are anticipated to achieve the FY 2012-2013 initiatives as outlined above. The full-time Human Resources Director position has been replaced with a contract Human Resources Director funded at 60% of a full-time equivalent position.

Human Resources Department



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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 410,100	$ 300,100	$ 212,000
SERVICES AND SUPPLIES	101,103	211,103	229,103
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	511,203	511,203	441,103
INTERNAL SERVICES	45,619	45,619	50,983
Subtotal (Total Department Expenses before Reallocations)	556,822	556,822	492,086
REALLOCATIONS	(167,048)	(167,048)	(147,626)
TOTAL FOR HUMAN RESOURCES	**$ 389,774**	**$ 389,774**	**$ 344,460**

DETAIL LINE ITEM REPORT

HUMAN RESOURCES - ADMINISTRATION Account: 001-1210-415 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-1210-415-4110	PERMANENT SALARIES	$308,500.00	$160,000.00
	Subtotal	**$308,500.00**	**$160,000.00**
001-1210-415-4120	FRINGE BENEFITS	$101,600.00	$52,000.00
	Subtotal	**$101,600.00**	**$52,000.00**
	Employee Services Total	**$410,100.00**	**$212,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-1210-415-4520	COMPENSATED ABSENCES	$0.00	$640.00
	Subtotal	**$0.00**	**$640.00**
001-1210-415-4557	INFORMATION TECHNOLOGY SERVICES	$25,079.00	$28,593.00
	Subtotal	**$25,079.00**	**$28,593.00**
001-1210-415-4569	BUILDING MAINTENANCE	$20,540.00	$21,750.00
	Subtotal	**$20,540.00**	**$21,750.00**
	Internal Services Total	**$45,619.00**	**$50,983.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
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	$1,600.00	$1,600.00
	Subtotal	**$2,400.00**	**$2,400.00**
001-1210-415-4241	COPIES FOR H.R.- RECRUITMENT,BENEFITS,TRAINING,ETC	$2,500.00	$2,500.00
	Subtotal	**$2,500.00**	**$2,500.00**

001-1210-415-4242	POSTAGE FOR HUMAN RESOURCES MAILINGS		$1,500.00	$1,500.00
		Subtotal	**$1,500.00**	**$1,500.00**
001-1210-415-4243	OFFICE SUPPLIES AND MATERIALS		$2,500.00	$2,500.00
		Subtotal	**$2,500.00**	**$2,500.00**
001-1210-415-4249	INTERVIEWING/ASSESSMENT CENTER EXPENSES		$3,000.00	$3,000.00
001-1210-415-4249	RECRUITMENT ADVERTISING		$500.00	$500.00
001-1210-415-4249	RECRUITMENT EXPENSES		$563.00	$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		$500.00	$500.00
		Subtotal	**$7,063.00**	**$7,063.00**
001-1210-415-4251	CLASS B LIC.EXAM & RENEWAL FEES/RESPIRATORY EXAMS		$4,000.00	$4,000.00
001-1210-415-4251	CONTRACT SERVICES - HR DIRECTOR		$0.00	$128,000.00
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	**$49,000.00**	**$177,000.00**
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	**$1,780.00**	**$1,780.00**
001-1210-415-4254	CONSORTIUM & REGIONAL MEETINGS		$900.00	$900.00
001-1210-415-4254	LEAGUE OF CA.CITIES - EMPL REL INST / ANNUAL CONF		$1,210.00	$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	**$3,860.00**	**$3,860.00**

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**
	Services and Supplies Total	**$101,103.00**	**$229,103.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-1210-415-4496	ALLOCATION OF EXPENSES TO WATER	($83,524.00)	($73,813.00)
	Subtotal	**($83,524.00)**	**($73,813.00)**
001-1210-415-4497	ALLOCATION OF EXPENSES TO SEWER	($83,524.00)	($73,813.00)
	Subtotal	**($83,524.00)**	**($73,813.00)**
	Reallocation Total	**($167,048.00)**	**($147,626.00)**
	ADMINISTRATION Total	**$389,774.00**	**$344,460.00**

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 the Successor Agency of the 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 the Successor Agency of the 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 and internal financial reporting. The Division also works closely with the City's independent auditors in ensuring the timely completion of the CAFR.
- 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, and enforcing collection of other miscellaneous receivables.

DEPARTMENT PERSONNEL SUMMARY

Position	10-11	11-12	12-13
FINANCE DIRECTOR	1.0	1.0	1.0
ASSISTANT FINANCE DIRECTOR	1.0	1.0	0.0
ACCOUNTING MANAGER	0.0	0.0	2.0
ACCOUNTANT	1.0	1.0	0.0
MANAGEMENT ASSISTANT	1.0	1.0	1.0
SR ACCT SPEC/ACCT SPEC	4.0	4.0	4.0
TOTAL EMPLOYEES	8.0	8.0	8.0

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 (2012-2013 and ongoing)**
     - Monitor the implementation of the conservation-based water rate model to reach the City's goal of reducing water consumption by 20% by 2020.
     - Promote an online utility billing conversion rate of 50% of customers paying and receiving their bills online by June 30, 2014.
     - Review and update utility ordinance.
     - Collaborate with Public Works and City Manager's Office staff to implement expanded rebate programs that lead towards water conservation.
     - Collaborate with Public Works and Information Technology staff to provide consumption data online allowing customers to view their consumption pattern and history.

2. **Business Continuity Planning (2012-2013 to 2013-2014**)
   - o Perform periodic business continuity testing to ensure uninterrupted fiscal services to the community and employees.
   - o Coordinate with other departments in developing and implementing business continuity plans in relation to Financial Services aspects.

3. **Capital Asset Management (2012-2013 to 2014-2015**)
   - o Coordinate with Information Technology staff to implement Capital Assets Management system to improve the efficiency, accuracy and cost effectiveness of City / District asset management practices.

4. **Payroll (2012-2013 to 2013-2014)**
   - o Develop online payroll statement to replace paper statements to reduce paper cost.

5. **Accounts Payable / Purchasing (2012-2013 to 2013-2014)**
   - o Provide periodic accounts payable training to end users.

6. **Business License (2012-2013 to 2014-2015)**
   - o Review and update business license Ordinance.
   - o Conduct a survey of business license fees structure/model with an ultimate goal of providing fair, reasonable and convenient business license fees for the business community.
   - o Develop a process and recommendation relative to a potential ballot measure to change business license fees.

KEY INITIATIVES COMPLETED

The Financial Services Department continued to provide high quality services during FY 2011-2012.

Utility Billing

- Implemented the conservation-based water rate model for residential and irrigation customers, which has led to a reduction in water consumption.

Payroll

- Developed a detailed and more informative payroll statement and benefits information report.

Community Development Agency

- Dissolved the City of Foster City Community Development Agency as of February 1, 2012 (ABx1 26, Health and Safety Code Section 34179(a)).
- Created a Successor Agency for the purpose of winding down the former Community Development Agency.

Financial Management and Reporting

- 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 sixteenth 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).
- Prepared City/District Comprehensive Annual Financial report (CAFR).
- Conducted a request for proposal (RFP) process with the Audit Committee to select a new auditing firm to conduct audit for fiscal year 2011/2012, 2012/2013 and 2013/2014.
- Implemented the provisions of GASB 54 related to the disclosure and accounting of fund balances for the FY 2010-2011 CAFR.

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.
- Reviewed and negotiated bank transaction fees to reduce cost.
- Transferred the investment custodian from Union Bank to Bank of New York to reduce the custodian cost.

Receivables Collection

- 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

- Provided support to the City Manager and Community Development Department in terms of land lease deals concerning such issues as the NPJC Campus and the 15-acre site.
- Developed a process and recommendations relative to a ballot measure that raised the transient occupancy tax rate from 8% to 9.5% approved by the voters on the November 2011 ballot.

INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2012-2013

The key initiatives planned for FY 2012-2013 include the following.

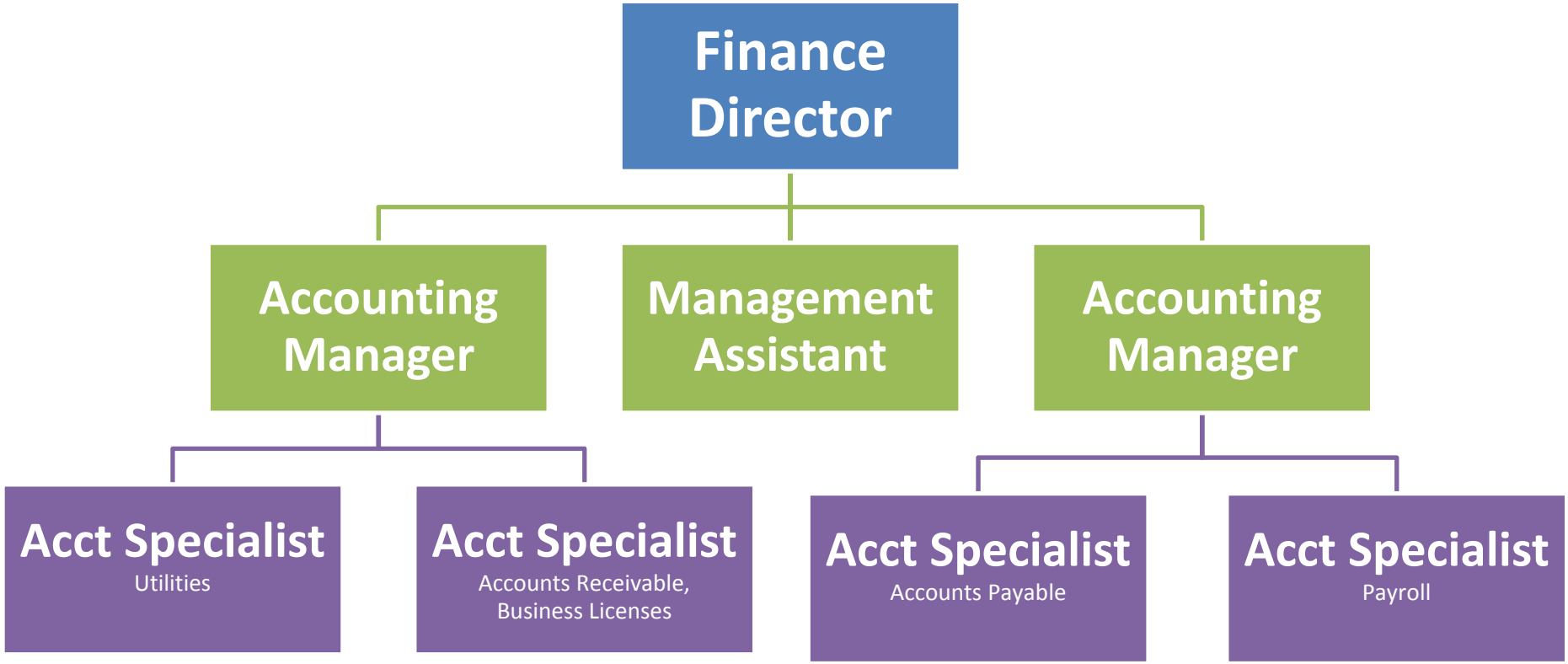
- Continue expanding water rebate programs.
- Collaborate with Public Works and Information Technology staff to provide consumption data online allowing customers view their consumption pattern and history.
- Develop a process and recommendations relative to a potential November 2013 ballot measure that would change business license fees.
- Implement online payroll statement to reduce paper cost.
- Implement remote deposit to improve efficiency and reduce cost.
- Implement online ACH file transferring.
- Continue reviewing and analyzing bank transaction fees to reduce cost.
- Implement Capital Asset Management system.

There are no anticipated service level changes for FY 2012-2013.

CHANGES IN FINANCIAL RESOURCES REQUIRED

The budget reflects an organization change with the deletion of the Assistant Finance Director and Accountant positions and the addition of two Accounting Manager positions.

Financial Services Department



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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
ADMINISTRATION	$ 308,059	$ 308,059	$ 308,811
GENERAL ACCOUNTING	380,461	380,461	375,017
TAXES & LICENSES	77,408	77,408	79,990
UTILITY ACCOUNTING	-	-	-
TOTAL FOR FINANCIAL SERVICES	**$ 765,928**	**$ 765,928**	**$ 763,818**

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 1,002,300	$ 1,002,300	$ 1,006,000
SERVICES AND SUPPLIES	204,326	204,326	163,150
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,206,626	1,206,626	1,169,150
INTERNAL SERVICES	124,152	124,152	135,499
Subtotal (Total Department Expenses before Reallocations)	1,330,778	1,330,778	1,304,649
REALLOCATIONS	(564,850)	(564,850)	(540,831)
TOTAL FOR FINANCIAL SERVICES	**$ 765,928**	**$ 765,928**	**$ 763,818**

DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - ADMINISTRATION Account: 001-1110-415 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-1110-415-4110	PERMANENT SALARIES	$249,000.00	$249,000.00
	Subtotal	**$249,000.00**	**$249,000.00**
001-1110-415-4120	FRINGE BENEFITS	$85,400.00	$94,000.00
	Subtotal	**$85,400.00**	**$94,000.00**
	Employee Services Total	**$334,400.00**	**$343,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-1110-415-4520	COMPENSATED ABSENCES	$0.00	$1,000.00
	Subtotal	**$0.00**	**$1,000.00**
001-1110-415-4544	VEHICLE REPLACEMENT	$4,833.00	$5,107.00
	Subtotal	**$4,833.00**	**$5,107.00**
001-1110-415-4557	INFORMATION TECHNOLOGY SERVICES	$17,766.00	$19,037.00
	Subtotal	**$17,766.00**	**$19,037.00**
001-1110-415-4569	BUILDING MAINTENANCE	$6,098.00	$6,457.00
	Subtotal	**$6,098.00**	**$6,457.00**
	Internal Services Total	**$28,697.00**	**$31,601.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1110-415-4241	COPIES FOR CORRESPONDENCE. AGENDAS, ETC.	$500.00	$500.00
001-1110-415-4241	POPULAR REPORT	$450.00	$0.00
001-1110-415-4241	PRINTING OF PRELIMINARY AND FINAL BUDGET	$2,000.00	$2,000.00
	Subtotal	**$2,950.00**	**$2,500.00**
001-1110-415-4242	POSTAGE FOR LETTERS, PACKAGES, ETC.	$1,200.00	$1,200.00

	Subtotal	**$1,200.00**	**$1,200.00**
001-1110-415-4243	OFFICE SUPPLIES	$1,650.00	$1,650.00
	Subtotal	**$1,650.00**	**$1,650.00**
001-1110-415-4249	NEWSPAPER NOTICES	$300.00	$300.00
	Subtotal	**$300.00**	**$300.00**
001-1110-415-4251	AUDIT FEES	$56,676.00	$52,000.00
001-1110-415-4251	CABLE FRANCHISE CONSULTING (from Admin Svcs)	$1,500.00	$0.00
001-1110-415-4251	CDA PROJECT I AUDIT FEES-GENERAL FUND	$1,400.00	$0.00
001-1110-415-4251	CDA PROJECT I AUDIT FEES-HOUSING FUND	$1,400.00	$0.00
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	**$65,376.00**	**$56,400.00**
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	$0.00
001-1110-415-4253	GASB SUBSCRIPTIONS	$215.00	$215.00
001-1110-415-4253	GOVERNMENT FINANCE OFFICERS ASSOCIATION	$225.00	$225.00
	Subtotal	**$1,660.00**	**$660.00**
001-1110-415-4254	CALIFORNIA SOCIETY OF MUNICIPAL FINANCE OFFICERS	$600.00	$600.00
001-1110-415-4254	LEAGUE OF CALIFORNIA CITIES	$600.00	$600.00
001-1110-415-4254	MISCELLANEOUS MEETINGS	$150.00	$150.00
	Subtotal	**$1,350.00**	**$1,350.00**
001-1110-415-4255	GOVERNMENT FINANCE OFFICERS ASSOCIATION	$2,500.00	$2,500.00
	Subtotal	**$2,500.00**	**$2,500.00**
	Services and Supplies Total	**$76,986.00**	**$66,560.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-1110-415-4496	ALLOCATION OF EXPENSES TO WATER	($66,012.00)	($66,175.00)
	Subtotal	**($66,012.00)**	**($66,175.00)**
001-1110-415-4497	ALLOCATION OF EXPENSE TO SEWER	($66,012.00)	($66,175.00)

Subtotal	**($66,012.00)**	**($66,175.00)**
Reallocation Total	**($132,024.00)**	**($132,350.00)**
ADMINISTRATION Total	**$308,059.00**	**$308,811.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
001-1120-415-4110	PERMANENT SALARIES	$358,300.00	$341,000.00
	Subtotal	**$358,300.00**	**$341,000.00**
001-1120-415-4120	FRINGE BENEFITS	$124,100.00	$129,000.00
	Subtotal	**$124,100.00**	**$129,000.00**
	Employee Services Total	**$482,400.00**	**$470,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-1120-415-4520	COMPENSATED ABSENCES	$0.00	$1,364.00
	Subtotal	**$0.00**	**$1,364.00**
001-1120-415-4557	INFORMATION TECHNOLOGY SERVICES	$35,531.00	$38,073.00
	Subtotal	**$35,531.00**	**$38,073.00**
001-1120-415-4569	BUILDING MAINTENANCE	$12,196.00	$12,914.00
	Subtotal	**$12,196.00**	**$12,914.00**
	Internal Services Total	**$47,727.00**	**$52,351.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1120-415-4241	COPIES FOR CORRESPONDENCE, COMPUTER REPORTS, ETC.	$3,000.00	$3,000.00
	Subtotal	**$3,000.00**	**$3,000.00**
001-1120-415-4242	POSTAGE FOR AP, 1099 & OTHER CORRESPONDENCE MAIL)	$2,000.00	$2,000.00
	Subtotal	**$2,000.00**	**$2,000.00**

001-1120-415-4243	ACCOUNTS PAYABLE & PAYROLL WINDOW ENVELOPES	$650.00	$650.00
001-1120-415-4243	AP SIG CARD	$500.00	$500.00
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 & 1099	$2,250.00	$2,250.00
001-1120-415-4243	PAYROLL CHECKS & W2	$1,000.00	$1,000.00
001-1120-415-4243	PAYROLL WINDOW ENVELOPES	$300.00	$300.00
	Subtotal	**$5,700.00**	**$5,700.00**
001-1120-415-4246	BURSTING MACHINE & LETTER OPENER	$650.00	$650.00
001-1120-415-4246	WHEELWRITER	$150.00	$150.00
	Subtotal	**$800.00**	**$800.00**
001-1120-415-4253	MEMBERSHIP FOR CSMFO	$110.00	$110.00
	Subtotal	**$110.00**	**$110.00**
001-1120-415-4254	CSMFO/LEAGUE OF CALIFORNIA CITIES	$600.00	$600.00
001-1120-415-4254	MISCELLANEOUS MEETING	$180.00	$180.00
	Subtotal	**$780.00**	**$780.00**
001-1120-415-4255	TECHNICAL ACCOUNTING / FINANCE TRAINING	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
	Services and Supplies Total	**$13,390.00**	**$13,390.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-1120-415-4496	ALLOCATION OF EXPENSES TO WATER	($81,528.00)	($80,362.00)
	Subtotal	**($81,528.00)**	**($80,362.00)**
001-1120-415-4497	ALLOCATION OF EXPENSES TO SEWER	($81,528.00)	($80,362.00)
	Subtotal	**($81,528.00)**	**($80,362.00)**
	Reallocation Total	**($163,056.00)**	**($160,724.00)**
	GENERAL ACCOUNTING Total	**$380,461.00**	**$375,017.00**

Employee Services		Approved 2011-2012	Requested 2012-2013
001-1130-415-4110	PERMANENT SALARIES	$67,500.00	$71,000.00
	Subtotal	**$67,500.00**	**$71,000.00**
001-1130-415-4112	OVERTIME-UT BILLINGS	$3,000.00	$0.00
	Subtotal	**$3,000.00**	**$0.00**
001-1130-415-4120	FRINGE BENEFITS	$23,800.00	$28,000.00
	Subtotal	**$23,800.00**	**$28,000.00**
	Employee Services Total	**$94,300.00**	**$99,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-1130-415-4520	COMPENSATED ABSENCES	$0.00	$284.00
	Subtotal	**$0.00**	**$284.00**
001-1130-415-4557	INFORMATION TECHNOLOGY SERVICES	$26,649.00	$28,555.00
	Subtotal	**$26,649.00**	**$28,555.00**
001-1130-415-4569	BUILDING MAINTENANCE	$9,147.00	$9,686.00
	Subtotal	**$9,147.00**	**$9,686.00**
	Internal Services Total	**$35,796.00**	**$38,525.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1130-415-4241	COPIES FOR UTILITY BILLS, LETTERS&APPLICATION FORM	$250.00	$500.00
	Subtotal	**$250.00**	**$500.00**
001-1130-415-4242	POSTAGE FOR COLLECTION&CUSTOMER CORRESPONDENCE	$3,000.00	$750.00
	Subtotal	**$3,000.00**	**$750.00**
001-1130-415-4243	DELINQUENT, FINAL, & MISC DOOR HANGING NOTICES	$1,000.00	$1,000.00
001-1130-415-4243	MAILING ENVELOPES	$1,000.00	$300.00
001-1130-415-4243	OFFICE SUPPLIES (PAPER, PENS, BINDERS, BOXES, ETC)	$800.00	$800.00
001-1130-415-4243	RETURN ENVELOPES	$1,000.00	$100.00

001-1130-415-4243	UTILITY SERVICES & AUTO PAY APPLICATION FORMS	$750.00	$0.00
	Subtotal	**$4,550.00**	**$2,200.00**
001-1130-415-4246	ENDORSE/ENCODE MACHINE, LTR OPENER MAINT	$1,200.00	$0.00
	Subtotal	**$1,200.00**	**$0.00**
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	$1,000.00
001-1130-415-4251	ONLINE ACH TRANSACTION FEES	$25,000.00	$5,000.00
001-1130-415-4251	ONLINE CREDIT CARD TRANSACTION FEES	$30,000.00	$30,000.00
001-1130-415-4251	ONLINE UTILITY BILL AND EBPP PRINT SERVICES	$32,000.00	$32,000.00
	Subtotal	**$96,500.00**	**$71,500.00**
001-1130-415-4255	TECHNICAL ACCOUNTING / FINANCE TRAINING	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
	Services and Supplies Total	**$106,500.00**	**$75,950.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-1130-415-4496	ALLOCATION OF EXPENSES TO WATER	($127,117.00)	($124,933.00)
001-1130-415-4496	REALLOCATION OF CC TRANSACTION FEES - WATER	($30,000.00)	($17,500.00)
	Subtotal	**($157,117.00)**	**($142,433.00)**
001-1130-415-4497	ALLOCATION OF EXPENSES TO SEWER	($54,479.00)	($53,542.00)
001-1130-415-4497	REALLOCATION OF CC TRANSACTION FEES - SEWER	($25,000.00)	($17,500.00)
	Subtotal	**($79,479.00)**	**($71,042.00)**
	Reallocation Total	**($236,596.00)**	**($213,475.00)**
	UTILITY ACCOUNTING Total	**$0.00**	**$0.00**

FINANCIAL SERVICES - TAXES & LICENSES Account: 001-1140-415 GENERAL FUND

Employee Services	Approved 2011-2012	Requested 2012-2013

001-1140-415-4110	PERMANENT SALARIES	$67,400.00	$68,000.00
	Subtotal	**$67,400.00**	**$68,000.00**
001-1140-415-4120	FRINGE	$23,800.00	$26,000.00
	Subtotal	**$23,800.00**	**$26,000.00**
	Employee Services Total	**$91,200.00**	**$94,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-1140-415-4520	COMPENSATED ABSENCES	$0.00	$275.00
	Subtotal	**$0.00**	**$275.00**
001-1140-415-4557	INFORMATION TECHNOLOGY SERVICES	$8,883.00	$9,518.00
	Subtotal	**$8,883.00**	**$9,518.00**
001-1140-415-4569	BUILDING MAINTENANCE	$3,049.00	$3,229.00
	Subtotal	**$3,049.00**	**$3,229.00**
	Internal Services Total	**$11,932.00**	**$13,022.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-1140-415-4241	COPIES FOR LETTERS, BUSINESS LICENSES, ETC.	$300.00	$300.00
	Subtotal	**$300.00**	**$300.00**
001-1140-415-4242	POSTAGE FOR LETTERS, BUSINESS LICENSES, ETC.	$2,300.00	$2,300.00
	Subtotal	**$2,300.00**	**$2,300.00**
001-1140-415-4243	BUSINESS LICENSE APPLICATION FORMS	$700.00	$500.00
001-1140-415-4243	BUSINESS LICENSE CERTIFICATES ENVELOPES	$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, ENV	$1,000.00	$1,000.00
001-1140-415-4243	OFFICE SUPPLIES (PAPER, PENS, BINDERS, ETC.)	$200.00	$200.00
	Subtotal	**$2,700.00**	**$2,500.00**
001-1140-415-4251	MRC SALES TAX AUDIT	$1,500.00	$1,500.00
	Subtotal	**$1,500.00**	**$1,500.00**
001-1140-415-4254	MISCELLANEOUS MEETINGS	$150.00	$150.00
	Subtotal	**$150.00**	**$150.00**

001-1140-415-4255	TECHNICAL ACCOUNTING / FINANCE TRAINING	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
	Services and Supplies Total	**$7,450.00**	**$7,250.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-1140-415-4496	ALLOCATION OF EXPENSES TO WATER	($16,587.00)	($17,141.00)
	Subtotal	**($16,587.00)**	**($17,141.00)**
001-1140-415-4497	ALLOCATION OF EXPENSES TO SEWER	($16,587.00)	($17,141.00)
	Subtotal	**($16,587.00)**	**($17,141.00)**
	Reallocation Total	**($33,174.00)**	**($34,282.00)**
	TAXES & LICENSES Total	**$77,408.00**	**$79,990.00**

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	10-11	11-12	12-13
Full-Time Employees			
PARKS & RECREATION DIRECTOR	1.0	1.0	1.0
PARKS SUPERINTENDENT	2.0	2.0	0.0
PARKS MANAGER	0.0	0.0	2.5
RECREATION SUPERINTENDENT	2.0	2.0	0.0
RECREATION MANAGER	0.0	0.0	1.0
RECREATION COORDINATOR	6.0	5.5	5.0
SUPERVISING MECHANIC	1.0	1.0	0.0
BUILDING/VEHICLE MANAGER	0.0	0.0	1.0
MECHANIC I	1.0	1.0	1.0
EQUIP. MAINT. WORKER	1.0	1.0	1.0
BUILDING/VEHICLE MAINTENANCE WORKER	0.0	0.0	1.0
PARKS MAINTENANCE LEAD WORKER	4.0	4.0	4.0
PARKS MAINTENANCE WORKER I/II	12.0	11.0	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	0.0
BUILDING SERVICES COORDINATOR	0.0	0.0	1.0
Total Full-time Employees	39.0	37.5	36.5
Part-Time Employees			
RECREATION LEADER III (6)	3.2	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
BLDG SERVICES COORDINATOR ASST	0.0	0.0	0.5
PARKS MAINTENANCE WORKER (1)	0.0	0.5	0.0
Total Part-time Employees	23.2	23.7	23.7
TOTAL EMPLOYEES	62.2	61.2	60.2

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
  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 technicians 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 2011-2012.

Parks

- Removed and replaced 55 trees in the medians on E. Third Ave & vicinity, including irrigation modifications
- Assisted Public Works with Landscape and Pathway renovations on Phase II of Levee Pedway improvement
- Completed installation of additional Central Irrigation System (CIS) controllers to improve water conservation. Project was closed out
- Experimented with different types of goose fencing – noticed significant decrease of geese present in parks
- Resurfacing of (8) Tennis courts – Rec. Center, Boothbay, (6) Basketball courts – Shad, Sunfish, Ketch, Turnstone, Edgewater, Boothbay Parks, replacement of (1) Basketball system at Ketch Park, Replacement of windscreens at Rec. Center and Catamaran Tennis Courts
- Complete renovation of Taurus Drive Easement – Removal of dying Myoporum trees, replaced with 30 Redwood trees and 175 Escallonia shrubs, including new irrigation system
- Complete renovation of Little Leo Park
- Completed design phase and started Synthetic Turf Projects construction at Port Royal Park and on S-4, B-3, and B-4 fields at Sea Cloud Park

- Replaced 350 feet of plant material along E. Hillsdale Blvd. in Leo J. Ryan Park
- Replaced plant material and added boulders in planter areas behind Amphitheatre in coordination with Rotary Club volunteers and grant funding
- Disposed of outdated Hazardous Waste and re-organized Chemical room
- Internally adopted a new IPM policy in alignment with San Mateo Countywide Water Pollution Prevention Program
- Hosted Countywide IPM training for Parks and Building Maintenance
- Installed two dedication benches at City Hall (Kristi Chapelle and Richard Marks)
- Replaced (7) drinking fountains at Ketch (2), Ryan, Turnstone, Gateshead (2), and Boothbay Parks
- Replaced hundreds of nozzles and hundred(s) of sprinkler heads for water conservation
- Ongoing evaluation of use of contractual services as an integral component of parks maintenance

Recreation

- Recommended and implemented changes to Master Fee Schedule to stay current with neighboring municipal agencies
- Successful transition to in-house design of Leisure Update Activity Guide, saving the City approximately $4,000 annually
- Reinstated the door-to-door service of the Senior Express Bus Program with a generous $30,000 anonymous donation
- Successful in managing 10 concessions which generated over $210,000 in revenue for the City
- Increased revenues to reduce the draw-down on the General Fund by over $160,000
- Transitioned to regional sports model to offer Adult Softball
- Created new partnerships to enhance community life through programs which included: Holiday Gift Basket Program for homebound seniors sponsored by a community volunteer; Holi Festival of Colors to celebrate Indian culture sponsored by the Parks and Recreation Department and local nonprofit organization; and VIBE staff facilitation of middle school student government clubs as well as collaboration with the PTA to develop and host the 2011 Bowditch 8th Grade Graduation Dance
- Created new summer camp, Camp Breakaway, to replace Middle School Madness and better meet the demand in ages of the community
- Successfully continued fundraising efforts for the Parks and Recreation Foundation with notable contributions toward the Youth and Teen Foundation and Summer Concert Series
- Enhanced The VIBE rental program through marketing and development of Birthday Rental Program

Building Maintenance

- Replaced the Corporation Yard Administrative Building roof with energy efficient “white” roof
- Replaced the kiln in the Recreation Center Ceramics Room
- Replaced lighting in the Community Center with energy efficient lighting

Vehicle Maintenance

- Demonstrated a history of regularly scheduled preventative maintenance program which eliminates significant vehicle and equipment downtime
- Reduced the vehicle fleet from 94 vehicles in Fiscal Year 2009-2010 to a proposed 89 vehicles in Fiscal year 2012-2013
- Reduced unleaded fuel use of approximately 6,280 gallons over the past three fiscal years
- Increased ability to perform more efficient motorcycle repairs with the purchase of necessary tools and equipment

INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2012-2013

Key initiatives and service levels planned for FY 2012-2013 include the following:

Parks / Management and evaluation of 5 year CIP program

- Review and apply for grant funds that become available in FY 2012-2013 to support Parks Maintenance Capital Improvement 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)
- Identify opportunities for regional programs and collaborative partnerships
- Develop new approaches to Recreation Division service delivery model that focuses resources toward impacted program areas and broadens community connections through developing relationships and creating partnerships

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

- Regular audits to monitor and improve function and safety of facilities

Vehicle Maintenance / Increase fuel savings for the City through technology

- Promote more fuel efficient vehicles and replace the last three 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 2012-2013, the following fiscal changes are required in the Department's annual budget.

Parks

- Personnel – One part-time Parks Maintenance Worker at 19 hours per week will be eliminated which is approximately $24,000 savings to the City
- Personnel – One Parks Manager eliminated January 1, 2013
- Contractual Services – Parks Maintenance contractual services will increase by approximately $16,500 with projects associated with tree replacement at Boat Park; contract maintenance of cul-de-sacs; and contract maintenance of medians
- Service and Supplies – increase in water charges of $50,000 due to increase in water rates
- Service and Supplies – increase in maintenance supplies of $12,000 for supplies such as trees, shrubs, irrigation, and mulch for parks, cul-de-sacs, and medians

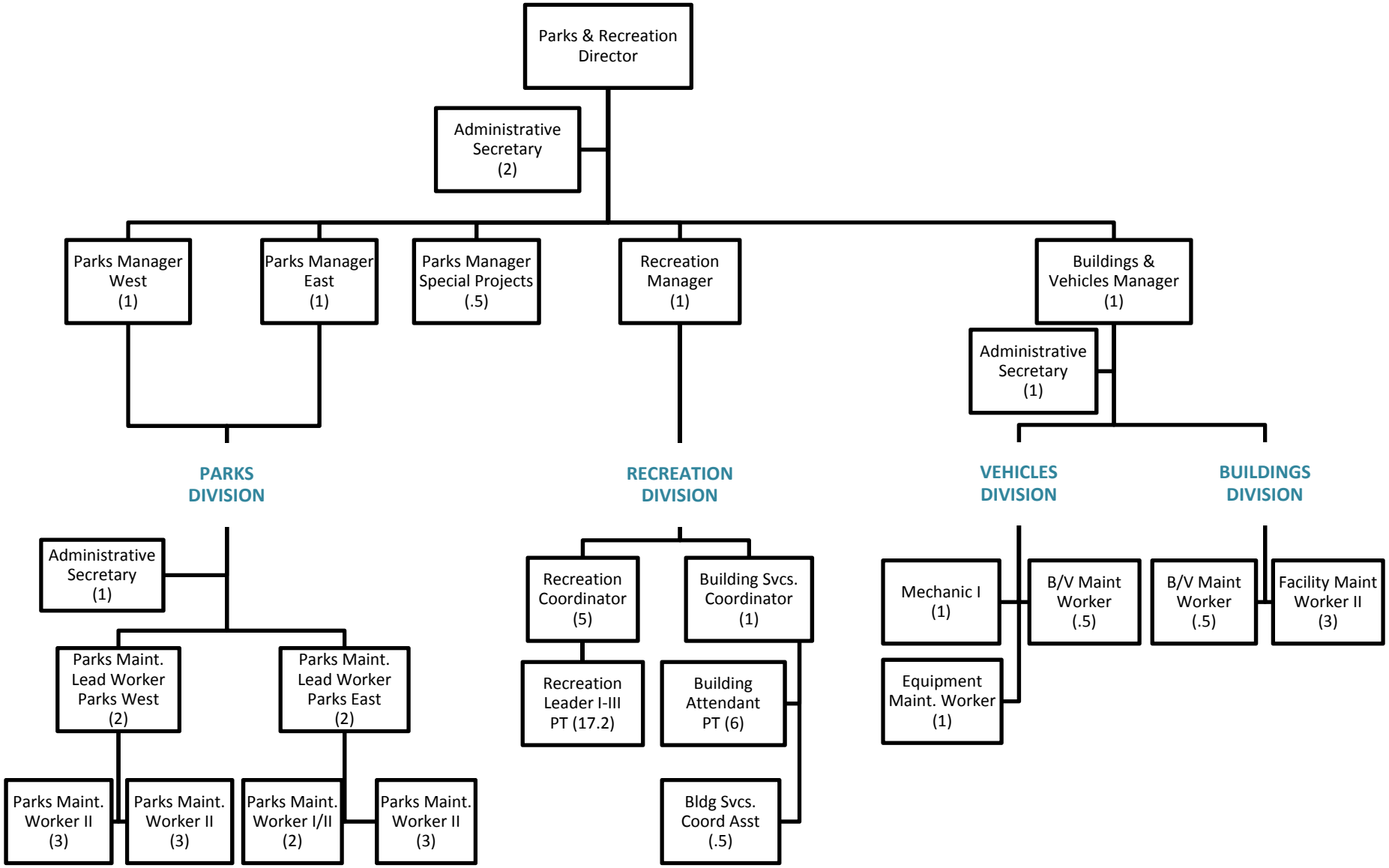
Recreation

- Personnel – One Recreation Coordinator full-time position eliminated December 31, 2011 which is approximately $46,000 in savings for FY 2011-2012, and annual savings thereafter of approximately $92,000
- Personnel – One Facility Maintenance Worker I eliminated June 30, 2012 with position transferred to Buildings & Vehicles Maintenance Division and one part-time Building Services Coordinator Assistant added for an approximate annual savings to the Recreation Division of approximately $53,000

Building Maintenance / Vehicle Maintenance

- Building Maintenance Division and Vehicle Maintenance Division combined to create one new Buildings & Vehicles Maintenance Division
- Personnel – One Building/Vehicle Maintenance Worker added to new Buildings & Vehicles Maintenance Division through transfer of position from Recreation Division

Parks & Recreation



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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
PARKS MAINTENANCE	$ 3,742,428	$ 3,742,428	$ 3,966,301
REC ADMINISTRATION	1,301,274	1,301,274	1,285,837
Subtotal - City General Fund Divisions	5,043,702	5,043,702	5,252,138
ADULT CONTRACTS	156,760	156,760	163,510
ADULT SPORTS	96,554	96,554	-
ADVERTISING	57,300	57,300	47,300
FACILITY OPERATIONS	469,111	469,111	402,048
SENIORS / VOLUNTEERS	147,520	147,520	182,725
SPECIAL EVENTS	40,984	40,984	40,984
TEEN PROGRAMS	247,020	247,020	257,625
YOUTH CAMPS	292,751	292,751	323,331
YOUTH CONTRACT CLASSES	285,300	285,300	287,850
Subtotal - Special Recreation Fund	1,793,300	1,793,300	1,705,373
TOTAL FOR PARKS & RECREATION	**$ 6,837,002**	**$ 6,837,002**	**$ 6,957,511**

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 3,735,697	$ 3,735,697	$ 3,695,377
SERVICES AND SUPPLIES	1,970,644	1,970,644	2,060,545
CAPITAL OUTLAY	4,200	4,200	-
Subtotal (Total Department-Controlled Expenses)	5,710,541	5,710,541	5,755,922
INTERNAL SERVICES	1,126,461	1,126,461	1,201,589
Subtotal (Total Department Expenses before Reallocations)	6,837,002	6,837,002	6,957,511
REALLOCATIONS	-	-	-
TOTAL FOR PARKS & RECREATION	**$ 6,837,002**	**$ 6,837,002**	**$ 6,957,511**

DETAIL LINE ITEM REPORT

PARKS & RECREATION - REC ADMINISTRATION Account: 001-0510-451 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0510-451-4110	PERMANENT SALARIES	$478,000.00	$424,000.00
	Subtotal	**$478,000.00**	**$424,000.00**
001-0510-451-4112	OVERTIME	$1,500.00	$1,500.00
	Subtotal	**$1,500.00**	**$1,500.00**
001-0510-451-4120	FRINGE BENEFITS	$186,500.00	$186,000.00
	Subtotal	**$186,500.00**	**$186,000.00**
	Employee Services Total	**$666,000.00**	**$611,500.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0510-451-4520	COMPENSATED ABSENCES	$0.00	$1,700.00
	Subtotal	**$0.00**	**$1,700.00**
001-0510-451-4544	VEHICLE REPLACEMENT - 4 Vehicles	$39,407.00	$41,393.00
	Subtotal	**$39,407.00**	**$41,393.00**
001-0510-451-4556	EQUIPMENT REPLACEMENT	$8,294.00	$8,294.00
	Subtotal	**$8,294.00**	**$8,294.00**
001-0510-451-4557	INFORMATION TECHNOLOGY SERVICES	$78,640.00	$84,659.00
	Subtotal	**$78,640.00**	**$84,659.00**
001-0510-452-4569	BUILDING MAINTENANCE -- RC, Sr, TC, CC	$470,783.00	$492,921.00
	Subtotal	**$470,783.00**	**$492,921.00**
	Internal Services Total	**$597,124.00**	**$628,967.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0510-451-4241	COPY - LETTERS AND STAFF REPORTS	$1,500.00	$1,500.00
	Subtotal	**$1,500.00**	**$1,500.00**

001-0510-451-4242	POSTAGE, LETTERS, FACILITY AND PLAYFIELD PERMITS		$2,000.00	$2,000.00
		Subtotal	**$2,000.00**	**$2,000.00**
001-0510-451-4243	GENERAL OFFICE SUPPLIES		$13,500.00	$13,500.00
		Subtotal	**$13,500.00**	**$13,500.00**
001-0510-451-4246	SUPPLIES & EQUIPMENT		$6,250.00	$6,250.00
001-0510-451-4246	YOUTH SUMMIT / YOUTH LEADERSHIP		$3,500.00	$3,500.00
		Subtotal	**$9,750.00**	**$9,750.00**
001-0510-451-4249	PUBLICITY/ADVERTISING		$2,400.00	$2,400.00
		Subtotal	**$2,400.00**	**$2,400.00**
001-0510-451-4251	MANDATED FINGERPRINTING		$1,000.00	$1,000.00
		Subtotal	**$1,000.00**	**$1,000.00**
001-0510-451-4253	CALIF. PARKS & RECREATION SOCIETY - AGENCY		$505.00	$600.00
001-0510-451-4253	CPRS STAFF MEMBERSHIP		$0.00	$1,250.00
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		$770.00	$770.00
001-0510-451-4253	NRPA NET		$25.00	$50.00
		Subtotal	**$1,800.00**	**$3,170.00**
001-0510-451-4254	ANNUAL DEPARTMENT RETREAT - JANUARY		$1,000.00	$1,200.00
001-0510-451-4254	CA PARKS & REC TRAINING - MANAGER (1)		$0.00	$1,500.00
001-0510-451-4254	CA PARKS & REC TRAINING - SUPERINTENDENT (2)		$1,000.00	$0.00
001-0510-451-4254	CPRS REGIONAL - REC COORDINATORS (5)		$1,000.00	$5,000.00
001-0510-451-4254	NRPA - DIRECTOR		$0.00	$2,500.00
001-0510-451-4254	NRPA/CPRS - DIRECTOR		$2,500.00	$0.00
001-0510-451-4254	PACIFIC SOUTHWEST CONFERENCE/LEG FORUM - DIRECTOR		$0.00	$1,150.00
		Subtotal	**$5,500.00**	**$11,350.00**
001-0510-451-4255	DEPT. REGIONAL TRAINING - STAFF		$500.00	$500.00
001-0510-451-4255	SECRETARY'S TRAINING		$200.00	$200.00
		Subtotal	**$700.00**	**$700.00**
		Services and Supplies Total	**$38,150.00**	**$45,370.00**

REC ADMINISTRATION Total	**$1,301,274.00**	**$1,285,837.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0520-452-4110	ON-CALL AND OTHER STAND-BY PAYS	$5,000.00	$5,000.00
001-0520-452-4110	PERMANENT SALARIES	$1,373,500.00	$1,428,000.00
	Subtotal	**$1,378,500.00**	**$1,433,000.00**
001-0520-452-4111	EMPLOYEE SERVICES/HOURLY PART-TIME	$24,000.00	$0.00
	Subtotal	**$24,000.00**	**$0.00**
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	**$41,500.00**	**$41,500.00**
001-0520-452-4120	FRINGE BENEFITS	$541,700.00	$630,000.00
001-0520-452-4120	FRINGE BENEFITS (P/T SALARIES)	$960.00	$0.00
	Subtotal	**$542,660.00**	**$630,000.00**
	Employee Services Total	**$1,986,660.00**	**$2,104,500.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0520-452-4520	COMPENSATED ABSENCES	$0.00	$5,712.00
	Subtotal	**$0.00**	**$5,712.00**
001-0520-452-4544	VEHICLE REPLACEMENT	$243,852.00	$259,258.00
	Subtotal	**$243,852.00**	**$259,258.00**
001-0520-452-4556	EQUIPMENT REPLACEMENT	$177,975.00	$182,730.00
	Subtotal	**$177,975.00**	**$182,730.00**
001-0520-452-4569	BUILDING MAINTENANCE (Corp Yard)	$97,431.00	$103,091.00
	Subtotal	**$97,431.00**	**$103,091.00**

	Internal Services Total	**$519,258.00**	**$550,791.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0520-452-4240*	SPECIAL SUPPLIES - BOOTS, PANTS, UNIFORMS	$6,300.00	$6,300.00
	Subtotal	**$6,300.00**	**$6,300.00**
001-0520-452-4241	COPY EXPENSE	$300.00	$300.00
	Subtotal	**$300.00**	**$300.00**
001-0520-452-4242	POSTAGE EXPENSE	$200.00	$200.00
	Subtotal	**$200.00**	**$200.00**
001-0520-452-4243*	OFFICE SUPPLIES, MISCELLANEOUS	$7,190.00	$7,190.00
	Subtotal	**$7,190.00**	**$7,190.00**
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	**$15,100.00**	**$15,100.00**
001-0520-452-4246*	AGRICULTURE SUPPLIES - CHEMICALS & FERTILIZERS	$51,000.00	$51,000.00
001-0520-452-4246*	ELECTRICAL SUPPLIES & REPAIRS	$5,500.00	$5,500.00
001-0520-452-4246	FENCING	$12,000.00	$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	$26,400.00	$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*	PLANTS/SUPPLIES FOR PARKS, CUL-DE-SACS AND MEDIANS	$0.00	$12,000.00
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	SEA CLOUD PARK MAINTENANCE SUPPLIES	$15,000.00	$15,000.00
001-0520-452-4246*	SOIL/CONCRETE/BARK/PLAYGROUND	$50,000.00	$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	$8,000.00	$8,000.00
	Subtotal	**$235,200.00**	**$247,200.00**
001-0520-452-4247	RENTAL OF SPECIAL EQUIPMENT	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
001-0520-452-4248*	COMMUNICATION EQUIPMENT (Pagers, Phones, Radios)	$1,450.00	$1,450.00
001-0520-452-4248*	ELECTRICITY	$39,800.00	$39,800.00
001-0520-452-4248	ELECTRICITY (REPAIRS)	$10,000.00	$0.00
001-0520-452-4248*	METERS/WATER/SEWER	$520,000.00	$570,000.00
	Subtotal	**$571,250.00**	**$611,250.00**
001-0520-452-4251	ANNUAL SYNTHETIC FIELD MAINTENANCE PORT ROYAL, S-4	$0.00	$6,000.00
001-0520-452-4251	CANADIAN GEESE CONTROL - PARKS	$25,000.00	$25,000.00
001-0520-452-4251*	ELECTRICAL SERVICES & LIGHTS MAINTENANCE	$23,000.00	$23,000.00
001-0520-452-4251*	FENCE MAINTENANCE CONTRACT	$4,000.00	$4,000.00
001-0520-452-4251*	IRRIGATION & PLUMBING SERVICES	$9,900.00	$9,900.00
001-0520-452-4251*	MEDIAN MAINTENANCE CONTRACT	$118,000.00	$118,000.00
001-0520-452-4251	PARKS MAINTENANCE CONTRACTUAL SERVICES	$100,000.00	$100,000.00
001-0520-452-4251*	PLANTS/SUPPLIES FOR PARKS, CUL-DE-SACS AND MEDIANS	$0.00	$16,500.00
001-0520-452-4251*	PORT-O-LET RENTAL SERVICES	$5,000.00	$5,000.00
001-0520-452-4251	SEMI - ANNUAL SYNTHETIC FIELD MAINTENANCE	$12,000.00	$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	**$395,500.00**	**$418,000.00**
001-0520-452-4253	PARKS MAINTENANCE PROFESSIONAL DUES & MEMBERSHIPS	$300.00	$300.00
	Subtotal	**$300.00**	**$300.00**
001-0520-452-4254*	DIVISION RETREAT	$350.00	$350.00
	Subtotal	**$350.00**	**$350.00**
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	**$4,320.00**	**$4,320.00**
	Services and Supplies Total	**$1,236,510.00**	**$1,311,010.00**
	PARKS MAINTENANCE Total	**$3,742,428.00**	**$3,966,301.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
003-0525-451-4110	PERMANENT SALARIES	$206,600.00	$143,000.00
	Subtotal	**$206,600.00**	**$143,000.00**
003-0525-451-4111	PART TIME SALARIES	$81,600.00	$81,600.00
	Subtotal	**$81,600.00**	**$81,600.00**
003-0525-451-4112	OVERTIME	$3,000.00	$3,000.00
	Subtotal	**$3,000.00**	**$3,000.00**
003-0525-451-4120	FRINGE BENEFITS (F/T Salaries)	$81,800.00	$64,000.00
003-0525-451-4120	FRINGE BENEFITS (P/T Salaries)	$1,632.00	$1,632.00
	Subtotal	**$83,432.00**	**$65,632.00**
	Employee Services Total	**$374,632.00**	**$293,232.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
003-0525-451-4520	COMPENSATED ABSENCES	$0.00	$572.00
	Subtotal	**$0.00**	**$572.00**
003-0525-451-4556	EQUIPMENT REPLACEMENT	$10,079.00	$20,044.00
	Subtotal	**$10,079.00**	**$20,044.00**
	Internal Services Total	**$10,079.00**	**$20,616.00**

Services and Supplies	Approved 2011-2012	Requested 2012-2013

003-0525-451-4242	POSTAGE	$200.00	$200.00
	Subtotal	**$200.00**	**$200.00**
003-0525-451-4243	COMMUNITY CENTER TABLE REPLACEMENT	$0.00	$8,000.00
003-0525-451-4243	SUPPLIES	$12,000.00	$12,000.00
	Subtotal	**$12,000.00**	**$20,000.00**
003-0525-451-4245	8 TABLES & 55 CHAIRS - RECREATION/COMMUNITY CENTER	$4,200.00	$0.00
	Subtotal	**$4,200.00**	**$0.00**
003-0525-451-4246	SM/FC SCHOOL JOINT-USE FACILITIES	$58,000.00	$58,000.00
	Subtotal	**$58,000.00**	**$58,000.00**
003-0525-451-4265	CREDIT CARD ACCEPTANCE FEES	$10,000.00	$10,000.00
	Subtotal	**$10,000.00**	**$10,000.00**
	Services and Supplies Total	**$84,400.00**	**$88,200.00**
	FACILITY OPERATIONS Total	**$469,111.00**	**$402,048.00**

PARKS & RECREATION - ADULT SPORTS Account: 003-0530-451 SPECIAL RECREATION

Employee Services		Approved 2011-2012	Requested 2012-2013
003-0530-451-4110	FULL-TIME SALARIES	$35,900.00	$0.00
	Subtotal	**$35,900.00**	**$0.00**
003-0530-451-4111	EMPLOYEE SERVICES\HOURLY PART-TIME	$18,000.00	$0.00
	Subtotal	**$18,000.00**	**$0.00**
003-0530-451-4112	Overtime	$700.00	$0.00
	Subtotal	**$700.00**	**$0.00**
003-0530-451-4120	FRINGE BENEFITS (F/T Salaries)	$14,200.00	$0.00
003-0530-451-4120	FRINGE BENEFITS (P/T Salaries)	$360.00	$0.00
	Subtotal	**$14,560.00**	**$0.00**
	Employee Services Total	**$69,160.00**	**$0.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
003-0530-451-4243	SUPPLIES	$6,130.00	$0.00
	Subtotal	**$6,130.00**	**$0.00**
003-0530-451-4251	CONTRACTUAL SERVICES	$16,000.00	$0.00
003-0530-451-4251	CONTRACTUAL SERVICES - SPORTS OFFICIALS	$4,000.00	$0.00
	Subtotal	**$20,000.00**	**$0.00**
003-0530-451-4252	MEMBERSHIP	$1,264.00	$0.00
	Subtotal	**$1,264.00**	**$0.00**
	Services and Supplies Total	**$27,394.00**	**$0.00**
	ADULT SPORTS Total	**$96,554.00**	**$0.00**

PARKS & RECREATION - YOUTH CAMPS Account: 003-0534-451 SPECIAL RECREATION

Employee Services		Approved 2011-2012	Requested 2012-2013
003-0534-451-4110	PERMANENT SALARIES	$75,300.00	$76,000.00
	Subtotal	**$75,300.00**	**$76,000.00**
003-0534-451-4111	PART TIME SALARIES	$95,000.00	$95,000.00
003-0534-451-4111	YOUTH AFTERSCHOOL PROGRAM	$0.00	$21,000.00
	Subtotal	**$95,000.00**	**$116,000.00**
003-0534-451-4112	OVERTIME	$2,050.00	$2,050.00
	Subtotal	**$2,050.00**	**$2,050.00**
003-0534-451-4120	FRINGE BENEFITS (F/T Salaries)	$29,800.00	$34,000.00
003-0534-451-4120	FRINGE BENEFITS (P/T Salaries)	$1,901.00	$1,901.00
	Subtotal	**$31,701.00**	**$35,901.00**
	Employee Services Total	**$204,051.00**	**$229,951.00**

Internal Services	Approved	Requested

		2011-2012	2012-2013
003-0534-451-4520	COMPENSATED ABSENCES	$0.00	$305.00
	Subtotal	**$0.00**	**$305.00**
	Internal Services Total	**$0.00**	**$305.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
003-0534-451-4242	POSTAGE	$250.00	$250.00
	Subtotal	**$250.00**	**$250.00**
003-0534-451-4243	SUPPLIES	$6,000.00	$6,000.00
003-0534-451-4243	YOUTH AFTERSCHOOL PROGRAM	$0.00	$4,375.00
	Subtotal	**$6,000.00**	**$10,375.00**
003-0534-451-4251	CONTRACTUAL SERVICES	$82,450.00	$82,450.00
	Subtotal	**$82,450.00**	**$82,450.00**
	Services and Supplies Total	**$88,700.00**	**$93,075.00**
	YOUTH CAMPS Total	**$292,751.00**	**$323,331.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
003-0535-451-4110	FULL-TIME SALARIES	$37,700.00	$38,000.00
	Subtotal	**$37,700.00**	**$38,000.00**
003-0535-451-4111	EMPLOYEE SERVICES / PART-TIME	$1,000.00	$2,000.00
	Subtotal	**$1,000.00**	**$2,000.00**
003-0535-451-4112	OVERTIME	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
003-0535-451-4120	FRINGE BENEFITS (F/T SALARIES)	$14,900.00	$17,000.00
003-0535-451-4120	FRINGE BENEFITS (P/T Salaries)	$60.00	$60.00

	Subtotal	**$14,960.00**	**$17,060.00**
	Employee Services Total	**$54,160.00**	**$57,560.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
003-0535-451-4520	COMPENSATED ABSENCES	$0.00	$150.00
	Subtotal	**$0.00**	**$150.00**
	Internal Services Total	**$0.00**	**$150.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
003-0535-451-4243	SUPPLIES	$1,600.00	$1,600.00
003-0535-451-4243	SUPPLIES FOR REGIONAL SPORTS	$0.00	$1,600.00
	Subtotal	**$1,600.00**	**$3,200.00**
003-0535-451-4246	MAINTENANCE	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
003-0535-451-4251	CONTRACTUAL SERVICES	$100,000.00	$100,000.00
003-0535-451-4251	PARTNERSHIP CONTRIBUTIONS FOR REGIONAL SPORTS	$0.00	$1,600.00
	Subtotal	**$100,000.00**	**$101,600.00**
	Services and Supplies Total	**$102,600.00**	**$105,800.00**
	ADULT CONTRACTS Total	**$156,760.00**	**$163,510.00**

PARKS & RECREATION - SPECIAL EVENTS Account: 003-0537-451 SPECIAL RECREATION

Employee Services		Approved 2011-2012	Requested 2012-2013
003-0537-451-4111	PART TIME SALARIES	$3,000.00	$3,000.00
	Subtotal	**$3,000.00**	**$3,000.00**
003-0537-451-4120	FRINGE BENEFITS (P/T Salaries)	$64.00	$64.00
	Subtotal	**$64.00**	**$64.00**

	Employee Services Total	**$3,064.00**	**$3,064.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
003-0537-451-4242	POSTAGE	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
003-0537-451-4243	SUPPLIES	$10,720.00	$10,720.00
	Subtotal	**$10,720.00**	**$10,720.00**
003-0537-451-4249	PUBLICITY	$4,300.00	$4,300.00
	Subtotal	**$4,300.00**	**$4,300.00**
003-0537-451-4251	CONTRACTUAL SERVICES	$21,900.00	$21,900.00
	Subtotal	**$21,900.00**	**$21,900.00**
003-0537-451-4265	ART GALLERY - MISC	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
	Services and Supplies Total	**$37,920.00**	**$37,920.00**
	SPECIAL EVENTS Total	**$40,984.00**	**$40,984.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
003-0538-451-4110	FULL-TIME SALARIES	$37,700.00	$38,000.00
	Subtotal	**$37,700.00**	**$38,000.00**
003-0538-451-4120	FRINGE BENEFITS (F/T SALARIES)	$14,900.00	$17,000.00
	Subtotal	**$14,900.00**	**$17,000.00**
	Employee Services Total	**$52,600.00**	**$55,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
003-0538-451-4520	COMPENSATED ABSENCES	$0.00	$150.00

	Subtotal	**$0.00**	**$150.00**
	Internal Services Total	**$0.00**	**$150.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
003-0538-451-4243	SUPPLIES	$1,250.00	$1,250.00
	Subtotal	**$1,250.00**	**$1,250.00**
003-0538-451-4251	CONTRACTUAL SERVICES	$231,450.00	$231,450.00
	Subtotal	**$231,450.00**	**$231,450.00**
	Services and Supplies Total	**$232,700.00**	**$232,700.00**
	YOUTH CONTRACT CLASSES Total	**$285,300.00**	**$287,850.00**

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

Services and Supplies		Approved 2011-2012	Requested 2012-2013
003-0539-451-4242	POSTAGE	$9,000.00	$9,000.00
	Subtotal	**$9,000.00**	**$9,000.00**
003-0539-451-4243	SUPPLIES	$10,800.00	$800.00
	Subtotal	**$10,800.00**	**$800.00**
003-0539-451-4251	CONTRACTUAL SERVICES	$37,500.00	$37,500.00
	Subtotal	**$37,500.00**	**$37,500.00**
	Services and Supplies Total	**$57,300.00**	**$47,300.00**
	ADVERTISING Total	**$57,300.00**	**$47,300.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
003-0540-451-4110	PERMANENT SALARIES	$75,300.00	$76,000.00
	Subtotal	**$75,300.00**	**$76,000.00**
003-0540-451-4111	PART TIME SALARIES	$16,000.00	$16,000.00
	Subtotal	**$16,000.00**	**$16,000.00**
003-0540-451-4112	OVERTIME	$700.00	$700.00
	Subtotal	**$700.00**	**$700.00**
003-0540-451-4120	FRINGE BENEFITS (F/T Salaries)	$29,800.00	$34,000.00
003-0540-451-4120	FRINGE BENEFITS (P/T Salaries)	$320.00	$320.00
	Subtotal	**$30,120.00**	**$34,320.00**
	Employee Services Total	**$122,120.00**	**$127,020.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
003-0540-451-4520	COMPENSATED ABSENCES	$0.00	$305.00
	Subtotal	**$0.00**	**$305.00**
	Internal Services Total	**$0.00**	**$305.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
003-0540-451-4242	POSTAGE	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
003-0540-451-4243	SENIOR PROGRAMS TRIPS & TOURS	$12,000.00	$12,000.00
003-0540-451-4243	SUPPLIES	$2,000.00	$2,000.00
	Subtotal	**$14,000.00**	**$14,000.00**
003-0540-451-4249	PUBLICITY	$200.00	$200.00
	Subtotal	**$200.00**	**$200.00**
003-0540-451-4251	SENIOR EXPRESS BUS RENTAL PROGRAM	$10,700.00	$10,700.00
003-0540-451-4251	SENIOR EXPRESS DOOR-TO-DOOR SERVICE	$0.00	$30,000.00
	Subtotal	**$10,700.00**	**$40,700.00**
	Services and Supplies Total	**$25,400.00**	**$55,400.00**

SENIORS / VOLUNTEERS Total	**$147,520.00**	**$182,725.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
003-0541-451-4110	RECREATION COORDINATOR	$75,300.00	$76,000.00
	Subtotal	**$75,300.00**	**$76,000.00**
003-0541-451-4111	PART TIME SALARIES	$95,000.00	$95,000.00
003-0541-451-4111	VIBE RENTAL PROGRAM - PART-TIME STAFF	$0.00	$5,400.00
	Subtotal	**$95,000.00**	**$100,400.00**
003-0541-451-4112	OVERTIME	$1,250.00	$1,250.00
	Subtotal	**$1,250.00**	**$1,250.00**
003-0541-451-4120	FRINGE BENEFITS (F/T SALARIES)	$29,800.00	$34,000.00
003-0541-451-4120	FRINGE BENEFITS (P/T SALARIES)	$1,900.00	$1,900.00
	Subtotal	**$31,700.00**	**$35,900.00**
	Employee Services Total	**$203,250.00**	**$213,550.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
003-0541-451-4520	COMPENSATED ABSENCES	$0.00	$305.00
	Subtotal	**$0.00**	**$305.00**
	Internal Services Total	**$0.00**	**$305.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
003-0541-451-4242	POSTAGE	$550.00	$550.00
	Subtotal	**$550.00**	**$550.00**
003-0541-451-4243	SUPPLIES	$6,770.00	$6,770.00
	Subtotal	**$6,770.00**	**$6,770.00**

003-0541-451-4249	PUBLICITY	$250.00	$250.00
	Subtotal	**$250.00**	**$250.00**
003-0541-451-4251	BUS TRANSPORTATION - SUMMER CAMP	$32,200.00	$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	**$36,200.00**	**$36,200.00**
	Services and Supplies Total	**$43,770.00**	**$43,770.00**
	TEEN PROGRAMS Total	**$247,020.00**	**$257,625.00**

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 Reserve 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	10-11	11-12	12-13
POLICE CHIEF	1	1	1
POLICE CAPTAIN	2	2	2
POLICE LIEUTENANT	2	2	2
POLICE SERGEANT	7	7	7
POLICE CORPORAL	7	6	6
POLICE OFFICER	20	18	18
SR. COMMUNITY SVS. OFC.	4	3	3
COMM & RECORDS MGR	1	1	1
LEAD DISPATCHER	1	1	1
POLICE DISPATCHER	7	7	5
POLICE RECORDS SPLST.	3	2	2
MANAGEMENT ASSISTANT	1	1	1
TOTAL EMPLOYEES	56	51	49

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.

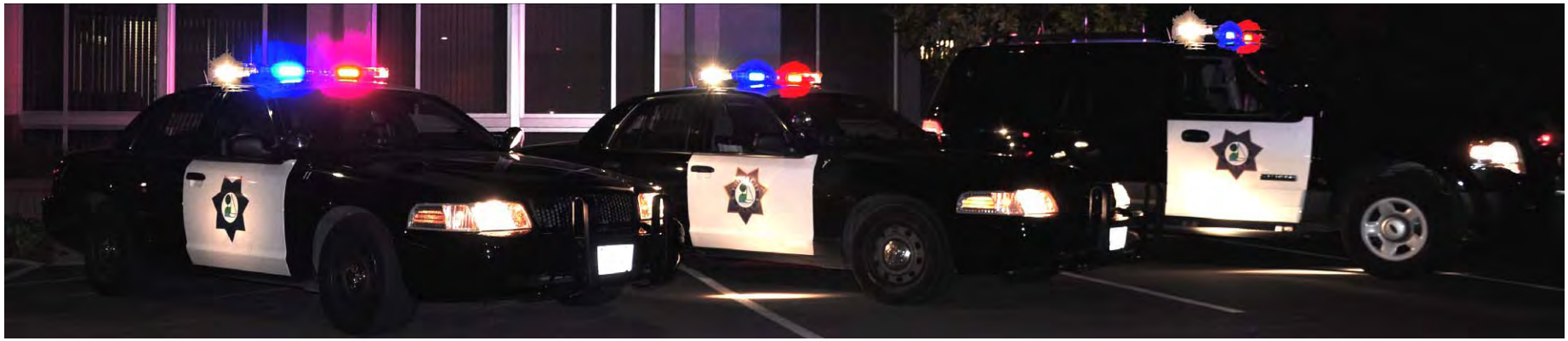
1. **Crime enforcement/traffic safety** - maintain a superior level of safety of persons and security of property in our community.
    - Keep Foster City in the top 10% of lowest felony crime rates among California cities of similar size.
    - Reduce the number of injury and non-injury traffic collisions 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 further reduced our felony crime rate by 7% in 2011.
- In 2011, injury collisions were reduced by 60%.
- The Department hosted a Citizen's Police Academy attended by twenty-four residents.
- Department staff attended training and participated in practical exercises related to both internal and community emergency preparedness and response.
- Continued our participation at all levels (Command, Supervisory, Operator and Tactical Dispatching) in the San Mateo County North Central Regional SWAT Team.
- Participated in the Countywide Gang Task Force at both the line, supervisory and management levels.
- 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 19th 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 2011, 700 students in the 4th and 6th 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.

- Department employees attended professional development courses such as the State's Supervisory Leadership Institute, County's Inner Perspectives Leadership Development course, and the Public Sector Supervisor Academy.
- 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 2012-2013

The proposed budget reduces existing staffing by two employees within the Police Department. This represents an additional 4% reduction in staffing. The overall safety of the citizens in our community and the protection of their property remain our highest priority. Changes in staffing in our communications center will result in a reduction in minimum staffing levels. In addition, the continued implementation of "Realignment" by the State will put additional convicted criminal offenders in the community. This segment of society will require monitoring to ensure compliance with release conditions and to minimize recidivism. 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 2012-13 staffing for the Police Department is being reduced. Two Police Dispatcher positions will be eliminated.

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:

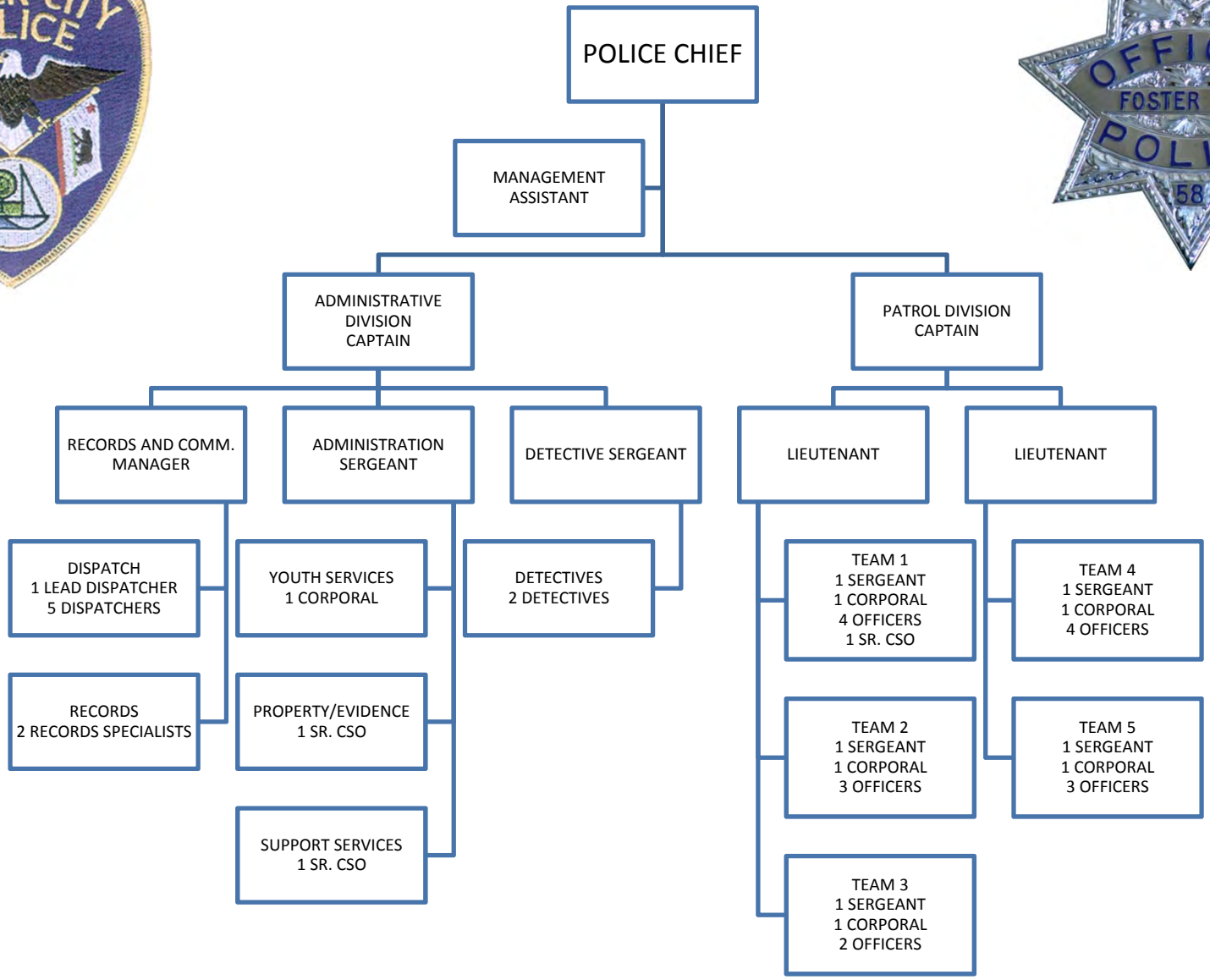
Employee Services

- 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. The current State budget proposal includes funding for FY 2012-2013. Threats to this program in FY 2011-2012 did not come to fruition, though allocations came at the cost of VLF funds normally distributed to the City's General Fund. Based on this information, the City is projecting to receive this State funding of $100,000 for FY 2012-2013.

Services and Supplies

- The "Booking Fees" line item is subject to the same State historical budget uncertainties as 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 2012-2013 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



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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
ADMINISTRATIVE BUREAU	$ 3,474,719	$ 3,474,719	$ 3,280,268
CHIEF'S OFFICE	426,939	426,939	437,684
CROSSING GUARDS	21,600	21,600	21,600
FIELD OPERATIONS	5,404,162	5,404,162	5,392,838
TOTAL FOR POLICE	**$ 9,327,420**	**$ 9,327,420**	**$ 9,132,390**

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 8,239,600	$ 8,239,600	$ 7,969,700
SERVICES AND SUPPLIES	295,733	295,733	294,767
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	8,535,333	8,535,333	8,264,467
INTERNAL SERVICES	792,087	792,087	867,923
Subtotal (Total Department Expenses before Reallocations)	9,327,420	9,327,420	9,132,390
REALLOCATIONS	-	-	-
TOTAL FOR POLICE	**$ 9,327,420**	**$ 9,327,420**	**$ 9,132,390**

DETAIL LINE ITEM REPORT

POLICE - CHIEF'S OFFICE Account: 001-0610-421 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0610-421-4110	PERMANENT SALARIES	$273,700.00	$274,000.00
	Subtotal	**$273,700.00**	**$274,000.00**
001-0610-421-4120	EMPLOYEE SERVICES/FRINGE BENEFITS	$121,700.00	$130,000.00
	Subtotal	**$121,700.00**	**$130,000.00**
	Employee Services Total	**$395,400.00**	**$404,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0610-421-4520	COMPENSATED ABSENCES	$0.00	$1,100.00
	Subtotal	**$0.00**	**$1,100.00**
001-0610-421-4544	VEHICLE REPLACEMENT	$15,359.00	$16,474.00
	Subtotal	**$15,359.00**	**$16,474.00**
	Internal Services Total	**$15,359.00**	**$17,574.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0610-421-4243	GENERAL OFFICE SUPPLIES	$500.00	$750.00
	Subtotal	**$500.00**	**$750.00**
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	**$11,500.00**	**$11,500.00**
001-0610-421-4253	CALIFORNIA POLICE CHIEFS' ASSOCIATION	$600.00	$380.00
001-0610-421-4253	CALIFORNIA POLICE OFFICERS' ASSOCIATION	$85.00	$85.00

001-0610-421-4253	INTERNATIONAL POLICE CHIEFS' ASSOCIATION	$120.00	$120.00
001-0610-421-4253	SAN MATEO COUNTY CHIEFS OF POLICE	$450.00	$450.00
	Subtotal	**$1,255.00**	**$1,035.00**
001-0610-421-4254	LOCAL MEETINGS AND TOLLS	$725.00	$625.00
001-0610-421-4254	SAN MATEO COUNTY POLICE CHIEFS' SEMINAR	$400.00	$400.00
	Subtotal	**$1,125.00**	**$1,025.00**
001-0610-421-4255	CALIFORNIA POLICE CHIEFS' TRAINING CONFERENCE	$1,800.00	$1,800.00
	Subtotal	**$1,800.00**	**$1,800.00**
	Services and Supplies Total	**$16,180.00**	**$16,110.00**
	CHIEF'S OFFICE Total	**$426,939.00**	**$437,684.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0620-421-4110	PERMANENT SALARIES	$3,150,900.00	$3,146,000.00
001-0620-421-4110	REALLOCATION TO SLESF/COPS GRANT	$0.00	($100,000.00)
	Subtotal	**$3,150,900.00**	**$3,046,000.00**
001-0620-421-4112	FOURTH OF JULY OVERTIME	$7,700.00	$7,700.00
001-0620-421-4112	OVERTIME	$132,000.00	$132,000.00
	Subtotal	**$139,700.00**	**$139,700.00**
001-0620-421-4117	HOLIDAY IN-LIEU PAY	$142,800.00	$158,000.00
	Subtotal	**$142,800.00**	**$158,000.00**
001-0620-421-4120	FRINGE BENEFITS	$1,641,800.00	$1,710,000.00
	Subtotal	**$1,641,800.00**	**$1,710,000.00**
	Employee Services Total	**$5,075,200.00**	**$5,053,700.00**

Internal Services		Approved 2011-2012	Requested 2012-2013

001-0620-421-4520	COMPENSATED ABSENCES	$0.00	$12,600.00
	Subtotal	**$0.00**	**$12,600.00**
001-0620-421-4544	VEHICLE REPLACEMENT	$222,279.00	$220,530.00
	Subtotal	**$222,279.00**	**$220,530.00**
001-0620-421-4556	EQUIPMENT REPLACEMENT	$25,506.00	$25,643.00
	Subtotal	**$25,506.00**	**$25,643.00**
	Internal Services Total	**$247,785.00**	**$258,773.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
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	$2,200.00	$2,500.00
001-0620-421-4240	RANGE/FIREARM PROGRAM	$10,595.00	$10,295.00
001-0620-421-4240*	TRAINING SUPPLIES	$1,000.00	$1,000.00
	Subtotal	**$22,495.00**	**$22,495.00**
001-0620-421-4246	RADAR/PAS DEVICE REPAIR	$600.00	$600.00
001-0620-421-4246	VEHICLE FIRE EXTINGUISHERS	$250.00	$250.00
	Subtotal	**$850.00**	**$850.00**
001-0620-421-4251	BOOKING FEES	$20,000.00	$20,000.00
001-0620-421-4251	COMMUNITY OVERCOMING RELATIONSHIP ABUSE	$4,261.00	$6,000.00
001-0620-421-4251*	CRITICAL REACH SUPPORT FEE	$450.00	$400.00
001-0620-421-4251	RANGE FEES	$3,000.00	$3,000.00
001-0620-421-4251	STAR VISTA/FIRST CHANCE FACILITY	$24,001.00	$21,500.00
	Subtotal	**$51,712.00**	**$50,900.00**
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	$125.00	$125.00
001-0620-421-4253	NATIONAL TACTICAL OFFICERS ASSOCIATION	$40.00	$40.00
001-0620-421-4253	SAN MATEO COUNTY TRAINING MANAGERS' ASSOCIATION	$75.00	$75.00
	Subtotal	**$495.00**	**$495.00**
001-0620-421-4254*	LOCAL MEETINGS AND TOLLS	$825.00	$825.00
	Subtotal	**$825.00**	**$825.00**
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	**$4,800.00**	**$4,800.00**
	Services and Supplies Total	**$81,177.00**	**$80,365.00**
	FIELD OPERATIONS Total	**$5,404,162.00**	**$5,392,838.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0630-421-4110	INVESTIGATOR ON-CALL PAY	$26,000.00	$26,000.00
001-0630-421-4110	PERMANENT SALARIES	$1,738,100.00	$1,573,000.00
	Subtotal	**$1,764,100.00**	**$1,599,000.00**
001-0630-421-4111	HOURLY AND PART TIME SALARY	$22,200.00	$22,000.00
	Subtotal	**$22,200.00**	**$22,000.00**
001-0630-421-4112	FOURTH OF JULY OVERTIME	$2,500.00	$2,500.00
001-0630-421-4112	OVERTIME	$56,500.00	$56,500.00
	Subtotal	**$59,000.00**	**$59,000.00**
001-0630-421-4117	HOLIDAY IN-LIEU PAY SWORN PERSONNEL	$33,200.00	$29,000.00
001-0630-421-4117	HOLIDAY PREMIUM PAY DISPATCH	$30,000.00	$32,000.00
	Subtotal	**$63,200.00**	**$61,000.00**
001-0630-421-4120	FRINGE BENEFITS	$860,500.00	$771,000.00

	Subtotal	**$860,500.00**	**$771,000.00**
	Employee Services Total	**$2,769,000.00**	**$2,512,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0630-421-4520	COMPENSATED ABSENCES	$0.00	$6,300.00
	Subtotal	**$0.00**	**$6,300.00**
001-0630-421-4544	VEHICLE REPLACEMENT	$70,636.00	$75,034.00
	Subtotal	**$70,636.00**	**$75,034.00**
001-0630-421-4556	EQUIPMENT REPLACEMENT	$10,134.00	$32,795.00
	Subtotal	**$10,134.00**	**$32,795.00**
001-0630-421-4557	INFORMATION TECHNOLOGY SERVICES	$327,503.00	$355,264.00
	Subtotal	**$327,503.00**	**$355,264.00**
001-0630-421-4569	BUILDING MAINTENANCE	$120,670.00	$122,183.00
	Subtotal	**$120,670.00**	**$122,183.00**
	Internal Services Total	**$528,943.00**	**$591,576.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0630-421-4240	BALLISTIC VEST REPLACEMENT	$4,700.00	$4,100.00
001-0630-421-4240*	FILM/PHOTO PROCESSING	$200.00	$200.00
001-0630-421-4240*	PENAL CODES/PUBLICATIONS	$800.00	$800.00
	Subtotal	**$5,700.00**	**$5,100.00**
001-0630-421-4242	POSTAGE	$2,200.00	$2,200.00
	Subtotal	**$2,200.00**	**$2,200.00**
001-0630-421-4243*	CITATIONS	$1,500.00	$1,500.00
001-0630-421-4243*	OFFICE SUPPLIES	$17,800.00	$16,000.00
001-0630-421-4243	PRINTING	$2,500.00	$2,000.00
	Subtotal	**$21,800.00**	**$19,500.00**
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	$770.00	$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)		$2,600.00	$3,000.00
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	**$34,194.00**	**$34,594.00**
001-0630-421-4249	ADVERTISING		$200.00	$200.00
001-0630-421-4249	COMMUNITY OUTREACH		$4,500.00	$4,500.00
		Subtotal	**$4,700.00**	**$4,700.00**
001-0630-421-4251	AT & T LANGUAGE LINE		$700.00	$500.00
001-0630-421-4251	COPWARE/LEXIPOL (SOFTWARE UPDATES)		$6,450.00	$6,500.00
001-0630-421-4251	SAN MATEO COUNTY CRIME LAB FEES		$23,000.00	$27,000.00
001-0630-421-4251	SAN MATEO COUNTY INFORMATION SERVICES DIVISION		$25,000.00	$23,500.00
001-0630-421-4251*	SAN MATEO COUNTY NARCOTICS TASK FORCE		$43,647.00	$43,759.00
		Subtotal	**$98,797.00**	**$101,259.00**
001-0630-421-4253	ASSN OF PUBLIC SAFETY COMMUNICATIONS OFFICIALS		$70.00	$69.00
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	$50.00
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	$0.00
001-0630-421-4253	SAN MATEO CO. COMMUNICATIONS MANAGERS ASSOC		$100.00	$100.00
		Subtotal	**$685.00**	**$639.00**
001-0630-421-4254	LOCAL MEETINGS AND TOLLS		$1,350.00	$1,350.00
		Subtotal	**$1,350.00**	**$1,350.00**
001-0630-421-4255	CAPE/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	**$3,850.00**	**$3,850.00**
001-0630-421-4265	ADMINISTRATIVE INVESTIGATIVE FUND	$3,500.00	$3,500.00
	Subtotal	**$3,500.00**	**$3,500.00**
	Services and Supplies Total	**$176,776.00**	**$176,692.00**
	ADMINISTRATIVE BUREAU Total	**$3,474,719.00**	**$3,280,268.00**

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

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0650-421-4251	CROSSING GUARDS	$21,600.00	$21,600.00
	Subtotal	**$21,600.00**	**$21,600.00**
	Services and Supplies Total	**$21,600.00**	**$21,600.00**
	CROSSING GUARDS Total	**$21,600.00**	**$21,600.00**

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 for service.

DEPARTMENT PERSONNEL SUMMARY

Position	10-11	11-12	12-13
Full-Time Employees			
FIRE CHIEF ^	0.0	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
Total Full-Time Employees	37.0	37.0	37.0
Part-Time Employees			
CLERICAL ASSISTANT	0.5	0.5	0.5
Total Part-Time Employees	0.5	0.5	0.5
TOTAL EMPLOYEES	37.5	37.5	37.5

^ The Fire Chief and Deputy Fire Chief positions are contract positions with the City of San Mateo with Foster City funding 33.3% of the position.

^^ One Battalion Chief position is shared with the City of San Mateo with Foster City funding 33.3% of the position.

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 continue to pursue shared services with neighboring cities while still maintaining local control. The Fire Department continues to integrate the 36 month Shared Services Model with San Mateo Fire Department into the Five Year Strategic Plan and includes 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 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 @ 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.
  - Continue implementing 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 2011, the Fire Department responded to 1867 calls for service, 891 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.

- The Fire Chief position continues to be contracted with the City of San Mateo under an agreement for shared Fire Chief Services totaling $120,000 or one-third of the total salary.

- Foster City and San Mateo Fire Department Chief Officers continue to hold regular joint meetings to discuss and enhance day-to-day operations in both cities. Larger meetings consisting of 40+ Foster City and San Mateo Officers occur quarterly.

- The Fire Department is in the second year of its Acting Battalion Chief program. This program provides necessary career development of Company Officers to better prepare them for promotional opportunities. The program also aids in department succession planning efforts. Three captains currently in the program are progressing well.

- The Fire Department held its annual Open House in conjunction with the Police Department in October of 2011, 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 in the event of a fire in their home. Additionally, stove and utility demonstrations were given and free blood pressure checks by firefighters were offered. Over 1000 residents attended 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 650 CERT members by the end of Fiscal Year 2011-2012.

- 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 skills current.

- The Operations and Administration Divisions updated the Local Hazard Mitigation Plan (LHMP) plan for 2011. The plan includes updates regarding Foster City's internal training, emergency response plans and operations with respect to natural disasters that could threaten the City of Foster City assets or public use of our facilities. In order to be eligible to receive federal Hazard Mitigation Grant Program funds from FEMA for projects related to disasters after November 1, 2004, local governments must have an approved and current Local Hazard Mitigation Plan on file as part of the Safety Element in the City's General Plan.

- In March 2012, Foster City, Cal-Fire, San Mateo County Office of Emergency Services and San Mateo County Health Department partnered with other San Mateo County Fire Departments and utilized trained CERT members to participate in a Bio-Hazard Field Exercise called Silver Dragon VI. CERT Members canvassed Foster City neighborhoods and distributed emergency preparedness flyers to over 2,700 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 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 reimbursed back to Foster City.

- Fire Department is in its second year as part of the Central San Mateo County Training Division. 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

INTIATIVES & SERVICE LEVEL EXPECTATIONS FOR THE 36-MONTH PLAN DURING FY 2012-2013

Service levels to the residents remained high and will continue to remain high in FY 2012-2013

Administration

- Within the 36 month Shared Services Plan, the Deputy Chief position may change from two to one with the retirement of Chief Belville. By the end of FY 2012-2013 as part of the 36-Month Shared Services Plan, the Deputy Chief Position will be eliminated and a Management Analyst II position will be added.

- San Mateo Fire Administration and Prevention divisions will relocate to the Foster City Fire Department as part of continuing financial savings and enhancing consolidation elements.

- Continue to fund the part-time clerical assistant position at an annual cost of $11,800. This position enables staff to meet the clerical needs of the Department.

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.

Fire Operations

- By the end of FY 2012-2013, 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

- As part of the 36-Month Shared Services Plan, one Battalion Chief position is now shared. It is anticipated that by the end of FY 2012-2013, there will be three shared Battalion Chiefs.

Services and Supplies

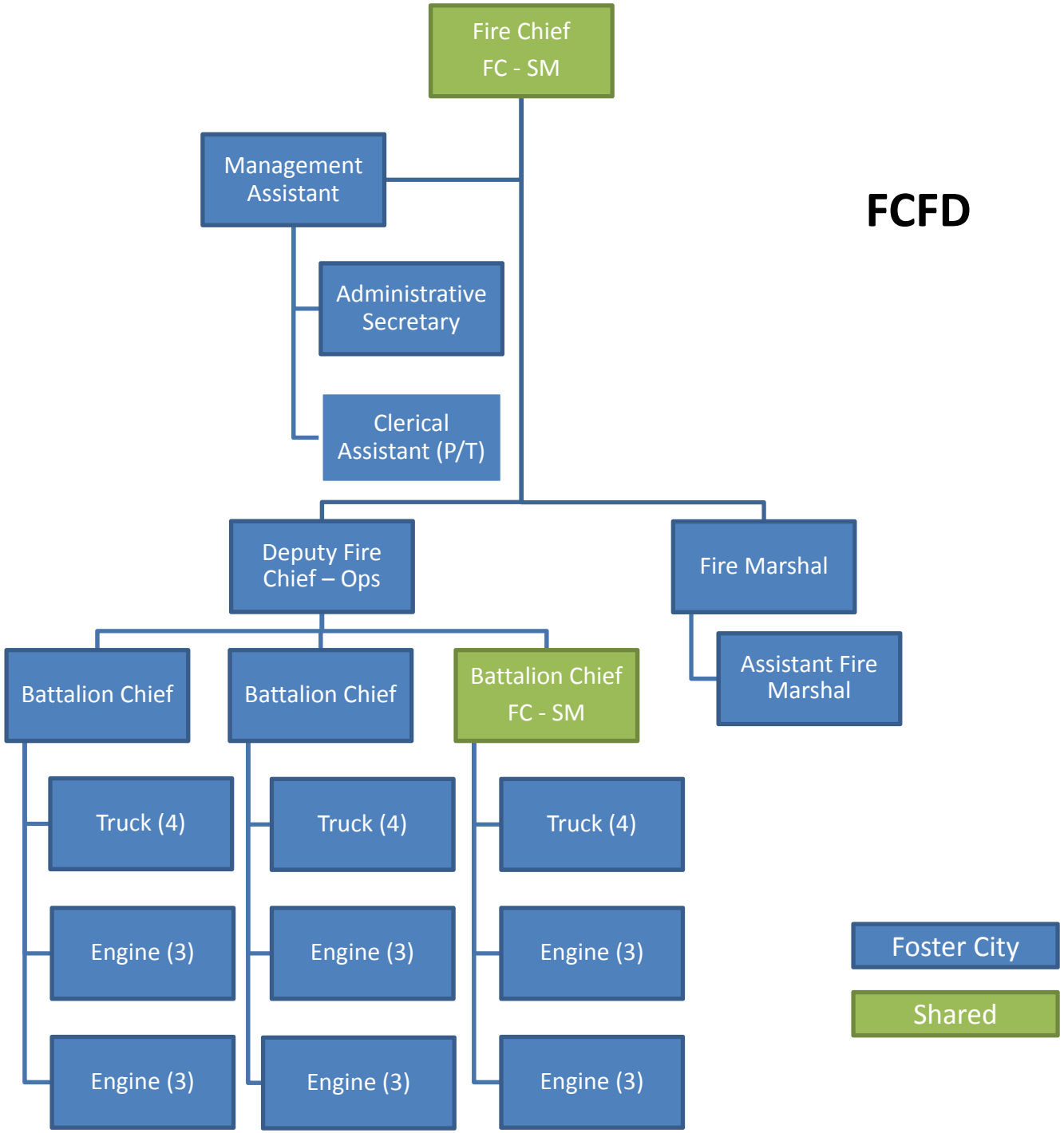
- Add "Shared Services" monies for shared department meetings and other supplies.

- Add monies for Central County Training that should have been included in the FY 2011-2012 budget but

were not; however, a budget amendment of $130,000 was approved in February 2012 to correct this oversight.

- Increase amount for turnout maintenance, thermal imaging cameras, and gas monitoring maintenance.

FCFD


Fire Chief
FC - SM
Management Assistant
Administrative Secretary
Clerical Assistant (P/T)
Deputy Fire Chief – Ops
Fire Marshal
Assistant Fire Marshal
Battalion Chief
Battalion Chief
Battalion Chief
FC - SM
Truck (4)
Truck (4)
Truck (4)
Engine (3)
Engine (3)
Engine (3)
Engine (3)
Engine (3)
Engine (3)
Foster City
Shared

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
ADMINISTRATION	$ 559,927	$ 581,727	$ 581,568
PREVENTION	454,775	454,775	477,679
TRAINING / OPERATIONS	7,097,299	7,205,499	7,416,110
TOTAL FOR FIRE	**$ 8,112,001**	**$ 8,242,001**	**$ 8,475,357**

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 7,024,440	$ 6,872,923	$ 7,165,432
SERVICES AND SUPPLIES	362,555	644,072	508,772
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	7,386,995	7,516,995	7,674,204
INTERNAL SERVICES	725,006	725,006	801,153
Subtotal (Total Department Expenses before Reallocations)	8,112,001	8,242,001	8,475,357
REALLOCATIONS	-	-	-
TOTAL FOR FIRE	**$ 8,112,001**	**$ 8,242,001**	**$ 8,475,357**

DETAIL LINE ITEM REPORT

FIRE - ADMINISTRATION Account: 001-0710-422 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0710-422-4110	PERMANENT SALARIES	$142,723.00	$142,723.00
	Subtotal	**$142,723.00**	**$142,723.00**
001-0710-422-4111	CLERICAL ASSISTANT	$11,200.00	$11,200.00
	Subtotal	**$11,200.00**	**$11,200.00**
001-0710-422-4120	FRINGE	$66,856.00	$72,911.00
	Subtotal	**$66,856.00**	**$72,911.00**
	Employee Services Total	**$220,779.00**	**$226,834.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0710-422-4520	COMPENSATED ABSENCES	$0.00	$571.00
	Subtotal	**$0.00**	**$571.00**
001-0710-422-4557	INFORMATION TECHNOLOGY SERVICES	$84,498.00	$89,813.00
	Subtotal	**$84,498.00**	**$89,813.00**
	Internal Services Total	**$84,498.00**	**$90,384.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0710-422-4240	OFFICE FURNITURE	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
001-0710-422-4241	PAPER/COPY SUPPLIES	$3,000.00	$3,000.00
	Subtotal	**$3,000.00**	**$3,000.00**
001-0710-422-4242	GENERAL POSTAGE	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**

001-0710-422-4243	GENERAL OFFICE SUPPLIES	$4,500.00	$4,500.00
001-0710-422-4243	SHARED SERVICES SUPPLIES	$0.00	$4,000.00
	Subtotal	**$4,500.00**	**$8,500.00**
001-0710-422-4246	OFFICE MACHINE MAINTENANCE	$500.00	$500.00
001-0710-422-4246	SUNPRO UPDATES	$1,450.00	$1,450.00
001-0710-422-4246	TELESTAFF	$0.00	$1,200.00
	Subtotal	**$1,950.00**	**$3,150.00**
001-0710-422-4251	BACKGROUND INVESTIGATIONS	$1,000.00	$1,000.00
001-0710-422-4251	CONTRACT FOR SHARED FIRE CHIEF SVCS (SAN MATEO)	$120,000.00	$120,000.00
001-0710-422-4251	FIRE COMMAND SHARED SERVICES MODEL	$120,000.00	$120,000.00
001-0710-422-4251	LEGAL SERVICES	$1,000.00	$1,000.00
	Subtotal	**$242,000.00**	**$242,000.00**
001-0710-422-4253	PROFESSIONAL PUBLICATIONS	$200.00	$200.00
001-0710-422-4253	SM COUNTY FIRE CHIEF ASSOC	$0.00	$500.00
	Subtotal	**$200.00**	**$700.00**
001-0710-422-4254	CONFERENCES AND MEETINGS	$1,000.00	$1,000.00
001-0710-422-4254	MISCELLANEOUS	$500.00	$500.00
	Subtotal	**$1,500.00**	**$1,500.00**
001-0710-422-4255	SHARED SERVICES TRAINING	$0.00	$4,000.00
001-0710-422-4255	TRAINING	$500.00	$500.00
	Subtotal	**$500.00**	**$4,500.00**
	Services and Supplies Total	**$254,650.00**	**$264,350.00**
	ADMINISTRATION Total	**$559,927.00**	**$581,568.00**

FIRE - PREVENTION Account: 001-0720-422 GENERAL FUND

Employee Services	Approved 2011-2012	Requested 2012-2013

001-0720-422-4110	PERMANENT SALARIES	$293,118.00	$293,118.00
	Subtotal	**$293,118.00**	**$293,118.00**
001-0720-422-4120	FRINGE	$142,154.00	$152,442.00
	Subtotal	**$142,154.00**	**$152,442.00**
	Employee Services Total	**$435,272.00**	**$445,560.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0720-422-4520	COMPENSATED ABSENCES	$0.00	$1,173.00
	Subtotal	**$0.00**	**$1,173.00**
001-0720-422-4544	VEHICLE REPLACEMENT	$13,238.00	$24,681.00
	Subtotal	**$13,238.00**	**$24,681.00**
	Internal Services Total	**$13,238.00**	**$25,854.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
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	**$3,270.00**	**$3,270.00**
001-0720-422-4243	FIRE INSPECTION FORMS	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
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	**$1,495.00**	**$1,495.00**
001-0720-422-4254	FIRE PREVENTION MEETINGS	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
001-0720-422-4255	TRAINING	$500.00	$500.00

Subtotal	**$500.00**	**$500.00**
Services and Supplies Total	**$6,265.00**	**$6,265.00**
PREVENTION Total	**$454,775.00**	**$477,679.00**

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

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0730-422-4110	PERMANENT SALARIES	$3,714,517.00	$3,714,517.00
	Subtotal	**$3,714,517.00**	**$3,714,517.00**
001-0730-422-4112	GENERAL OVERTIME	$301,558.00	$301,558.00
	Subtotal	**$301,558.00**	**$301,558.00**
001-0730-422-4116	FLSA	$56,168.00	$56,212.00
001-0730-422-4116	TRAINING OVERTIME	$20,000.00	$20,000.00
	Subtotal	**$76,168.00**	**$76,212.00**
001-0730-422-4117	HOLIDAY PAY	$168,111.00	$168,227.00
	Subtotal	**$168,111.00**	**$168,227.00**
001-0730-422-4120	FRINGE BENEFITS	$2,108,035.00	$2,232,524.00
	Subtotal	**$2,108,035.00**	**$2,232,524.00**
	Employee Services Total	**$6,368,389.00**	**$6,493,038.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0730-422-4520	COMPENSATED ABSENCES	$0.00	$14,858.00
	Subtotal	**$0.00**	**$14,858.00**
001-0730-422-4544	VEHICLE REPLACEMENT (APPARATUS & ONE STAFF CAR)	$338,188.00	$350,478.00
	Subtotal	**$338,188.00**	**$350,478.00**
001-0730-422-4556	EQUIPMENT REPLACEMENT	$80,112.00	$90,572.00
	Subtotal	**$80,112.00**	**$90,572.00**

001-0730-422-4569	BUILDING MAINTENANCE	$208,970.00	$229,007.00
	Subtotal	**$208,970.00**	**$229,007.00**
	Internal Services Total	**$627,270.00**	**$684,915.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
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	$5,755.00	$5,755.00
001-0730-422-4240	SAFETY UNIFORMS	$10,000.00	$10,000.00
001-0730-422-4240	SAFETY UNIFORMS	$7,820.00	$7,820.00
001-0730-422-4240	WILDLAND EQUIPMENT	$1,800.00	$1,800.00
	Subtotal	**$37,375.00**	**$37,375.00**
001-0730-422-4243	MAPS	$1,000.00	$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	**$4,000.00**	**$4,000.00**
001-0730-422-4245	ADAPTERS	$200.00	$200.00
001-0730-422-4245	AUDIO VISUAL AIDS	$500.00	$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	**$9,065.00**	**$9,065.00**
001-0730-422-4246*	AED	$1,000.00	$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	$500.00
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	$500.00	$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	$2,000.00
001-0730-422-4246	TRAINING PROP	$100.00	$100.00
001-0730-422-4246	TURNOUT CLEANING & MAINT	$1,000.00	$4,500.00
001-0730-422-4246	VEHICLE MAINTENANCE	$2,450.00	$2,450.00
	Subtotal	**$23,300.00**	**$28,600.00**
001-0730-422-4251	ALS CERTIFICATION	$3,000.00	$3,000.00
001-0730-422-4251	EMT/DEFIB RECERTIFICATION	$3,000.00	$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 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	**$19,990.00**	**$19,990.00**
001-0730-422-4253	DEPARTMENT LIBRARY	$250.00	$195.00
001-0730-422-4253	SMCTO	$320.00	$375.00
	Subtotal	**$570.00**	**$570.00**
001-0730-422-4254	SHARED OPS MEETINGS	$0.00	$1,500.00
001-0730-422-4254	TRAVEL & MEETINGS	$340.00	$340.00
	Subtotal	**$340.00**	**$1,840.00**
001-0730-422-4255	CENTRAL COUNTY TRAINING	$0.00	$129,717.00
001-0730-422-4255	MUTUAL AID WILDLAND	$1,500.00	$1,500.00
001-0730-422-4255	OPERATIONAL TRAINING	$5,500.00	$5,500.00
	Subtotal	**$7,000.00**	**$136,717.00**
	Services and Supplies Total	**$101,640.00**	**$238,157.00**
	TRAINING/OPERATIONS Total	**$7,097,299.00**	**$7,416,110.00**

This page intentionally left blank.

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 administered 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	10-11	11-12	12-13
Full-Time Employees			
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	0.0
ASSISTANT PLANNER	0.0	0.0	1.0
MANAGEMENT ASSISTANT	1.0	1.0	1.0
OFFICE ASSISTANT II	1.0	0.0	2.0
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	0.0
Total Full-Time Employees	**11.0**	**10.0**	**11.0**

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 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 2011-2012.

The Department has accomplished many significant objectives during FY 11-12 including the following major items:

- **General Plan Update** – The consultant completed work on the background studies for the update to the land use and circulation element of the General Plan. The Planning Commission held five Study Sessions to review the background studies and draft goals and policies. The draft goals and policies were also reviewed by the Environmental Sustainability Task Force

- **Development Plan Processing** – Review of several significant development projects occurred in FY 2011-12, some of which will continue into FY 2012-2013:

  - Construction plans for Phase 1 of the Pilgrim-Trition development were approved and the project is under construction. Phase 1 consists of 300 apartment units and 17,000 square feet of commercial. Construction is expected to be completed in spring 2013.
  - The City Council selected Foster City Communities Partners to develop the City's 15-acre site adjacent to City Hall for a mixed use development consisting of senior housing, open space and retail.
  - Gilead Sciences received approval from the Planning Commission for an 189,000 square foot lab building. A Building Permit has been issued and the building is under construction. The building is expected to be completed in early 2013.
  - Gilead Sciences submitted a proposal to amend the Vintage Park General Development Plan to integrate the approved South Campus (1,200,480 sq.ft.) with the newly acquired North Campus (705,000 sq. ft.).
  - Continued processing 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.
  - A proposal for a 135 room hotel on the former Black Angus restaurant site was submitted.

- **Staff Training** – A new Assistant Planner has been hired and will start in April 2012. The Associate Planner was promoted to Senior Planner. The Community Development Director and the Senior Planner attended the State Planning Conference. 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 2011, the Planning/Code Enforcement Division processed 260 permits, including the major categories of 78 Architectural Review permits, 9 Use Permits and 75 Sign Review permits compared to 243 permits, including the major categories of 109 Architectural Review permits, 9 Use Permits and 56 Sign Review Permits in 2009.

- **Building Permit Processing** - In calendar year 2011, the Building Inspection Division issued 2,052 permits and conducted 11,436 inspections, compared to 2,081 permits 12,941 inspections in 2010.

- **Code Enforcement** – During calendar year 2011, a total of 334 code enforcement cases were handled, including the major categories of 276 property maintenance cases, 21 sign cases, 3 boat cases on private properties and 4 buildings without permits, compared to 2010 totals of 299 code enforcement cases, including the major categories of 190 property maintenance cases, 75 sign cases, 6 building without permits and 19 boats on private property.

- **Affordable Housing Programs** – Staff continued to implement the City's and Community Development Agency's affordable housing programs, including 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 completed a procedures and guidelines manual for the Below Market Rate (BMR) Rental Housing Program of the Foster City Community Development Agency that was prepared in conjunction with the all the affordable housing providers.

INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2012-2013

The Community Development Department will continue to provide the required planning and building services with one less staff member for FY 2012-13 compared to FY 2009-10. Staff will be augmented with consulting planners as needed. The consulting planners will be paid from the developers' deposits. The Building Permit Technician has resigned and the position will be reclassified as an Office Assistant.

In addition, staff is requesting the Office Assistant position eliminated last year be reinstated. The Building Technician's time and duties have been divided between building and planning. Due to the volume of planning and building projects that have been proposed and are being processed, full time administrative assistance is

required for the Building Division and additional assistance is required for the Planning Division.

Key initiatives and service levels planned for FY 2012-2013 include the following:

Planning/Code Enforcement Division

- Review and process the General Development Plan, Development Agreement and associated environmental review for the 15-acre site.
- Review and process the amended and restated General Development Plan, Development Agreement and associated environmental for Gilead Sciences proposal to amend the Vintage Park General Development Plan to integrate the approved South Campus (1,200,480 sq.ft.) with the newly acquired North Campus (705,000 sq. ft.).
- Process the Specific Development Plan/Use Permit for Gilead Sciences second lab building.
- Process the Specific Development Plan/Use Permit for Gilead Sciences for a new office building.
- Process and Review a Specific Development Plan/Use Permit for Phase 2 of the Pilgrim-Triton project consisting of 166 residential units.
- Review and process the General Development Plan Amendment for the Vintage Park General Development Plan and process a Specific Plan/Use Permit for a 135 room hotel
- 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.
- Review and process the Specific Development Plan/Use Permit Modification for redevelopment of the Carl's Junior site.
- Complete revisions of the Land Use and Circulation Element and preparation of an environmental assessment associated with these revisions.
- Initiate the update of the Housing Element as required by State law.
- Assist the Assistant City Manager, to develop a Sustainable Economic Development Plan, identified as a goal in the 2012 Policy Calendar.
- Assist the Assistant City Manager with staff of the Oversight Board of the former Community Development Agency.
- Implement the affordable housing programs for the Successor Agency of the former Community Development Agency.
- 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 Phase 2 of Pilgrim-Triton development.
- Review plans for the Gilead office and lab buildings.
- Provide inspection services for the Gilead lab building and Pilgrim-Triton buildings under construction.
- 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

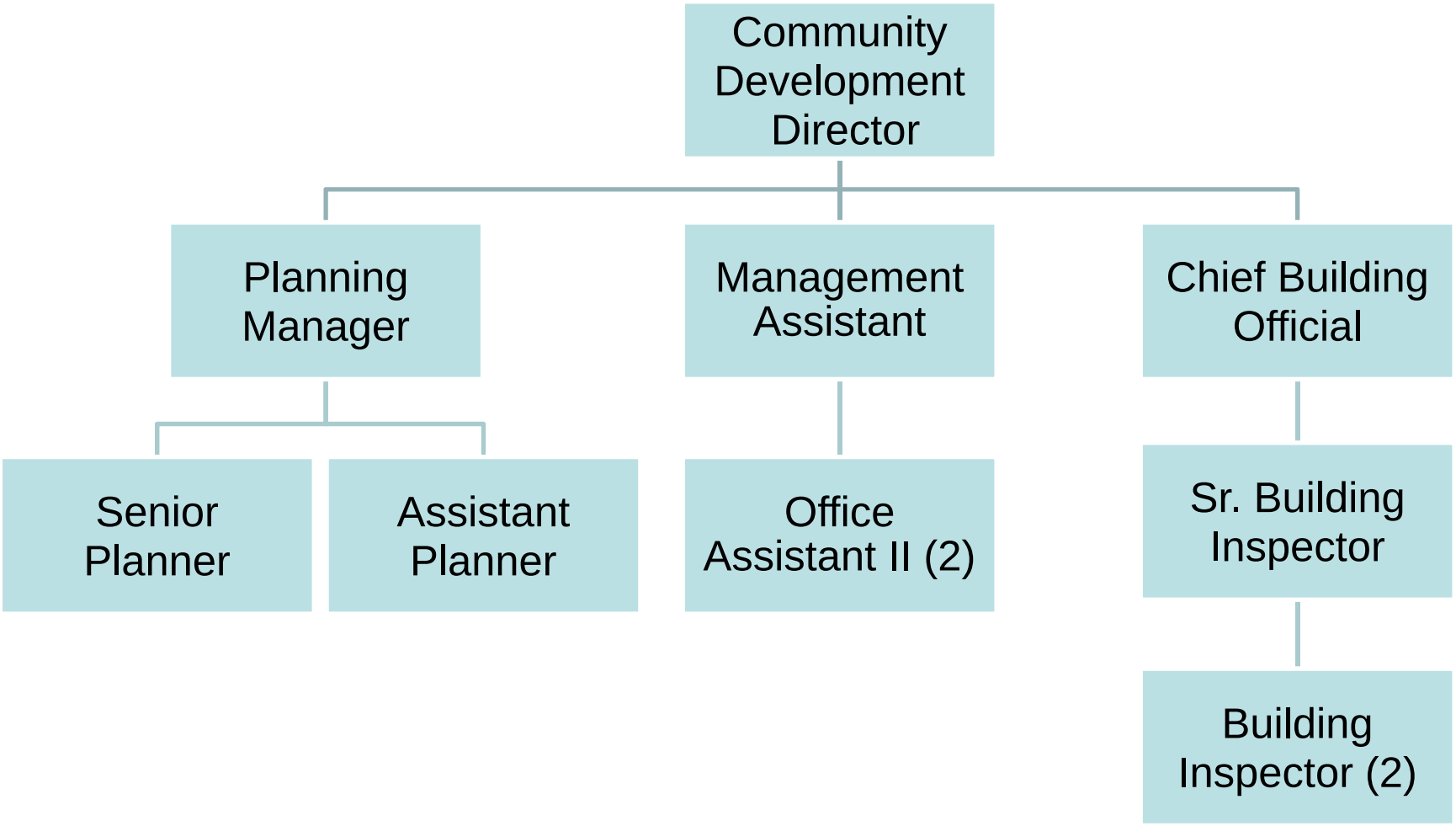
Employee Services

- Reorganization includes the deletion of the Building Permit Technician position and the addition of two (2) Office Assistant II positions due to the anticipated workload increases.

Services and Supplies

- Consultant services will continue for the preparation the required Environmental Impact Report for the General Plan Update.
- Consultant services are proposed to assist with updating the Housing Element. Funds will come from the General Plan Maintenance Fee that was established in FY 2011-2012.
- 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.

Community Development Department



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

	2011-2012		2012-2013
	APPROVED	REVISED	REQUESTED
ADVANCE PLANNING	$ 257,000	$ 257,000	$ 240,137
BUILDING SAFETY, CODE, PLAN CHECK	822,669	822,669	791,256
CURRENT PLANNING	251,900	251,900	264,066
ORDINANCE ENFORCEMENT	110,800	110,800	115,636
PLANNING ADMINISTRATION	431,561	431,561	408,637
TOTAL FOR COMMUNITY DEVELOPMENT	**$ 1,873,930**	**$ 1,873,930**	**$ 1,819,732**

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 1,528,400	$ 1,528,400	$ 1,482,100
SERVICES AND SUPPLIES	171,201	171,201	166,901
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,699,601	1,699,601	1,649,001
INTERNAL SERVICES	174,329	174,329	170,731
Subtotal (Total Department Expenses before Reallocations)	1,873,930	1,873,930	1,819,732
REALLOCATIONS	-	-	-
TOTAL FOR COMMUNITY DEVELOPMENT	**$ 1,873,930**	**$ 1,873,930**	**$ 1,819,732**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - PLANNING ADMINISTRATION Account: 001-0810-419 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0810-419-4110	PERMANENT SALARIES	$201,300.00	$186,600.00
	Subtotal	**$201,300.00**	**$186,600.00**
001-0810-419-4120	FRINGE BENEFITS	$76,100.00	$70,400.00
	Subtotal	**$76,100.00**	**$70,400.00**
	Employee Services Total	**$277,400.00**	**$257,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0810-419-4520	COMPENSATED ABSENCES	$0.00	$747.00
	Subtotal	**$0.00**	**$747.00**
001-0810-419-4544	VEHICLE REPLACEMENT	$33,353.00	$15,320.00
	Subtotal	**$33,353.00**	**$15,320.00**
001-0810-419-4557	INFORMATION TECHNOLOGY SERVICES	$34,195.00	$37,223.00
	Subtotal	**$34,195.00**	**$37,223.00**
001-0810-419-4569	BUILDING MAINTENANCE	$19,242.00	$20,376.00
	Subtotal	**$19,242.00**	**$20,376.00**
	Internal Services Total	**$86,790.00**	**$73,666.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0810-419-4241	COPY EXPENSE	$10,000.00	$10,000.00
	Subtotal	**$10,000.00**	**$10,000.00**

001-0810-419-4242	POSTAGE EXPENSE	$14,000.00	$19,000.00
	Subtotal	**$14,000.00**	**$19,000.00**
001-0810-419-4243	GENERAL OFFICE SUPPLIES	$9,000.00	$9,000.00
	Subtotal	**$9,000.00**	**$9,000.00**
001-0810-419-4246	MAINTENANCE-ONE TRANSCRIBER	$80.00	$80.00
001-0810-419-4246	MAINTENANCE-THREE TYPEWRITERS	$216.00	$216.00
	Subtotal	**$296.00**	**$296.00**
001-0810-419-4249	ADVERTISING	$30,000.00	$35,000.00
	Subtotal	**$30,000.00**	**$35,000.00**
001-0810-419-4253	AMERICAN PLANNING ASSOC. (3 MEMBERSHIPS)	$1,000.00	$1,600.00
001-0810-419-4253	SUBSCRIPTIONS/MAGAZINES	$200.00	$200.00
	Subtotal	**$1,200.00**	**$1,800.00**
001-0810-419-4255	APA ANNUAL TECHNICAL TRAINING CONF.-STATE	$1,875.00	$1,875.00
001-0810-419-4255	MISCELLANEOUS TECHNICAL TRAINING	$1,000.00	$1,000.00
	Subtotal	**$2,875.00**	**$2,875.00**
	Services and Supplies Total	**$67,371.00**	**$77,971.00**
	PLANNING ADMINISTRATION Total	**$431,561.00**	**$408,637.00**

COMMUNITY DEVELOPMENT - ADVANCE PLANNING Account: 001-0811-419 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0811-419-4110	PERMANENT SALARIES	$135,700.00	$134,300.00
	Subtotal	**$135,700.00**	**$134,300.00**
001-0811-419-4120	FRINGE BENEFITS	$51,300.00	$50,300.00
	Subtotal	**$51,300.00**	**$50,300.00**
	Employee Services Total	**$187,000.00**	**$184,600.00**

Internal Services	Approved	Requested

		2011-2012	2012-2013
001-0811-419-4520	COMPENSATED ABSENCES	$0.00	$537.00
	Subtotal	**$0.00**	**$537.00**
	Internal Services Total	**$0.00**	**$537.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0811-419-4241	COPY EXPENSE-PRINTING OF GP ELEMENTS	$5,000.00	$5,000.00
	Subtotal	**$5,000.00**	**$5,000.00**
001-0811-419-4251	GENERAL PLAN IMPLEMENTATION	$15,000.00	$15,000.00
001-0811-419-4251	GENERAL PLAN UPDATE AND EIR	$50,000.00	$30,000.00
001-0811-419-4251	HTE Permit Modification	$0.00	$5,000.00
	Subtotal	**$65,000.00**	**$50,000.00**
	Services and Supplies Total	**$70,000.00**	**$55,000.00**
	ADVANCE PLANNING Total	**$257,000.00**	**$240,137.00**
	Less Offsetting Revenue		**$30,000.00**
	ADVANCE PLANNING Net Operating Costs	**$257,000.00**	**$210,137.00**

COMMUNITY DEVELOPMENT - CURRENT PLANNING Account: 001-0812-419 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0812-419-4110	PERMANENT SALARIES	$182,800.00	$191,600.00
	Subtotal	**$182,800.00**	**$191,600.00**
001-0812-419-4120	FRINGE BENEFITS	$69,100.00	$71,700.00
	Subtotal	**$69,100.00**	**$71,700.00**
	Employee Services Total	**$251,900.00**	**$263,300.00**

Internal Services	Approved 2011-2012	Requested 2012-2013

001-0812-419-4520	COMPENSATED ABSENCES	$0.00	$766.00
	Subtotal	**$0.00**	**$766.00**
	Internal Services Total	**$0.00**	**$766.00**
	CURRENT PLANNING Total	**$251,900.00**	**$264,066.00**

COMMUNITY DEVELOPMENT - ORDINANCE ENFORCEMENT Account: 001-0813-419 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0813-419-4110	PERMANENT SALARIES	$80,400.00	$83,900.00
	Subtotal	**$80,400.00**	**$83,900.00**
001-0813-419-4120	FRINGE BENEFITS	$30,400.00	$31,400.00
	Subtotal	**$30,400.00**	**$31,400.00**
	Employee Services Total	**$110,800.00**	**$115,300.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0813-419-4520	COMPENSATED ABSENCES	$0.00	$336.00
	Subtotal	**$0.00**	**$336.00**
	Internal Services Total	**$0.00**	**$336.00**
	ORDINANCE ENFORCEMENT Total	**$110,800.00**	**$115,636.00**

COMMUNITY DEVELOPMENT - BLDG SAFETY,CODE,PLN CHK Account: 001-0820-424 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0820-424-4110	PERMANENT SALARIES	$501,000.00	$474,000.00

	Subtotal	**$501,000.00**	**$474,000.00**
001-0820-424-4120	FRINGE BENEFIT -- BLDG INSP. CERT PAY	$7,200.00	$7,200.00
001-0820-424-4120	FRINGE BENEFITS	$193,100.00	$180,700.00
	Subtotal	**$200,300.00**	**$187,900.00**
	Employee Services Total	**$701,300.00**	**$661,900.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0820-424-4520	COMPENSATED ABSENCES	$0.00	$1,900.00
	Subtotal	**$0.00**	**$1,900.00**
001-0820-424-4544	VEHICLE REPLACEMENT	$34,102.00	$35,927.00
	Subtotal	**$34,102.00**	**$35,927.00**
001-0820-424-4557	INFORMATION TECHNOLOGY SERVICES	$34,194.00	$37,223.00
	Subtotal	**$34,194.00**	**$37,223.00**
001-0820-424-4569	BUILDING MAINTENANCE	$19,243.00	$20,376.00
	Subtotal	**$19,243.00**	**$20,376.00**
	Internal Services Total	**$87,539.00**	**$95,426.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0820-424-4241	COPY EXPENSE	$100.00	$200.00
	Subtotal	**$100.00**	**$200.00**
001-0820-424-4242	POSTAGE EXPENSE	$250.00	$250.00
	Subtotal	**$250.00**	**$250.00**
001-0820-424-4243*	GENERAL OFFICE SUPPLIES	$3,700.00	$3,700.00
	Subtotal	**$3,700.00**	**$3,700.00**
001-0820-424-4251	CREDIT CARD PROCESSING FEES - BLDG PERMITS	$12,000.00	$12,000.00
001-0820-424-4251	IMAGING - DOCUMENTS AND PLANS	$4,000.00	$4,000.00
	Subtotal	**$16,000.00**	**$16,000.00**
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	**$4,870.00**	**$4,870.00**
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	**$8,910.00**	**$8,910.00**
	Services and Supplies Total	**$33,830.00**	**$33,930.00**
	BLDG SAFETY,CODE,PLN CHK Total	**$822,669.00**	**$791,256.00**
	Less Offsetting Revenue		**$5,000.00**
	BLDG SAFETY,CODE,PLN CHK Net Operating Costs	**$822,669.00**	**$786,256.00**

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	10-11	11-12	12-13
Full-Time Employees			
Director of Public Works	1.0	1.0	1.0
Maintenance Manager	1.0	1.0	1.0
Senior Civil Engineer	2.0	1.0	1.0
Junior/Assistant/Associate Engineer	4.0	4.0	4.0
Management Assistant	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0
Office Assistant I/II	1.0	1.0	1.0
PW Maintenance Superintendent	3.0	2.0	2.0
PW Maintenance Lead Worker	6.0	6.0	6.0
PW Maint Worker/ MW1/MW2*	17.0	16.0	15.0
Total Full-Time Employees	37.0	34.0	33.0
Part-Time Employees			
Public Works Interns (2)	1.0	1.0	1.0
Total Part-Time Employees (FTE)	1.0	1.0	1.0
TOTAL EMPLOYEES	38.0	35.0	34.0

* 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.
3. Design and installation of full trash capture device at Corporation Yard Pump Station.

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.
3. Maintain regulatory signs to required standards.

Goal # 4 – Water – Provide safe, reliable and uninterruptible sources of water supply to District service area

Objectives:

1. Provide safe water supply that meets or exceeds Federal and State water standards.
2. Provide reliable and uninterruptible sources of water supply.
3. Promote and implement water conservation measures through programs and services.
4. Complete installation of replacement water meters throughout service area.
5. Maintenance of Fire Hydrants throughout service area

6. 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.
5. Complete customized emergency response plans for all 48 lift stations.

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.

Objectives:

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 2012-2013

Key initiatives and service levels planned for FY 2012-2013 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
- Quarterly inspection of levee
- 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
- Identify and replace out of compliance regulatory signs
- Maintain pavement striping and markings
- Maintain red curb
- Implement ADA Improvements
- Annual storm drain and catch basin cleaning
- Monitor problem areas
- Participate and comply with NPDES (National Pollution Discharge Elimination System) program requirements
- Quarterly inspection of City owned bridges
- Manage street sweeping contract

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 option

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 US Green Building Council LEED certification or equivalent for new Materials Recovery Facility 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

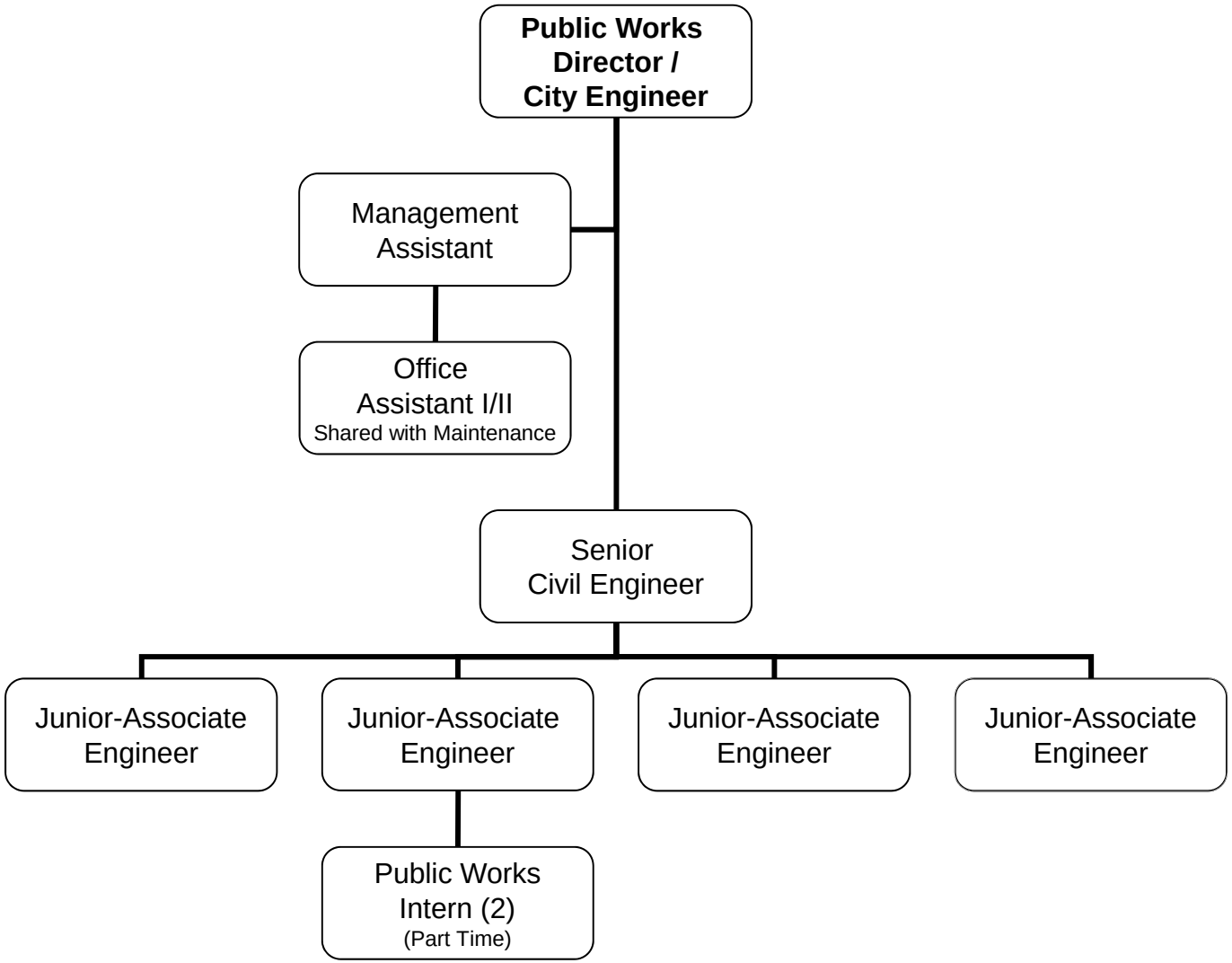
- Implement household hazardous waste collection program
- Close out expired contracts with Allied Waste
- Respond to customers concerns and inquiries
- Set rates for next year

CHANGES IN FINANCIAL RESOURCES REQUIRED

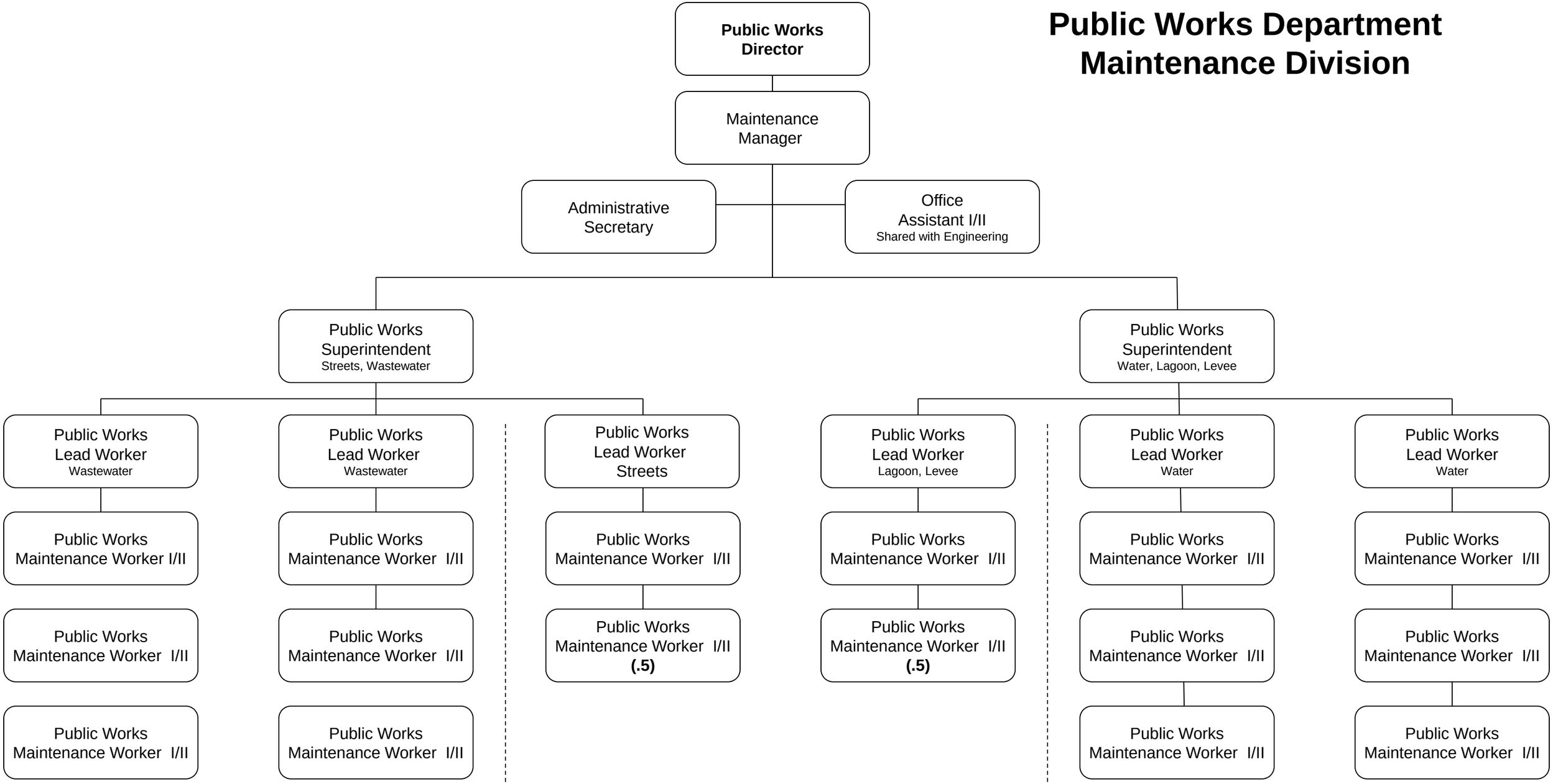
The City has had the good fortune of utilizing a variety of funding sources for its CIP's in the form of one-time revenues from capital asset sales, park-in-lieu fees, developer contributions, federal and state grants, and bond financing (e.g., EMID, Special Assessment District and CDA). However, the 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.

The Department has eliminated one (1) Public Works Maintenance position from the Water Department. This position was programmed to be eliminated due to the installation of radio-read meters that no longer require manual meter reading. This position had been back-filled by a part-time temporary maintenance worker.

Public Works Department - Engineering Division



Public Works Department
Maintenance Division



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 Divisons
GENERAL FUND
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	REVISED	REQUESTED
ADMINISTRATION & ENGINEERING	$ 559,126	$ 721,933	$ 492,559
LAGOON & LEVEES	647,450	647,450	652,944
STREETS	234,221	234,221	270,540
TOTAL FOR PUBLIC WORKS -- General Fund Divisons	**$ 1,440,797**	**$ 1,603,604**	**$ 1,416,043**

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
PUBLIC WORKS -- General Fund Divisons
GENERAL FUND
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 1,169,800	$ 1,169,800	$ 1,091,000
SERVICES AND SUPPLIES	773,600	936,407	773,600
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,943,400	2,106,207	1,864,600
INTERNAL SERVICES	438,203	438,203	455,683
Subtotal (Total Department Expenses before Reallocations)	2,381,603	2,544,410	2,320,283
REALLOCATIONS	(940,806)	(940,806)	(904,240)
TOTAL FOR PUBLIC WORKS -- General Fund Divisons	**$ 1,440,797**	**$ 1,603,604**	**$ 1,416,043**

DETAIL LINE ITEM REPORT

PUBLIC WORKS - ADMIN & ENGINEERING Account: 001-0910-431 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0910-431-4110	PERMANENT SALARY	$310,100.00	$252,000.00
	Subtotal	**$310,100.00**	**$252,000.00**
001-0910-431-4111	PUBLIC WORKS INTERNS	$12,000.00	$12,000.00
	Subtotal	**$12,000.00**	**$12,000.00**
001-0910-431-4120	FRINGE BENEFITS	$126,900.00	$116,000.00
	Subtotal	**$126,900.00**	**$116,000.00**
	Employee Services Total	**$449,000.00**	**$380,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0910-431-4520	COMPENSATED ABSENCES	$0.00	$1,010.00
	Subtotal	**$0.00**	**$1,010.00**
001-0910-431-4544	VEHICLE REPLACEMENT - UNITS 2, 3, 4, 5	$50,852.00	$53,961.00
	Subtotal	**$50,852.00**	**$53,961.00**
001-0910-431-4557	INFORMATION TECHNOLOGY SERVICES	$69,515.00	$76,011.00
	Subtotal	**$69,515.00**	**$76,011.00**
001-0910-431-4569	BUILDING MAINTENANCE	$33,585.00	$27,837.00
	Subtotal	**$33,585.00**	**$27,837.00**
	Internal Services Total	**$153,952.00**	**$158,819.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
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	**$3,250.00**	**$3,250.00**
001-0910-431-4241	COPY EXPENSE		$4,000.00	$4,000.00
		Subtotal	**$4,000.00**	**$4,000.00**
001-0910-431-4242	POSTAGE EXPENSE		$3,000.00	$3,000.00
		Subtotal	**$3,000.00**	**$3,000.00**
001-0910-431-4243	MISC. OFFICE SUPPLIES		$5,000.00	$5,000.00
		Subtotal	**$5,000.00**	**$5,000.00**
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	**$5,050.00**	**$5,050.00**
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	**$38,500.00**	**$38,500.00**
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	**$3,000.00**	**$3,000.00**
001-0910-431-4254	LOCAL MEETINGS		$700.00	$700.00
001-0910-431-4254	STATE CONFERENCE/WORKSHOP		$800.00	$800.00
		Subtotal	**$1,500.00**	**$1,500.00**
001-0910-431-4255	PROFESSIONAL TECHNICAL TRAINING		$3,000.00	$3,000.00

	Subtotal	**$3,000.00**	**$3,000.00**
	Services and Supplies Total	**$66,300.00**	**$66,300.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0910-431-4496	ALLOCATION TO WATER	($55,063.00)	($56,280.00)
	Subtotal	**($55,063.00)**	**($56,280.00)**
001-0910-431-4497	ALLOCATION TO SEWER	($55,063.00)	($56,280.00)
	Subtotal	**($55,063.00)**	**($56,280.00)**
	Reallocation Total	**($110,126.00)**	**($112,560.00)**
	ADMIN & ENGINEERING Total	**$559,126.00**	**$492,559.00**

PUBLIC WORKS - LAGOON & LEVEES Account: 001-0920-431 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0920-431-4110	PERMANENT SALARIES	$250,600.00	$238,000.00
	Subtotal	**$250,600.00**	**$238,000.00**
001-0920-431-4112	OVERTIME	$5,000.00	$5,000.00
	Subtotal	**$5,000.00**	**$5,000.00**
001-0920-431-4120	FRINGE BENEFITS	$104,800.00	$112,000.00
	Subtotal	**$104,800.00**	**$112,000.00**
	Employee Services Total	**$360,400.00**	**$355,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0920-431-4520	COMPENSATED ABSENCES	$0.00	$952.00
	Subtotal	**$0.00**	**$952.00**
001-0920-431-4544	VEHICLE REPLACEMENT - UNIT 12	$13,066.00	$13,839.00
	Subtotal	**$13,066.00**	**$13,839.00**

001-0920-431-4556	EQUIPMENT REPLACEMENT	$59,357.00	$65,607.00
001-0920-431-4556	EQUIPMENT REPLACEMENT POOLED RADIOS	$252.00	$252.00
	Subtotal	**$59,609.00**	**$65,859.00**
001-0920-431-4557	INFORMATION TECHNOLOGY SERVICES	$17,965.00	$19,181.00
	Subtotal	**$17,965.00**	**$19,181.00**
001-0920-431-4569	BUILDING MAINTENANCE	$29,310.00	$31,013.00
	Subtotal	**$29,310.00**	**$31,013.00**
	Internal Services Total	**$119,950.00**	**$130,844.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0920-431-4240	BOOTS/UNIFORMS/SAFETY GEAR	$4,500.00	$4,500.00
001-0920-431-4240	LAGOON MANAGEMENT PRODUCTS	$40,000.00	$40,000.00
001-0920-431-4240	SMALL TOOLS	$1,000.00	$1,000.00
	Subtotal	**$45,500.00**	**$45,500.00**
001-0920-431-4245	PORTABLE FIELD DATA UNITS	$5,000.00	$5,000.00
	Subtotal	**$5,000.00**	**$5,000.00**
001-0920-431-4246	BOAT MAINTENANCE	$5,000.00	$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	**$24,500.00**	**$24,500.00**
001-0920-431-4251	CATHODIC INSPECTION OF ALUMINUM BULKHEADS	$4,000.00	$4,000.00
001-0920-431-4251	LAB TESTS REQUIRED FOR NPDES	$16,000.00	$16,000.00
001-0920-431-4251	MOSQUITO ABATEMENT PROGRAM	$42,000.00	$42,000.00
001-0920-431-4251	NPDES PERMIT FEE	$25,000.00	$25,000.00
	Subtotal	**$87,000.00**	**$87,000.00**
001-0920-431-4253	VARIOUS WATERWAYS MANAGEMENT ASSOCIATIONS	$350.00	$350.00
	Subtotal	**$350.00**	**$350.00**

001-0920-431-4254	TRAVEL, CONFERENCES AND MEETINGS	$750.00	$750.00
	Subtotal	**$750.00**	**$750.00**
001-0920-431-4255	TRAINING AND CERTIFICATION	$4,000.00	$4,000.00
	Subtotal	**$4,000.00**	**$4,000.00**
	Services and Supplies Total	**$167,100.00**	**$167,100.00**
	LAGOON & LEVEES Total	**$647,450.00**	**$652,944.00**

PUBLIC WORKS - STREET Account: 001-0930-431 GENERAL FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
001-0930-431-4110	PERMANENT SALARIES	$250,600.00	$239,000.00
	Subtotal	**$250,600.00**	**$239,000.00**
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	**$5,000.00**	**$5,000.00**
001-0930-431-4120	FRINGE BENEFITS	$104,800.00	$112,000.00
	Subtotal	**$104,800.00**	**$112,000.00**
	Employee Services Total	**$360,400.00**	**$356,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
001-0930-431-4520	COMPENSATED ABSENCES	$0.00	$960.00
	Subtotal	**$0.00**	**$960.00**
001-0930-431-4544	VEHICLE REPLACEMENT - UNITS # 13,14,15,16,23	$52,975.00	$55,434.00
	Subtotal	**$52,975.00**	**$55,434.00**
001-0930-431-4556	EQUIPMENT REPLACEMENT	$63,798.00	$59,180.00
001-0930-431-4556	EQUIPMENT REPLACEMENT POOLED RADIOS	$252.00	$252.00
	Subtotal	**$64,050.00**	**$59,432.00**

001-0930-431-4557	INFORMATION TECHNOLOGY SERVICES	$17,965.00	$19,181.00
	Subtotal	**$17,965.00**	**$19,181.00**
001-0930-431-4569	BUILDING MAINTENANCE	$29,311.00	$31,013.00
	Subtotal	**$29,311.00**	**$31,013.00**
	Internal Services Total	**$164,301.00**	**$166,020.00**

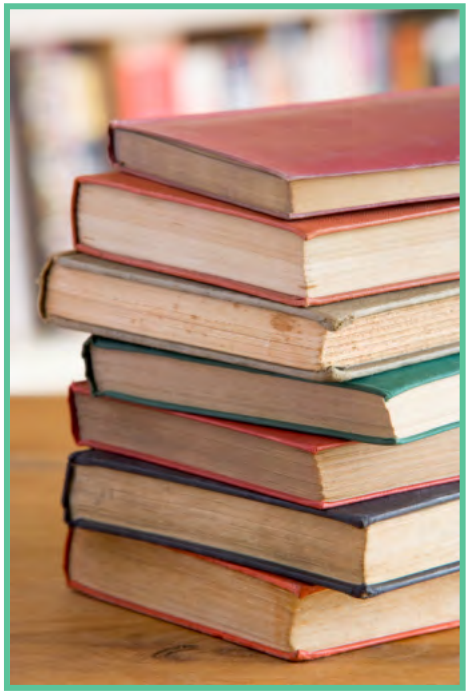
Services and Supplies		Approved 2011-2012	Requested 2012-2013
001-0930-431-4240	BARRICADES AND ACCESSORIES	$1,500.00	$1,500.00
001-0930-431-4240	BOOTS/UNIFORMS/SAFETY GEAR	$6,000.00	$6,000.00
001-0930-431-4240	CONCRETE SAW BLADES	$1,500.00	$1,500.00
001-0930-431-4240	MATERIALS FOR TRAFFIC MARKINGS	$12,500.00	$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	**$61,000.00**	**$61,000.00**
001-0930-431-4243	MISC. OFFICE SUPPLIES	$1,500.00	$1,500.00
	Subtotal	**$1,500.00**	**$1,500.00**
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	**$6,700.00**	**$6,700.00**
001-0930-431-4247	RENTAL EQUIPMENT	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
001-0930-431-4248	ELEC. COST FOR 2100 STREET LTS./25 TRAFFIC SIGNALS	$220,000.00	$220,000.00

	Subtotal	**$220,000.00**	**$220,000.00**
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	$57,000.00	$57,000.00
001-0930-431-4251	RECYCLE AND DISPOSAL OF HAZARDOUS WASTE	$10,000.00	$10,000.00
001-0930-431-4251	STREET SWEEPING	$90,000.00	$90,000.00
	Subtotal	**$244,500.00**	**$244,500.00**
001-0930-431-4253	VARIOUS STREET AND TRAFFIC ASSOCIATIONS	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
001-0930-431-4254	TRAVEL, CONFERENCES AND MEETINGS	$1,500.00	$1,500.00
	Subtotal	**$1,500.00**	**$1,500.00**
001-0930-431-4255	TRAINING AND CERTIFICATION	$3,000.00	$3,000.00
	Subtotal	**$3,000.00**	**$3,000.00**
	Services and Supplies Total	**$540,200.00**	**$540,200.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
001-0930-431-4498	REALLOCATION TO GAS TAX FUNDS	($719,680.00)	($523,680.00)
001-0930-431-4498	REALLOCATION TO TRAFFIC SAFETY FUND	($111,000.00)	($268,000.00)
	Subtotal	**($830,680.00)**	**($791,680.00)**
	Reallocation Total	**($830,680.00)**	**($791,680.00)**
	STREET Total	**$234,221.00**	**$270,540.00**

This page intentionally left blank.

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.

This page intentionally left blank.

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	-
INTERNAL SERVICES	213,128	213,128	223,858
Subtotal (Total Department Expenses before Reallocations)	213,128	213,128	223,858
REALLOCATIONS	-	-	-
TOTAL FOR LIBRARY SERVICES	**$ 213,128**	**$ 213,128**	**$ 223,858**

DETAIL LINE ITEM REPORT

LIBRARY SERVICES - LIBRARY SERVICES Account: 001-1310-413 GENERAL FUND

Internal Services		Approved 2011-2012	Requested 2012-2013
001-1310-413-4569	BUILDING MAINTENANCE -- LIBRARY	$213,128.00	$223,678.00
	Subtotal	**$213,128.00**	**$223,678.00**
	Internal Services Total	**$213,128.00**	**$223,678.00**

Property Tax Administration

The property tax administration fee is charged by the County of San Mateo for services rendered in collecting the property taxes for the Estero Municipal Improvement District.

This page intentionally left blank.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
PROPERTY TAX ADMINISTRATION
GENERAL FUND -- DISTRICT
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	150,000	150,000	150,000
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	150,000	150,000	150,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	150,000	150,000	150,000
REALLOCATIONS	-	-	-
TOTAL FOR PROPERTY TAX ADMINISTRATION	**$ 150,000**	**$ 150,000**	**$ 150,000**

DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - GENERAL ACCOUNTING Account: 002-1120-415 GENERAL FUND-DISTRICT

Services and Supplies	Approved 2011-2012	Requested 2012-2013
002-1120-415-4251 PROPERTY TAX ADMINISTRATION FEE	$150,000.00	$150,000.00
Subtotal	**$150,000.00**	**$150,000.00**
Services and Supplies Total	**$150,000.00**	**$150,000.00**
GENERAL ACCOUNTING Total	**$150,000.00**	**$150,000.00**

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	-
REALLOCATIONS	111,000	111,000	268,000
TOTAL FOR PUBLIC WORKS	**$ 111,000**	**$ 111,000**	**$ 268,000**

DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - GENERAL ACCOUNTING Account: 101-1120-415 TRAFFIC SAFETY

Reallocation		Approved 2011-2012	Requested 2012-2013
101-1120-415-4463	REALLOCATION FROM PW STREETS	$111,000.00	$268,000.00
	Subtotal	**$111,000.00**	**$268,000.00**
	Reallocation Total	**$111,000.00**	**$268,000.00**
	GENERAL ACCOUNTING Total	**$111,000.00**	**$268,000.00**

This page intentionally left blank.

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	-
REALLOCATIONS	826,500	826,500	630,500
TOTAL FOR PUBLIC WORKS	**$ 826,500**	**$ 826,500**	**$ 630,500**

DETAIL LINE ITEM REPORT

FINANCIAL SERVICES - GENERAL ACCOUNTING Account: 103-1120-415 GAS TAX

Reallocation		Approved 2011-2012	Requested 2012-2013
103-1120-415-4463	REALLOCATION FROM COUNCIL/BOARD	$106,820.00	$106,820.00
103-1120-415-4463	REALLOCATION FROM PW STREETS	$719,680.00	$523,680.00
	Subtotal	**$826,500.00**	**$630,500.00**
	Reallocation Total	**$826,500.00**	**$630,500.00**
	GENERAL ACCOUNTING Total	**$826,500.00**	**$630,500.00**

This page intentionally left blank.

SLESF/COPS Grant

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. The current State budget proposal includes funding for FY 2012-2013. Threats to this program in FY 2011-2012 did not come to fruition, though allocations came at the cost of VLF funds normally distributed to the City's General Fund. Based on this information, the City is projecting to receive this State funding of $100,000 for FY 2012-2013.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
POLICE
SLESF / COPS GRANT
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ 100,000
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	100,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	100,000
REALLOCATIONS	-	-	-
TOTAL FOR SLESF / COPS GRANT	**$ -**	**$ -**	**$ 100,000**

DETAIL LINE ITEM REPORT

POLICE - FIELD OPERATIONS Account: 108-0620-421 SLESF/COPS GRANT

Employee Services		Approved 2011-2012	Requested 2012-2013
108-0620-421-4110	ALLOCATION FR GEN'L FUND (POLICE) FOR 1 OFFICER	$0.00	$100,000.00
	Subtotal	**$0.00**	**$100,000.00**
	Employee Services Total	**$0.00**	**$100,000.00**
	FIELD OPERATIONS Total	**$0.00**	**$100,000.00**

This page intentionally left blank.

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 $55,000 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 5% 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

	2011-2012		2012-2013
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	$ 58,600	$ 58,600	$ 24,000
SERVICES AND SUPPLIES	13,900	13,900	26,300
CAPITAL OUTLAY			
Subtotal (Total Department-Controlled Expenses)	72,500	72,500	50,300
INTERNAL SERVICES	20,503	20,503	9,695
Subtotal (Total Department Expenses before Reallocations)	93,003	93,003	59,995
REALLOCATIONS	-	-	-
TOTAL FOR HUMAN RESOURCES	**$ 93,003**	**$ 93,003**	**$ 59,995**

DETAIL LINE ITEM REPORT

HUMAN RESOURCES - ADMINISTRATION Account: 114-1210-415 CALOPPS.ORG

Employee Services		Approved 2011-2012	Requested 2012-2013
114-1210-415-4110	PERMANENT SALARIES	$44,100.00	$18,000.00
	Subtotal	**$44,100.00**	**$18,000.00**
114-1210-415-4120	FRINGE BENEFITS	$14,500.00	$6,000.00
	Subtotal	**$14,500.00**	**$6,000.00**
	Employee Services Total	**$58,600.00**	**$24,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
114-1210-415-4520	COMPENSATED ABSENCES	$0.00	$75.00
	Subtotal	**$0.00**	**$75.00**
114-1210-415-4557	INFORMATION TECHNOLOGY SERVICES	$20,503.00	$9,620.00
	Subtotal	**$20,503.00**	**$9,620.00**
	Internal Services Total	**$20,503.00**	**$9,695.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
114-1210-415-4241	COPY EXPENSES	$2,500.00	$2,500.00
	Subtotal	**$2,500.00**	**$2,500.00**
114-1210-415-4249	MARKETING / TRADE SHOWS	$6,400.00	$6,400.00
	Subtotal	**$6,400.00**	**$6,400.00**
114-1210-415-4251	CONSULTING FEES -- DOCUMENTATION / TRAINING	$5,000.00	$5,000.00
114-1210-415-4251	CONSULTING SERVICES - HR DIRECTOR (5%)	$0.00	$12,400.00
	Subtotal	**$5,000.00**	**$17,400.00**
	Services and Supplies Total	**$13,900.00**	**$26,300.00**
	ADMINISTRATION Total	**$93,003.00**	**$59,995.00**

This page intentionally left blank.

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.

On June 29, 2011, the Governor signed into law ABx1 26, which dissolved redevelopment agencies in California. The legislation was the subject of a lawsuit filed with the California Supreme Court by the California Redevelopment Association, challenging the constitutionality of the legislation. The Court ruled on December 29, 2011 that ABx1 26 was upheld. The revised date for dissolution was January 31, 2012. The legislation provides that the State Controller’s Office has the authority to review all transfers between former Agencies and the City that occurred after January 1, 2011. It is unclear at the present time whether or not the State has the authority to overturn valid contracts that predated the enactment of the legislation.

The City determined to become the Successor Agency to the former Agency under the provision of ABx1 26. Furthermore, the City has exercised its right under the legislation to become the Successor Housing Agency to the former Agency, and has transferred all housing assets and obligations other than those in the AHRA to the City Affordable Housing Fund effective February 1, 2012.

The Agency’s enforceable obligations were reviewed and approved by the separately constituted Oversight Board of the Successor Agency City of Foster City. The obligation that continues beyond June 30, 2012 which remains payable out of the AHRA funds is the obligation under a Development and Disposition Agreement for an affordable housing subsidy to Northwestern Mutual, the developer of the Pilgrim-Triton Phase I project. The total obligation was for $6.3 million which will provide 60 affordable housing units. A subsidy of $1,050,000 was included in the FY 2011-2012 Annual Budget. The remaining subsidy payable to the developer of $5,250,000 represents the remaining obligation in terms of compliance with the legislation.

It is unclear as to whether or not the State had the constitutional right to invalidate legal contracts between agencies and cities such as the Affordable Housing Reimbursement Agreement (AHRA) between the City and the former Agency. AB1585 is an Assembly bill in the legislature that would allow for all unencumbered low- to moderate-income housing funds from former Agencies to remain with the successor housing agency and be expended within 3-5 years. If the State is allowed to “sweep” the funds from the AHRA, funds would be distributed and appropriated to the various taxing entities, of which the Estero Municipal Improvement District would receive its proportional share of the residual funds. Alternatively, AB1585 would allow cities to retain their housing funds. Depending on the outcome of these uncertainties, any residual balance will be deposited with the City Affordable Housing Fund. Accordingly, the City has assumed that all AHRA funds other than the obligation for the Pilgrim-Triton project will be transferred to the City Affordable Housing Fund on July 1, 2012, and any future expenditures of remaining affordable housing funds will be expended out of that fund.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
COMMUNITY DEVELOPMENT
FOSTER CITY CDA AFFORDABLE HOUSING REIMBURSEMENT AGREEMENT
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	1,611,000	1,611,000	5,250,000
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	1,611,000	1,611,000	5,250,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	1,611,000	1,611,000	5,250,000
REALLOCATIONS	-	-	-
TOTAL FOR COMMUNITY DEVELOPMENT	**$ 1,611,000**	**$ 1,611,000**	**$ 5,250,000**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - HOUSING Account: 120-0832-463 CDA AHRA

Services and Supplies		Approved 2011-2012	Requested 2012-2013
120-0832-463-4251	AFFORDABLE HOUSING PROGRAMS MANAGEMENT (CITY)	$59,000.00	$0.00
120-0832-463-4251	HOUSING IMPLEMENTATION	$35,000.00	$0.00
120-0832-463-4251	HUMAN INVESTMENT PROJECT - HOMESHARE PROGRAM	$27,000.00	$0.00
	Subtotal	**$121,000.00**	**$0.00**
120-0832-463-4253	CALIFORNIA REDEVELOPMENT ASSOCIATION DUES	$1,800.00	$0.00
120-0832-463-4253	SAN MATEO COUNTY HEART DUES	$11,200.00	$0.00
	Subtotal	**$13,000.00**	**$0.00**
120-0832-463-4254	CRA CONFERENCE	$2,000.00	$0.00
	Subtotal	**$2,000.00**	**$0.00**
120-0832-463-4265	AFFORDABLE HOUSING RENT SUBSIDY PROGRAM	$130,000.00	$0.00
120-0832-463-4265	DEVELOPER PAYMENT - PILGRIM-TRITON	$1,050,000.00	$5,250,000.00
120-0832-463-4265	FIRST TIME HOMEBUYERS PROGRAM	$225,000.00	$0.00
120-0832-463-4265	REHABILITATION LOAN PROGRAM	$60,000.00	$0.00
120-0832-463-4265	SENIOR HOME REPAIR PROGRAM	$10,000.00	$0.00
	Subtotal	**$1,475,000.00**	**$5,250,000.00**
	Services and Supplies Total	**$1,611,000.00**	**$5,250,000.00**
	HOUSING Total	**$1,611,000.00**	**$5,250,000.00**

This page intentionally left blank.

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 2012-2013 includes the payment to SMUHSD.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
COMMUNITY DEVELOPMENT
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	524,000	484,000
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	524,000	524,000	484,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	524,000	524,000	484,000
REALLOCATIONS	-	-	-
TOTAL FOR COMMUNITY DEVELOPMENT	**$ 524,000**	**$ 524,000**	**$ 484,000**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - COMMUNITY DEVELOPMENT Account: 121-0831-463 CDA SMUHSD SVCS AGMT

Services and Supplies		Approved 2011-2012	Requested 2012-2013
121-0831-463-4251	CITY ADMINISTRATIVE SUPPORT SERVICES	$49,000.00	$0.00
	Subtotal	**$49,000.00**	**$0.00**
121-0831-463-4265	SMUHSD PAYMENT PER AGREEMENT	$475,000.00	$484,000.00
	Subtotal	**$475,000.00**	**$484,000.00**
	Services and Supplies Total	**$524,000.00**	**$484,000.00**
	COMMUNITY DEVELOPMENT Total	**$524,000.00**	**$484,000.00**

This page intentionally left blank.

City Affordable Housing Fund

The City Affordable Housing Fund is a new fund for FY 2012-2013 that is the result of the passage of ABx1 26 by the State on June 29, 2011 that dissolved redevelopment agencies in California. The legislation, which was upheld by ruling of the California Supreme Court on December 29, 2011 dissolved agencies on January 31, 2012.

On January 9, 2012, the City Council exercised its right under the legislation to become the Successor Housing Agency to the former Agency. All non-cash housing assets and obligations, including the eight (8) affordable housing units formerly owned and operated by the Agency, and loans receivable from the Metro Center Senior Housing Project and individual borrowers under the former 1st Time Homebuyers Program, were transferred to the City Affordable Housing Fund effective February 1, 2012.

It is unclear as to whether or not the State had the constitutional right to invalidate legal contracts between agencies and cities such as the Affordable Housing Reimbursement Agreement (AHRA) between the City and the former Agency. AB1585 is an Assembly bill in the legislature would allow for all unencumbered low- to moderate-income housing funds from former Agencies to remain with the successor housing agency and expended within 3-5 years. If the State is allowed to “sweep” the funds from the AHRA, funds would be distributed and appropriated to the various taxing entities, of which the Estero Municipal Improvement District would receive its proportional share of the residual funds. Alternatively, AB1585 would allow cities to retain their housing funds. Depending on the outcome of these uncertainties, any residual balance will be deposited with the City Affordable Housing Fund. Accordingly, the City has assumed that all AHRA funds other than the obligation for the Pilgrim-Triton project will be transferred to the City Affordable Housing Fund on July 1, 2012, and any future expenditures of remaining affordable housing funds will be expended out of this fund.

The budget for FY 2012-2013 includes expenditures related to operating and maintaining the eight (8) affordable housing units, including property management services through the Human Investment Project, landscaping and other maintenance costs, homeowners’ association dues, as well as initiatives that were formerly funded by the Agency that support and enhance the availability of affordable housing in Foster City. Funding for these expenditures come from rental income and loan repayments, as well as residual funds from under the AHRA as discussed above.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
COMMUNITY DEVELOPMENT
FOSTER CITY CDA AFFORDABLE HOUSING FUNDS
Annual Budget Appropriation for Fiscal Year

	2010-2011		2011-2012
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	-	-	126,200
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	126,200
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	126,200
REALLOCATIONS	-	-	-
TOTAL FOR COMMUNITY DEVELOPMENT	**$ -**	**$ -**	**$ 126,200**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - HOUSING Account: 124-0832-463 CITY AFFORDABLE HOUSING FUNDS

Services and Supplies		Approved 2011-2012	Requested 2012-2013
124-0832-463-4246	EXISTING UNIT MAINTENANCE	$0.00	$60,000.00
	Subtotal	**$0.00**	**$60,000.00**
124-0832-463-4251	HOUSING STAFFING ADMINISTRATION	$0.00	$35,000.00
124-0832-463-4251	LEGAL SERVICES	$0.00	$20,000.00
	Subtotal	**$0.00**	**$55,000.00**
124-0832-463-4253	SAN MATEO COUNTY HEART DUES	$0.00	$11,200.00
	Subtotal	**$0.00**	**$11,200.00**
	Services and Supplies Total	**$0.00**	**$126,200.00**
	HOUSING Total	**$0.00**	**$126,200.00**

This page intentionally left blank.

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[1]. 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.

[1] 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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 1,600,000	$ 1,600,000	$ 1,531,000
SERVICES AND SUPPLIES	6,787,663	6,787,663	6,393,717
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	8,387,663	8,387,663	7,924,717
INTERNAL SERVICES	803,136	803,136	688,433
Subtotal (Total Department Expenses before Reallocations)	9,190,799	9,190,799	8,613,150
REALLOCATIONS	774,888	774,888	742,785
TOTAL FOR WATER ENTERPRISE FUND	**$ 9,965,687**	**$ 9,965,687**	**$ 9,355,935**

DETAIL LINE ITEM REPORT

PUBLIC WORKS - WATER Account: 401-0960-461 WATER REVENUE

Employee Services		Approved 2011-2012	Requested 2012-2013
401-0960-461-4110	PERMANENT SALARIES	$1,114,200.00	$1,029,000.00
	Subtotal	**$1,114,200.00**	**$1,029,000.00**
401-0960-461-4111	PUBLIC WORKS INTERNS	$6,000.00	$6,000.00
	Subtotal	**$6,000.00**	**$6,000.00**
401-0960-461-4112	OVERTIME	$16,000.00	$16,000.00
	Subtotal	**$16,000.00**	**$16,000.00**
401-0960-461-4120	FRINGE BENEFITS	$463,800.00	$480,000.00
	Subtotal	**$463,800.00**	**$480,000.00**
	Employee Services Total	**$1,600,000.00**	**$1,531,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
401-0960-461-4520	COMPENSATED ABSENCES	$0.00	$4,120.00
	Subtotal	**$0.00**	**$4,120.00**
401-0960-461-4544	VEHICLE REPLACEMENT - UNITS 17,20,21,22,27,35,36	$120,562.00	$162,252.00
	Subtotal	**$120,562.00**	**$162,252.00**
401-0960-461-4556	EQUIPMENT REPLACEMENT	$400,697.00	$195,823.00
401-0960-461-4556	EQUIPMENT REPLACEMENT POOLED RADIOS	$252.00	$252.00
	Subtotal	**$400,949.00**	**$196,075.00**
401-0960-461-4557	INFORMATION TECHNOLOGY SERVICES	$190,313.00	$205,469.00
	Subtotal	**$190,313.00**	**$205,469.00**
401-0960-461-4562	SELF INSURANCE FUND CHARGE	$32,700.00	$58,500.00
	Subtotal	**$32,700.00**	**$58,500.00**
401-0960-461-4569	BUILDING MAINTENANCE	$58,612.00	$62,017.00
	Subtotal	**$58,612.00**	**$62,017.00**

	Internal Services Total	**$803,136.00**	**$688,433.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
401-0960-461-4240	ANNUAL WATER QUALITY REPORT - PRINTING	$7,000.00	$7,150.00
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	SMALL TOOLS	$1,500.00	$1,500.00
401-0960-461-4240	STAINLESS STEEL NUTS AND BOLTS	$2,300.00	$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	**$77,600.00**	**$77,750.00**
401-0960-461-4241	PRINTING FOR PROP 218 NOTIFICATION - WATER/SEWER	$2,000.00	$2,050.00
	Subtotal	**$2,000.00**	**$2,050.00**
401-0960-461-4242	POSTAGE FOR ANNUAL WATER QUALITY REPORT	$3,000.00	$3,100.00
401-0960-461-4242	POSTAGE FOR PROP 218 NOTIFICATION - WATER/SEWER	$2,000.00	$2,050.00
	Subtotal	**$5,000.00**	**$5,150.00**
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	**$2,500.00**	**$2,500.00**
401-0960-461-4245	PORTABLE FIELD DATA UNITS	$5,000.00	$5,000.00
	Subtotal	**$5,000.00**	**$5,000.00**
401-0960-461-4246	AIR RELIEF VALVE REPAIR AND REPLACEMENT	$1,000.00	$1,000.00
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	$1,000.00	$1,000.00
401-0960-461-4246	REPAIRS/SERVICE CALLS-WATER/ELECTRICAL CONROL SYS	$4,000.00	$4,000.00
	Subtotal	**$23,000.00**	**$23,000.00**
401-0960-461-4247	RENTAL EQUIPMENT	$2,000.00	$2,000.00
	Subtotal	**$2,000.00**	**$2,000.00**
401-0960-461-4248	CA DEPARTMENT OF HEALTH SERVICES	$13,000.00	$15,000.00
401-0960-461-4248	ELECTRICITY FOR WATER PUMP PLANT	$42,000.00	$44,000.00
401-0960-461-4248	NATURAL GAS FOR WATER PUMP PLANT	$20,000.00	$21,000.00
401-0960-461-4248	SFPUC WATER PURCHASE	$6,308,046.00	$6,014,750.00
401-0960-461-4248	WATER MANAGEMENT FEE (BAWSCA)	$80,000.00	$0.00
	Subtotal	**$6,463,046.00**	**$6,094,750.00**
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	$25,000.00	$25,000.00
401-0960-461-4251	CATHODIC PROTECTION PROGRAM	$26,000.00	$0.00
401-0960-461-4251	CHLORINATE/INSPECT WATER TANKS	$5,000.00	$5,000.00
401-0960-461-4251	LEAD AND COPPER TESTING	$5,000.00	$5,000.00
401-0960-461-4251	POTABLE WATER LAB TESTS	$28,000.00	$28,000.00
401-0960-461-4251	SPECIAL STUDIES	$25,000.00	$25,000.00
	Subtotal	**$115,000.00**	**$89,000.00**
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	**$86,267.00**	**$86,267.00**
401-0960-461-4254	TRAVEL, CONFERENCES AND MEETINGS	$2,250.00	$2,250.00
	Subtotal	**$2,250.00**	**$2,250.00**
401-0960-461-4255	TRAINING AND CERTIFICATION	$4,000.00	$4,000.00
	Subtotal	**$4,000.00**	**$4,000.00**
	Services and Supplies Total	**$6,787,663.00**	**$6,393,717.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
401-0960-461-4463	DISTRICT BOARD	$27,479.00	$26,380.00
401-0960-461-4463	DISTRICT LEGAL COUNSEL	$59,037.00	$59,037.00
401-0960-461-4463	DISTRICT MANAGER	$167,890.00	$167,570.00
401-0960-461-4463	DISTRICT SECRETARY	$60,651.00	$53,594.00
401-0960-461-4463	FINANCIAL SERVICES	$321,244.00	$306,111.00
401-0960-461-4463	HUMAN RESOURCES	$83,524.00	$73,813.00
401-0960-461-4463	PW ENGINEERING	$55,063.00	$56,280.00
	Subtotal	**$774,888.00**	**$742,785.00**
	Reallocation Total	**$774,888.00**	**$742,785.00**
	WATER Total	**$9,965,687.00**	**$9,355,935.00**

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
PUBLIC WORKS
WATER EQUIPMENT REPLACEMENT FUND
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	624,523	624,523	670,257
Subtotal (Total Department-Controlled Expenses)	624,523	624,523	670,257
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	624,523	624,523	670,257
REALLOCATIONS	-	-	-
TOTAL FOR WATER EQUIPMENT REPLACEMENT FUND	**$ 624,523**	**$ 624,523**	**$ 670,257**

DETAIL LINE ITEM REPORT

CITY/DISTRICT MANAGER - ADMINISTRATION Account: 405-0110-413 WATER ERF

Capital Outlay		Approved 2011-2012	Requested 2012-2013
405-0110-413-4385	EQUIPMENT REPLACEMENT -- WATER FUND	$624,523.00	$670,257.00
	Subtotal	**$624,523.00**	**$670,257.00**
	Capital Outlay Total	**$624,523.00**	**$670,257.00**
	ADMINISTRATION Total	**$624,523.00**	**$670,257.00**

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, 48 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.

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

	201-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 1,520,500	$ 1,520,500	$ 1,593,200
SERVICES AND SUPPLIES	2,545,150	2,545,150	2,409,250
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	4,065,650	4,065,650	4,002,450
INTERNAL SERVICES	813,645	813,645	802,004
Subtotal (Total Department Expenses before Reallocations)	4,879,295	4,879,295	4,804,454
REALLOCATIONS	697,250	697,250	671,394
TOTAL FOR WASTEWATER COLLECTION SYSTEM FUND	**$ 5,576,545**	**$ 5,576,545**	**$ 5,475,848**

DETAIL LINE ITEM REPORT

PUBLIC WORKS - WASTEWATER Account: 451-0970-432 WASTEWATER REVENUE

Employee Services		Approved 2011-2012	Requested 2012-2013
451-0970-432-4110	PERMANENT SALARIES	$1,027,500.00	$1,034,000.00
	Subtotal	**$1,027,500.00**	**$1,034,000.00**
451-0970-432-4111	PUBLIC WORKS INTERNS	$6,000.00	$6,000.00
451-0970-432-4111	SUMMER TEMPORARY WORKER	$14,400.00	$25,000.00
	Subtotal	**$20,400.00**	**$31,000.00**
451-0970-432-4112	OVERTIME	$24,000.00	$24,000.00
	Subtotal	**$24,000.00**	**$24,000.00**
451-0970-432-4113	STANDBY PAY	$21,200.00	$21,200.00
	Subtotal	**$21,200.00**	**$21,200.00**
451-0970-432-4120	FRINGE BENEFITS	$427,400.00	$483,000.00
	Subtotal	**$427,400.00**	**$483,000.00**
	Employee Services Total	**$1,520,500.00**	**$1,593,200.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
451-0970-432-4520	COMPENSATED ABSENCES	$0.00	$4,140.00
	Subtotal	**$0.00**	**$4,140.00**
451-0970-432-4544	VEHICLE REPLACEMENT - 11 Units	$191,284.00	$181,925.00
	Subtotal	**$191,284.00**	**$181,925.00**
451-0970-432-4556	EQUIPMENT REPLACEMENT	$336,177.00	$285,394.00
451-0970-432-4556	EQUIPMENT REPLACEMENT POOLED RADIOS	$252.00	$252.00
	Subtotal	**$336,429.00**	**$285,646.00**
451-0970-432-4557	INFORMATION TECHNOLOGY SERVICES	$194,620.00	$209,776.00
	Subtotal	**$194,620.00**	**$209,776.00**

451-0970-432-4562	SELF INSURANCE FUND CHARGE	$32,700.00	$58,500.00
	Subtotal	**$32,700.00**	**$58,500.00**
451-0970-432-4569	BUILDING MAINTENANCE	$58,612.00	$62,017.00
	Subtotal	**$58,612.00**	**$62,017.00**
	Internal Services Total	**$813,645.00**	**$802,004.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
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	$2,000.00	$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	**$128,400.00**	**$128,400.00**
451-0970-432-4241	PRINTING FOR PROP 218 NOTIFICATION - WATER/SEWER	$700.00	$750.00
	Subtotal	**$700.00**	**$750.00**
451-0970-432-4242	POSTAGE FOR PROP 218 NOTIFICATION - WATER/SEWER	$2,000.00	$2,050.00
	Subtotal	**$2,000.00**	**$2,050.00**
451-0970-432-4243	MISC. OFFICE SUPPLIES	$2,500.00	$2,500.00
	Subtotal	**$2,500.00**	**$2,500.00**
451-0970-432-4245	PORTABLE FIELD DATA UNITS	$5,000.00	$5,000.00
	Subtotal	**$5,000.00**	**$5,000.00**

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)	$12,000.00	$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	$5,000.00	$5,000.00
	Subtotal	**$72,800.00**	**$72,800.00**
451-0970-432-4247	RENTAL EQUIPMENT	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
451-0970-432-4248	ENERGY COSTS (ELECTRICITY)	$242,000.00	$250,000.00
451-0970-432-4248	MOBILE RADIO MAINTENANCE/SUPPLIES	$1,000.00	$1,000.00
	Subtotal	**$243,000.00**	**$251,000.00**
451-0970-432-4251	ALLOWANCE FOR MAJOR ELECTRICAL REPAIRS	$12,000.00	$12,000.00
451-0970-432-4251	CONTROL SYSTEM SERVICE CALLS FOR LS	$10,000.00	$10,000.00
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	SM WWTP - ANNUAL CIP PROGRAM	$400,000.00	$400,000.00
451-0970-432-4251*	SM WWTP - EMID SHARE OF O & M - (PC30)	$1,600,000.00	$1,456,000.00
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	**$2,077,250.00**	**$1,933,250.00**

451-0970-432-4253	MEMBERSHIP DUES AND SUBSCRIPTIONS	$3,000.00	$3,000.00
	Subtotal	**$3,000.00**	**$3,000.00**
451-0970-432-4254	TRAVEL, CONFERENCES, MEETINGS & TECHNICAL TRAINING	$4,500.00	$4,500.00
	Subtotal	**$4,500.00**	**$4,500.00**
451-0970-432-4255	TRAINING AND CERTIFICATION	$5,000.00	$5,000.00
	Subtotal	**$5,000.00**	**$5,000.00**
	Services and Supplies Total	**$2,545,150.00**	**$2,409,250.00**

Reallocation		Approved 2011-2012	Requested 2012-2013
451-0970-432-4463	DISTRICT BOARD	$27,479.00	$26,380.00
451-0970-432-4463	DISTRICT LEGAL COUNSEL	$59,037.00	$59,037.00
451-0970-432-4463	DISTRICT MANAGER	$167,890.00	$167,570.00
451-0970-432-4463	DISTRICT SECRETARY	$60,651.00	$53,594.00
451-0970-432-4463	FINANCIAL SERVICES	$243,606.00	$234,720.00
451-0970-432-4463	HUMAN RESOURCES	$83,524.00	$73,813.00
451-0970-432-4463	PW ENGINEERING	$55,063.00	$56,280.00
	Subtotal	**$697,250.00**	**$671,394.00**
	Reallocation Total	**$697,250.00**	**$671,394.00**
	WASTEWATER Total	**$5,576,545.00**	**$5,475,848.00**

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
PUBLIC WORKS
WASTEWATER EQUIPMENT REPLACEMENT FUND
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	325,500	325,500	94,205
Subtotal (Total Department-Controlled Expenses)	325,500	325,500	94,205
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	325,500	325,500	94,205
REALLOCATIONS	-	-	-
TOTAL FOR WASTEWATER EQUIPMENT REPLACEMENT FUND	**$ 325,500**	**$ 325,500**	**$ 94,205**

DETAIL LINE ITEM REPORT

CITY/DISTRICT MANAGER - ADMINISTRATION Account: 455-0110-413 WASTEWATER ERF

Capital Outlay		Approved 2011-2012	Requested 2012-2013
455-0110-413-4385	EQUIPMENT REPLACEMENT -- WASTEWATER COLLECTION FD	$325,500.00	$94,205.00
	Subtotal	**$325,500.00**	**$94,205.00**
	Capital Outlay Total	**$325,500.00**	**$94,205.00**
	ADMINISTRATION Total	**$325,500.00**	**$94,205.00**

FOSTER CITY CONNECTIONS SHUTTLE

For many years the City funded the Connections Shuttle -- two routes that carried passengers through Foster City neighborhoods and to Bridgepointe, Metro Center, Charter Square, Edgewater Place, Charter Square, Marlin Cove and Beach Park Plaza Shopping Centers and Foster City Civic Center, Bowditch Middle School and many Foster City parks, including Sea Cloud. Per Council direction at study sessions in January and March of 2012, the Connections Shuttle has been eliminated effective June 30, 2012 and is not included in the FY 2012-2013 budget.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
CITY MANAGER
FOSTER CITY CONNECTIONS SHUTTLE
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	235,700	235,700	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	235,700	235,700	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	235,700	235,700	-
REALLOCATIONS	-	-	-
TOTAL FOR FOSTER CITY CONNECTIONS SHUTTLE	**$ 235,700**	**$ 235,700**	**$ -**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - CONNECTIONS SHUTTLE PROGRAM Account: 499-0840-463 SHUTTLE FUND

Services and Supplies		Approved 2011-2012	Requested 2012-2013
499-0840-463-4249	ADVERTISING AND PROMOTIONS	$9,100.00	$0.00
	Subtotal	**$9,100.00**	**$0.00**
499-0840-463-4251	CONTRACTUAL SERVICES	$226,600.00	$0.00
	Subtotal	**$226,600.00**	**$0.00**
	Services and Supplies Total	**$235,700.00**	**$0.00**
	CONNECTIONS SHUTTLE PROGRAM Total	**$235,700.00**	**$0.00**
	Less Offsetting Revenue		**$0.00**
	CONNECTIONS SHUTTLE PROGRAM Net Operating Costs	**$235,700.00**	**$0.00**

This page intentionally left blank.

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 includes 15% of the Director of Parks and Recreation, 50% of the Building/Vehicles Manager, one Mechanic I, one Equipment Maintenance Worker, and 50% of the Building/Vehicle Maintenance Worker.

CHANGES IN RESOURCES REQUIRED

Personnel

The Chief Mechanic position will be eliminated and a 50% shared Manager position with the Building Division will be added. Also, a 50% shared Building / Vehicle Maintenance position will be added to the division.

Services and Supplies

No change.

Capital Outlay

Existing vehicles scheduled for replacement are included in capital outlay. Seven new vehicles are recommended.

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 2012-2013.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
PARKS & RECREATION
VEHICLE REPLACEMENT FUND (#501)
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 388,300	$ 388,300	$ 403,000
SERVICES AND SUPPLIES	497,850	497,850	497,850
CAPITAL OUTLAY	50,000	50,000	277,035
Subtotal (Total Department-Controlled Expenses)	936,150	936,150	1,177,885
INTERNAL SERVICES	63,281	63,281	83,009
Subtotal (Total Department Expenses before Reallocations)	999,431	999,431	1,260,894
REALLOCATIONS	-	-	-
TOTAL FOR VEHICLE REPLACEMENT FUND (#501)	**$ 999,431**	**$ 999,431**	**$ 1,260,894**

DETAIL LINE ITEM REPORT

PARKS & RECREATION - VEHICLE MAINTENANCE & REP Account: 501-0560-431 VEHICLE RENTAL FUND

Capital Outlay		Approved 2011-2012	Requested 2012-2013
501-0560-431-4384	VEHICLE REPLACEMENT CONTINGENCY	$50,000.00	$50,000.00
501-0560-431-4384	VEHICLES TO BE REPLACED	$0.00	$215,758.00
	Subtotal	**$50,000.00**	**$265,758.00**
501-0560-431-4388	FORD DIAGNOSTIC EQUIPMENT REPLACEMENT	$0.00	$11,277.00
	Subtotal	**$0.00**	**$11,277.00**
	Capital Outlay Total	**$50,000.00**	**$277,035.00**

Employee Services		Approved 2011-2012	Requested 2012-2013
501-0560-431-4110	PERMANENT SALARIES	$278,400.00	$279,000.00
	Subtotal	**$278,400.00**	**$279,000.00**
501-0560-431-4112	OVERTIME	$1,000.00	$1,000.00
	Subtotal	**$1,000.00**	**$1,000.00**
501-0560-431-4120	FRINGE BENEFITS	$108,900.00	$123,000.00
	Subtotal	**$108,900.00**	**$123,000.00**
	Employee Services Total	**$388,300.00**	**$403,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
501-0560-431-4520	COMPENSATED ABSENCES	$0.00	$1,120.00
	Subtotal	**$0.00**	**$1,120.00**
501-0560-431-4556	EQUIPMENT REPLACEMENT	$32,744.00	$33,894.00
	Subtotal	**$32,744.00**	**$33,894.00**
501-0560-431-4557	INFORMATION TECHNOLOGY SERVICES	$9,437.00	$10,195.00

	Subtotal	**$9,437.00**	**$10,195.00**
501-0560-431-4562	INSURANCE	$21,100.00	$37,800.00
	Subtotal	**$21,100.00**	**$37,800.00**
	Internal Services Total	**$63,281.00**	**$83,009.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
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	**$1,200.00**	**$1,200.00**
501-0560-431-4246*	AUTO PARTS	$30,000.00	$30,000.00
501-0560-431-4246*	DIESEL FUEL	$56,000.00	$56,000.00
501-0560-431-4246*	FIRE APPARATUS - REPAIR/PM	$57,500.00	$57,500.00
501-0560-431-4246*	GASOLINE	$260,000.00	$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	**$471,000.00**	**$471,000.00**
501-0560-431-4247	RENTAL OF MISCELLANEOUS EQUIPMENT	$800.00	$800.00
	Subtotal	**$800.00**	**$800.00**
501-0560-431-4248	RADIO MAINTENANCE	$4,000.00	$4,000.00
	Subtotal	**$4,000.00**	**$4,000.00**
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	**$19,100.00**	**$19,100.00**
501-0560-431-4253	NATIONAL AUTOMOBILE FLEET ASSOCIATION (NAFA)	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
501-0560-431-4254	FLEET MAINTENANCE/NOR CAL CONFERENCES	$500.00	$500.00

	Subtotal	**$500.00**	**$500.00**
501-0560-431-4255	FORD & TOYOTA DIAGNOSTIC CERT TRAINING	$750.00	$750.00
	Subtotal	**$750.00**	**$750.00**
	Services and Supplies Total	**$497,850.00**	**$497,850.00**
	VEHICLE MAINTENANCE & REP Total	**$999,431.00**	**$1,260,894.00**

This page intentionally left blank.

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	178,425	178,425	53,300
CAPITAL OUTLAY	128,500	128,500	364,000
Subtotal (Total Department-Controlled Expenses)	306,925	306,925	417,300
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	306,925	306,925	417,300
REALLOCATIONS	-	-	-
TOTAL FOR EQUIPMENT REPLACEMENT FUND (#502)	**$ 306,925**	**$ 306,925**	**$ 417,300**

DETAIL LINE ITEM REPORT

CITY/DISTRICT MANAGER - ADMINISTRATION Account: 502-0110-413 EQUIPMENT REPLACEMENT FD

Capital Outlay		Approved 2011-2012	Requested 2012-2013
502-0110-413-4385	EMERGENCY REPLACEMENT	$50,000.00	$50,000.00
502-0110-413-4385	EQUIPMENT REPLACEMENT -- GENERAL FUND	$78,500.00	$314,000.00
	Subtotal	**$128,500.00**	**$364,000.00**
	Capital Outlay Total	**$128,500.00**	**$364,000.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
502-0110-413-4245	Equipment Replacement - Tools and Equipment	$178,425.00	$53,300.00
	Subtotal	**$178,425.00**	**$53,300.00**
	Services and Supplies Total	**$178,425.00**	**$53,300.00**
	ADMINISTRATION Total	**$306,925.00**	**$417,300.00**

This page intentionally left blank.

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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	297,700	297,700	328,730
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	297,700	297,700	328,730
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	297,700	297,700	328,730
REALLOCATIONS	-	-	-
TOTAL FOR SELF-INSURANCE FUND (#503)	**$ 297,700**	**$ 297,700**	**$ 328,730**

DETAIL LINE ITEM REPORT

HUMAN RESOURCES - SELF-INSURANCE FUND Account: 503-1220-415 SELF INSURANCE FUND

Services and Supplies		Approved 2011-2012	Requested 2012-2013
503-1220-415-4241	Copies	$100.00	$100.00
	Subtotal	**$100.00**	**$100.00**
503-1220-415-4242	Postage	$100.00	$100.00
	Subtotal	**$100.00**	**$100.00**
503-1220-415-4251	CLAIM SETTLEMENTS, DEFENSE COSTS, OTHER EXPENSES	$80,000.00	$80,000.00
	Subtotal	**$80,000.00**	**$80,000.00**
503-1220-415-4253	PARMA Membership dues	$100.00	$110.00
503-1220-415-4253	PRIMA Membership dues	$400.00	$420.00
	Subtotal	**$500.00**	**$530.00**
503-1220-415-4262	ABAG PLAN PREMIUM	$172,000.00	$206,000.00
503-1220-415-4262	ALL RISK INSURANCE & PUBLIC OFFICIALS BOND	$45,000.00	$42,000.00
	Subtotal	**$217,000.00**	**$248,000.00**
	Services and Supplies Total	**$297,700.00**	**$328,730.00**
	SELF-INSURANCE FUND Total	**$297,700.00**	**$328,730.00**

This page intentionally left blank.

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 3rd 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 2012-2013 will be $1,374.572 which is $88,317 (or ~ 7.0%) higher than internal service charges for FY 2011-2012 of $1,286,255. The overall increase is related to increases to the ISF Equipment Replacement Charges.

- Deferred Replacement Assets: Assets that had been deferred (available to replace but in good working condition) are now in need of replacement. Examples include City's phone system, miscellaneous department copiers, and network switches and wiring. Replacement charges will start accruing in FY 12-13.
- Changes to Useful Life/Replacement Value: IT raised the replacement cost for storage due to anticipated increases in storage requirements and moved up replacement of GIS software in anticipation of replacement in FY 13-14.

Capital Outlay – Listed below are the items identified by Departments and Information Technology Division in need of replacement.

- Department Copiers (Police, Fire, Community Development, City Hall)
- City Phone System
- Network Switches and Wiring Upgrades
- Police Department Fingerprinting System
- City Hall / Police Wireless Network Equipment

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
CITY MANAGER
INFORMATION TECHNOLOGY FUND (#504)
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 623,000	$ 623,000	$ 624,000
SERVICES AND SUPPLIES	481,140	481,140	481,140
CAPITAL OUTLAY	115,000	115,000	471,000
Subtotal (Total Department-Controlled Expenses)	1,219,140	1,219,140	1,576,140
INTERNAL SERVICES	-	-	1,840
Subtotal (Total Department Expenses before Reallocations)	1,219,140	1,219,140	1,577,980
REALLOCATIONS	-	-	-
TOTAL FOR INFORMATION TECHNOLOGY FUND (#504)	**$ 1,219,140**	**$ 1,219,140**	**$ 1,577,980**

DETAIL LINE ITEM REPORT

CITY/DISTRICT MANAGER - IT Account: 504-0160-419 COMMUNICATION & INFO SVC

Capital Outlay		Approved 2011-2012	Requested 2012-2013
504-0160-419-4388	City Hall / Police Wifi Equipment Replacement	$0.00	$12,000.00
504-0160-419-4388	Color Copier/Printer (City Hall / Police)	$0.00	$37,000.00
504-0160-419-4388	Department Printer/Copier/Fax/Scanner (3)	$0.00	$46,500.00
504-0160-419-4388	Fire Department Mobile Data Computers	$0.00	$4,000.00
504-0160-419-4388	Fire Department Training Laptop	$0.00	$1,500.00
504-0160-419-4388	Phone System - Network Switch/Wiring Upgrades	$0.00	$64,000.00
504-0160-419-4388	Phone System Replacement	$0.00	$275,000.00
504-0160-419-4388	Planning, Design, Spec - Phone System Replacement	$15,000.00	$0.00
504-0160-419-4388	Police Department Fingerprinting System	$0.00	$31,000.00
504-0160-419-4388	Police Department Mobile Data Terminal Replacement	$100,000.00	$0.00
	Subtotal	**$115,000.00**	**$471,000.00**
	Capital Outlay Total	**$115,000.00**	**$471,000.00**

Employee Services		Approved 2011-2012	Requested 2012-2013
504-0160-419-4110	PERMANENT SALARIES	$460,000.00	$460,000.00
	Subtotal	**$460,000.00**	**$460,000.00**
504-0160-419-4120	FRINGE BENEFITS (F/T Salaries)	$163,000.00	$164,000.00
	Subtotal	**$163,000.00**	**$164,000.00**
	Employee Services Total	**$623,000.00**	**$624,000.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
504-0160-419-4520	COMPENSATED ABSENCES	$0.00	$1,840.00

	Subtotal	**$0.00**	**$1,840.00**
	Internal Services Total	**$0.00**	**$1,840.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
504-0160-419-4240	CONTINGENCY / EMERGENCY EQUIPMENT REPLACEMENT	$50,000.00	$50,000.00
	Subtotal	**$50,000.00**	**$50,000.00**
504-0160-419-4241	COPIES	$300.00	$250.00
	Subtotal	**$300.00**	**$250.00**
504-0160-419-4242	POSTAGE FOR CORRESPONDENCE, PACKAGES, ETC.	$500.00	$350.00
	Subtotal	**$500.00**	**$350.00**
504-0160-419-4243	OFFICE SUPPLIES	$500.00	$400.00
	Subtotal	**$500.00**	**$400.00**
504-0160-419-4246	ACOM MAINTENANCE	$3,000.00	$0.00
504-0160-419-4246	AV Equipment Maintenance	$1,500.00	$0.00
504-0160-419-4246	BPC - Internet Code Publishing	$400.00	$0.00
504-0160-419-4246	CORNERSTONE TRAINING SYSTEM MAINTENANCE	$6,400.00	$0.00
504-0160-419-4246	DEPT SPECIALIZED SOFTWARE	$10,000.00	$17,500.00
504-0160-419-4246	DOCUMENT MANAGEMENT SOFTWARE MAINTENANCE	$17,500.00	$17,000.00
504-0160-419-4246	FIREWALL MAINTENANCE	$6,000.00	$9,100.00
504-0160-419-4246	GIS SOFTWARE MAINTENANCE	$13,500.00	$13,000.00
504-0160-419-4246	HTE SOFTWARE ANNUAL SUPPORT	$68,000.00	$70,000.00
504-0160-419-4246	ISeries (515) SOFTWARE & HARDWARE MAINTENANCE	$5,800.00	$5,800.00
504-0160-419-4246	MICROSOFT SERVER, OFFICE AND CAL LICENSES - EA	$47,000.00	$46,000.00
504-0160-419-4246	OTHER MISC MAINTENANCE AS REQUIRED	$48,000.00	$57,000.00
504-0160-419-4246	POLICE SOFTWARE MAINTENANCE (CAD/RMS, OTHERS)	$34,000.00	$32,000.00
504-0160-419-4246	PRINTER&SCANNER MAINT/TONER/REPAIR	$5,000.00	$5,000.00
504-0160-419-4246	SIREMinutes/Video Streaming Hosting Annual Fee	$6,500.00	$7,750.00
504-0160-419-4246	TELEPHONE MAINTENANCE	$12,500.00	$12,500.00
504-0160-419-4246	VIRUS SOFTWARE MAINTENANCE	$6,200.00	$6,200.00
504-0160-419-4246	WEB CONTENT SOFTWARE MAINTENANCE	$7,000.00	$7,500.00

	Subtotal	**$298,300.00**	**$306,350.00**
504-0160-419-4248	CELL PHONE (CINGULAR/VERIZON)	$20,250.00	$19,000.00
504-0160-419-4248	DATA ACCESS IN VEHICLES (PD/IT)	$6,000.00	$6,000.00
504-0160-419-4248	INTERNET SERVICE PROVIDER	$20,000.00	$23,500.00
504-0160-419-4248	LONG DISTANCE TELEPHONE SERVICES	$2,000.00	$1,500.00
504-0160-419-4248	PACBELL CENTREX TELEPHONE SERVICES	$42,000.00	$38,000.00
	Subtotal	**$90,250.00**	**$88,000.00**
504-0160-419-4253	IT - MEMBERSHIPS, DUES, SUBSCRIPTIONS	$740.00	$740.00
	Subtotal	**$740.00**	**$740.00**
504-0160-419-4254	HTE USER CONFERENCES	$2,250.00	$1,550.00
504-0160-419-4254	IT STAFF CONFERENCES	$1,500.00	$1,500.00
	Subtotal	**$3,750.00**	**$3,050.00**
504-0160-419-4255	HTE END USER WEBINAR TRAININGS	$2,000.00	$1,500.00
504-0160-419-4255	IT TECHNICAL TRAINING	$3,000.00	$2,500.00
	Subtotal	**$5,000.00**	**$4,000.00**
504-0160-419-4259	CITY-WIDE HARDWARE & SOFTWARE (UNDER $1,000)	$15,000.00	$14,500.00
504-0160-419-4259	IT - PC SOFTWARE & HARDWARE	$5,800.00	$5,000.00
504-0160-419-4259	MICROSOFT UPGRADE LICENSES - None EA	$8,000.00	$5,500.00
504-0160-419-4259	MISC DEPARTMENT PRINTER/SCANNER REPLACEMENTS	$3,000.00	$3,000.00
	Subtotal	**$31,800.00**	**$28,000.00**
	Services and Supplies Total	**$481,140.00**	**$481,140.00**
	IT Total	**$1,219,140.00**	**$1,577,980.00**

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 15% of the Director of Parks and Recreation, 50% of the Building/Vehicles Manager, three (3) Building Maintenance Worker II positions and 50% of the Building/Vehicle Maintenance Worker. 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 and installing the Holiday Floating Tree Light Display

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

- Replaced HVAC units due for replacement at the Recreation Center.
- Replaced back-up generator at the Recreation Center.
- Replaced tar and gravel roof at Corporation Yard Administration Building with energy efficient “white” roof.
- Replaced bi-parting gate at Corporation Yard.
- Changed out interior lighting at the Community Center to energy efficient CFL’s.
- Installed new gas kiln in the Recreation Center ceramics room.

CHANGES IN RESOURCES REQUIRED

This Division requires the staff adjustments outlined as part of the Department succession plan to protect public and employee safety and the City infrastructure.

Personnel

- The 50% shared Superintendent with Recreation will transition to a 50% shared Manager position with the Vehicles Division. Also a 50% shared Building/Vehicle Maintenance position will be added to the division.

Service and Supplies

- No change.

Capital Outlay

- Equipment scheduled for replacement in FY 2012-2013 includes the Corporation Yard and Police building interior paint, Recreation Center carpet, and the single-ply roof at the Council Chambers.

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.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
PARKS & RECREATION
BUILDING MAINTENANCE FUND (#505)
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 415,960	$ 415,960	$ 479,160
SERVICES AND SUPPLIES	860,583	860,583	860,583
CAPITAL OUTLAY	157,000	157,000	168,750
Subtotal (Total Department-Controlled Expenses)	1,433,543	1,433,543	1,508,493
INTERNAL SERVICES	92,494	92,494	91,878
Subtotal (Total Department Expenses before Reallocations)	1,526,037	1,526,037	1,600,371
REALLOCATIONS	-	-	-
TOTAL FOR BUILDING MAINTENANCE FUND (#505)	**$ 1,526,037**	**$ 1,526,037**	**$ 1,600,371**

DETAIL LINE ITEM REPORT

PARKS & RECREATION - BUILDING MAINTENANCE Account: 505-0550-419 BUILDING MAINTENANCE

Capital Outlay		Approved 2011-2012	Requested 2012-2013
505-0550-419-4385	BUILDING CONTINGENCY	$50,000.00	$50,000.00
505-0550-419-4385	CAPITAL OUTLAY	$107,000.00	$118,750.00
	Subtotal	**$157,000.00**	**$168,750.00**
	Capital Outlay Total	**$157,000.00**	**$168,750.00**

Employee Services		Approved 2011-2012	Requested 2012-2013
505-0550-419-4110	PERMANENT SALARIES	$297,000.00	$331,000.00
	Subtotal	**$297,000.00**	**$331,000.00**
505-0550-419-4112	OVERTIME	$2,160.00	$2,160.00
	Subtotal	**$2,160.00**	**$2,160.00**
505-0550-419-4120	FRINGE BENEFITS	$116,800.00	$146,000.00
	Subtotal	**$116,800.00**	**$146,000.00**
	Employee Services Total	**$415,960.00**	**$479,160.00**

Internal Services		Approved 2011-2012	Requested 2012-2013
505-0550-419-4520	COMPENSATED ABSENCES	$0.00	$1,325.00
	Subtotal	**$0.00**	**$1,325.00**
505-0550-419-4544	VEHICLE REPLACEMENT	$38,369.00	$34,661.00
	Subtotal	**$38,369.00**	**$34,661.00**
505-0550-419-4556	EQUIPMENT REPLACEMENT	$32,104.00	$32,103.00
	Subtotal	**$32,104.00**	**$32,103.00**
505-0550-419-4557	INFORMATION TECHNOLOGY SERVICES	$22,021.00	$23,789.00

	Subtotal	**$22,021.00**	**$23,789.00**
	Internal Services Total	**$92,494.00**	**$91,878.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
505-0550-419-4243	DEPARTMENT SUPPLIES	$3,000.00	$3,000.00
	Subtotal	**$3,000.00**	**$3,000.00**
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	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	**$194,955.00**	**$194,955.00**
505-0550-419-4248	UTILITIES FOR ALL CITY FACILITIES/JOINT USE	$426,817.00	$426,817.00
	Subtotal	**$426,817.00**	**$426,817.00**
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 MAINTENANCE AND BUILDING REPAIRS	$34,517.00	$34,517.00
505-0550-419-4251	JANITORIAL SERVICES	$164,419.00	$164,419.00
	Subtotal	**$234,561.00**	**$234,561.00**

505-0550-419-4254	MAINTENANCE MANAGEMENT SEMINAR	$500.00	$500.00
	Subtotal	**$500.00**	**$500.00**
505-0550-419-4255	HVAC INSPECTION	$750.00	$750.00
	Subtotal	**$750.00**	**$750.00**
	Services and Supplies Total	**$860,583.00**	**$860,583.00**
	BUILDING MAINTENANCE Total	**$1,526,037.00**	**$1,600,371.00**

This page intentionally left blank.

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 or their retirement from the City.

In FY 2007-2008, all AFSCME and non-public safety management employees currently employed with the City voluntary 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

	2011-2012		2012-2013
	APPROVED	REVISED	REQUESTED
EMPLOYEE SERVICES	$ 112,000	$ 112,000	$ 120,000
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	112,000	112,000	120,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	112,000	112,000	120,000
REALLOCATIONS	-	-	-
TOTAL FOR LONGEVITY RECOGNITION BENEFITS FUND (#507)	**$ 112,000**	**$ 112,000**	**$ 120,000**

DETAIL LINE ITEM REPORT

ADMINISTRATIVE SERVICES - Account: 507-0460-499 LONGEVITY RECOGNITION BENEFITS FUND

Employee Services		Approved 2011-2012	Requested 2012-2013
507-0460-499-4120	LONGEVITY RECOGNITION BENEFITS PAYMENTS	$112,000.00	$120,000.00
	Subtotal	**$112,000.00**	**$120,000.00**
	Employee Services Total	**$112,000.00**	**$120,000.00**
	Total	**$112,000.00**	**$120,000.00**

This page intentionally left blank.

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, 2012, the minimum monthly employer contribution is $112, and is subject to cost of living increases as determined by the State Legislature. The expected monthly contribution effective January 1, 2013 is $115.

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 2012-2013 will total $113,000, 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

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 100,000	$ 100,000	$ 113,000
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	100,000	100,000	113,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	100,000	100,000	113,000
REALLOCATIONS	-	-	-
TOTAL FOR PEMHCA BENEFITS PLAN FUND (#508)	**$ 100,000**	**$ 100,000**	**$ 113,000**

DETAIL LINE ITEM REPORT

ADMINISTRATIVE SERVICES - Account: 508-0460-999 PEMHCA BENEFITS PLAN

Employee Services		Approved 2011-2012	Requested 2012-2013
508-0460-999-4120	PEMHCA BENEFITS PAYMENTS	$100,000.00	$113,000.00
	Subtotal	**$100,000.00**	**$113,000.00**
	Employee Services Total	**$100,000.00**	**$113,000.00**
	Total	**$100,000.00**	**$113,000.00**

This page intentionally left blank.

Compensated Absences Fund

The Compensated Absences Fund was established in FY 2012-2013. The City / District provides vacation and sick leave to its employees through the various memoranda of understanding or compensation and benefits plan with employee groups. These compensated absences are payable to employees upon separation from employment. This fund was established as an internal services fund to capture the projected liability for compensated absences. The fund was initially funded at $3 million through a transfer of existing reserves from the General Fund, the Water Revenue Fund, and the Wastewater Revenue Fund based upon their respective share of the projected liability as of July 1, 2012. It is funded on an ongoing basis through a 0.4% internal service charge to each operating department based upon their respective permanent salaries budget. As employees separate service from the City, the payment of any compensated absences balances is paid out of this fund.

DEPARTMENT SUMMARY BY DIVISION
City of Foster City, California
HUMAN RESOURCES
COMPENSATED ABSENCES FUND (#509)
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ 300,000
SERVICES AND SUPPLIES	-	-	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	-	-	300,000
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	-	-	300,000
REALLOCATIONS	-	-	-
TOTAL FOR COMPENSATED ABSENCES FUND (#509)	**$ -**	**$ -**	**$ 300,000**

DETAIL LINE ITEM REPORT

HUMAN RESOURCES - Account: 509-0460-999 COMPENSATED ABSENCES

Employee Services		Approved 2011-2012	Requested 2012-2013
509-0460-999-4120	COMPENSATED ABSENCES PAYOUTS	$0.00	$300,000.00
	Subtotal	**$0.00**	**$300,000.00**
	Employee Services Total	**$0.00**	**$300,000.00**
	Total	**$0.00**	**$300,000.00**

This page intentionally left blank.

Successor Agency of the Former Community Development Agency

DEPARTMENT DESCRIPTION

The first redevelopment project area of the Foster City Community Development Agency, Project Area One, was established in 1981, encompassing approximately one-third of the City's acreage. The purpose was to eliminate blighting conditions that caused barriers to the full development of the City. Project Area One reached its revenue cap of $170 million in April 2011, and after that date no longer received tax increment.

Project Area One met its goals of improving the economy, traffic circulation, public facilities (including lagoon dredging), increasing housing and employment opportunities and protecting the environment. Accomplishment included the successful development of Metro Center and Vintage Park, contributions of over $4.8 million to traffic improvements and approximately $50 million to other public improvements.

The Hillsdale/Gull and the Marlin Cove Project Areas 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. These goals were achieved in the redevelopment of two failing shopping centers into the successful Miramar apartment development at Hillsdale/Gull and the successful Marlin Cove Shopping Center and apartments.

In addition, the Agency's resources were used to assist in the provision of 383 affordable housing units in Foster City, including 333 rentals (including 60 units under construction in Pilgrim Triton Phase A), 8 units owned by the Agency and transferred to the City, 23 ownership units and 33 first-time homebuyer loans.

In anticipation of reaching its tax increment cap for Project Area One, 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.

In June 2011 two bills related to redevelopment (ABx1 26 and ABx1 27) became law. The purpose of ABx1 26 was to dissolve redevelopment agencies while ABx1 27 provided for a

"voluntary" alternative redevelopment program, where agencies were exempt from dissolution if an annual payment was made to the State.

On December 29, 2011, the California Supreme Court issued its decision upholding the validity of ABx1 26 (Health and Safety Code Section 34179 (a)), the legislation dissolving redevelopment agencies in California as of February 1, 2012. ABx1 27 was struck down. In accordance with ABx1 26, the City Council passed resolution 2012-2 on January 9, 2012, electing for the City to become the Successor Agency to the Foster City Community Development Agency.

DEPARTMENT PERSONNEL SUMMARY

Beginning in Fiscal Year 2011-2012, personnel were no longer 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.

	10-11	11-12	12-13
Project Area I	3.25	0	0
Marlin Cove	1.05	0	0
Hillsdale/Gull	1.05	0	0
Total Employees	**5.35**	**0**	**0**

MISSION STATEMENT

The primary mission of the Successor Agency is to oversee the winding down of the activities of the Community Development Agency.

An Oversight Board was appointed to oversee the actions of the Successor Agency. The Oversight Board will review the enforceable obligation payment schedule (EOPS) adopted by the City and adopt a Recognized Obligation Payment Schedule (ROPS). This will be a permanent schedule of obligations that replaces the interim EOPS. The County Auditor-Controller will allocate property tax increment to successor agencies to pay debts listed on the ROPS.

INITIATIVES & SERVICE LEVEL EXPECTATIONS FOR FY 2012-2013

The Agency's Project Area One has reached its tax increment cap as of April 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 City as the Successor Agency to the Community Development Agency will carry out the initiatives of the Project Area in accordance with the terms of those respective agreements.

The Successor Agency will fulfill the 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.

Work to be accomplished related to affordable housing in 2012-13 includes the lease-up of the Pilgrim Triton Phase A development's 60 affordable units, including advertising, a lottery and initial screening. Ongoing monitoring of the existing below market rate units is also required to ensure continued compliance with existing agreements.

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.

ABx1 26 transferred all oversight responsibilities of the Successor Agency to a separately constituted Oversight Board that has ultimate responsibility for approving all future ROPS until the Agency is dissolved. Therefore, the Successor Agency Budget is not included in the Annual Budget approved by the City Council.

This page intentionally left blank.

DEPARTMENT SUMMARY BY DIVISION
Foster City Community Development Agency
COMMUNITY DEVELOPMENT
MARLIN COVE PROJECT AREA - GENERAL FUND (#317)
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 2,500	$ 2,500	$ -
SERVICES AND SUPPLIES	177,050	177,050	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	179,550	179,550	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	179,550	179,550	-
REALLOCATIONS	-	-	-
TOTAL FOR MARLIN COVE PROJECT AREA - GENERAL FUND (#317)	**$ 179,550**	**$ 179,550**	**$ -**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - COMMUNITY DEVELOPMENT Account: 317-0831-463 MARLIN COVE GENERAL

Employee Services		Approved 2011-2012	Requested 2012-2013
317-0831-463-4115	DIRECTOR FEES	$2,500.00	$0.00
	Subtotal	**$2,500.00**	**$0.00**
	Employee Services Total	**$2,500.00**	**$0.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
317-0831-463-4251	AB 1290 TAX SHARING PAYMENT	$149,000.00	$0.00
317-0831-463-4251	AUDIT FEES	$1,400.00	$0.00
317-0831-463-4251	CITY ADMINISTRATIVE SUPPORT SERVICES	$3,650.00	$0.00
317-0831-463-4251	COUNTY AB1389 REPORTING FEE	$3,000.00	$0.00
317-0831-463-4251	COUNTY PROPERTY TAX ADMINISTRATION FEE	$15,000.00	$0.00
317-0831-463-4251	FINANCIAL CONSULTANT FEES	$2,500.00	$0.00
317-0831-463-4251	REDEVELOPMENT ATTORNEY FEES	$2,500.00	$0.00
	Subtotal	**$177,050.00**	**$0.00**
	Services and Supplies Total	**$177,050.00**	**$0.00**
	COMMUNITY DEVELOPMENT Total	**$179,550.00**	**$0.00**

DEPARTMENT SUMMARY BY DIVISION
Foster City Community Development Agency
COMMUNITY DEVELOPMENT
MARLIN COVE PROJECT AREA - HOUSING FUND (#318)
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	345,194	345,194	$ -
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	345,194	345,194	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	345,194	345,194	-
REALLOCATIONS	-	-	-
TOTAL FOR MARLIN COVE PROJECT AREA - HOUSING FUND (#318)	**$ 345,194**	**$ 345,194**	**$ -**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - HOUSING Account: 318-0832-463 MARLIN COVE HOUSING

Services and Supplies		Approved 2011-2012	Requested 2012-2013
318-0832-463-4251	AUDIT FEES	$1,400.00	$0.00
318-0832-463-4251	FINANCIAL CONSULTANT FEES	$2,500.00	$0.00
318-0832-463-4251	REDEVELOPMENT ATTORNEY FEES - GENERAL ADVICE	$10,000.00	$0.00
	Subtotal	**$13,900.00**	**$0.00**
318-0832-463-4265	AFFORDABLE HOUSING SUBSIDY	$173,000.00	$0.00
318-0832-463-4265	DEVELOPER GRANT PAYMENT	$109,794.00	$0.00
318-0832-463-4265	HOUSING COMPLIANCE	$5,000.00	$0.00
318-0832-463-4265	HOUSING COMPLIANCE MONITORING SOFTWARE	$2,500.00	$0.00
318-0832-463-4265	UTILITY SUBSIDY	$41,000.00	$0.00
	Subtotal	**$331,294.00**	**$0.00**
	Services and Supplies Total	**$345,194.00**	**$0.00**
	HOUSING Total	**$345,194.00**	**$0.00**

DEPARTMENT SUMMARY BY DIVISION
Foster City Community Development Agency
COMMUNITY DEVELOPMENT
HILLSDALE / GULL PROJECT AREA - GENERAL FUND (#319)
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ 2,500	$ 2,500	$ -
SERVICES AND SUPPLIES	39,900	39,900	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	42,400	42,400	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	42,400	42,400	-
REALLOCATIONS	-	-	-
TOTAL FOR HILLSDALE / GULL PROJECT AREA - GENERAL FUND (#319)	**$ 42,400**	**$ 42,400**	**$ -**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - COMMUNITY DEVELOPMENT Account: 319-0831-463 HILLSDALE/GULL GENERAL

Employee Services		Approved 2011-2012	Requested 2012-2013
319-0831-463-4115	COUNCIL/DIRECTOR & COMM FEES	$2,500.00	$0.00
	Subtotal	**$2,500.00**	**$0.00**
	Employee Services Total	**$2,500.00**	**$0.00**

Services and Supplies		Approved 2011-2012	Requested 2012-2013
319-0831-463-4251	AB1290 TAX SHARING PAYMENT	$31,000.00	$0.00
319-0831-463-4251	AUDIT FEE	$1,400.00	$0.00
319-0831-463-4251	COUNTY AB1389 REPORTING FEE	$2,000.00	$0.00
319-0831-463-4251	COUNTY PROPERTY TAX ADMINISTRATION FEE	$3,000.00	$0.00
319-0831-463-4251	FINANCIAL CONSULTING FEES	$2,500.00	$0.00
	Subtotal	**$39,900.00**	**$0.00**
	Services and Supplies Total	**$39,900.00**	**$0.00**
	COMMUNITY DEVELOPMENT Total	**$42,400.00**	**$0.00**

DEPARTMENT SUMMARY BY DIVISION
Foster City Community Development Agency
COMMUNITY DEVELOPMENT
HILLSDALE / GULL PROJECT AREA - HOUSING FUND (#320)
Annual Budget Appropriation for Fiscal Year

	2011-2012		2012-2013
	APPROVED	**REVISED**	**REQUESTED**
EMPLOYEE SERVICES	$ -	$ -	$ -
SERVICES AND SUPPLIES	141,900	141,900	-
CAPITAL OUTLAY	-	-	-
Subtotal (Total Department-Controlled Expenses)	141,900	141,900	-
INTERNAL SERVICES	-	-	-
Subtotal (Total Department Expenses before Reallocations)	141,900	141,900	-
REALLOCATIONS	-	-	-
TOTAL FOR HILLSDALE / GULL PROJECT AREA - HOUSING FUND (#320)	**$ 141,900**	**$ 141,900**	**$ -**

DETAIL LINE ITEM REPORT

COMMUNITY DEVELOPMENT - HOUSING Account: 320-0832-463 HILLSDALE/GULL HOUSING

Services and Supplies		Approved 2011-2012	Requested 2012-2013
320-0832-463-4251	AUDIT FEES	$1,400.00	$0.00
320-0832-463-4251	REDEVELOPMENT ATTORNEY FEES - GENERAL ADVICE	$10,000.00	$0.00
	Subtotal	**$11,400.00**	**$0.00**
320-0832-463-4265	DEVELOPER GRANT PAYMENT	$123,000.00	$0.00
320-0832-463-4265	HOUSING COMPLIANCE	$5,000.00	$0.00
320-0832-463-4265	HOUSING COMPLIANCE MONITORING SOFTWARE	$2,500.00	$0.00
	Subtotal	**$130,500.00**	**$0.00**
	Services and Supplies Total	**$141,900.00**	**$0.00**
	HOUSING Total	**$141,900.00**	**$0.00**

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 2012-2013.

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 ensure reliable operation of the lift stations. Since this program was implemented in FY 1999/2000, seventeen (17) of the District's forty-eight (48) 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.

In August 2010, a construction contract was awarded to Anderson Pacific Engineering Construction, Inc. to rehabilitate six (6) lift stations, including replacing two (2) standby generators, replacing four (4) electrical control cabinets, and providing one (1) portable generator. The project also included replacing the Supervisory Control and Data Acquisition (SCADA) system by utilizing a licensed radio frequency for improved communications. The SCADA allows remote control and monitoring of water, wastewater, and lagoon facilities. Construction has been completed with project closeout anticipated in Spring 2012.

(CIP 301-607, Budget $2,200,000) 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:

- Adjusting surface grades as needed
- Installing root barriers
- Removing and replacing failed asphalt
- Seal coating
- Crack sealing
- Asphalt top coating
- Refurbishing the walking track
- Re-striping

The total project is estimated to cost $2,200,000. The project included performing a boundary survey to clearly identify the encroachment of any structures, trees, and/or landscape/hardscape within the City's easement.

A three-phase approach to construction of the repairs/improvements was implemented with Phase I beginning at the City limits north of East Third Avenue to the intersection of Foster City Blvd and Beach Park Blvd. Phase II encompassed the levee pathway from the intersection of Foster City Blvd and Beach Park Blvd to the western limits of the Lantern Cove property, while Phase III continues from the southwestern limits of Martinique Association property to the northern limits of Shell Cove Association property. Phase I and Phase II have been completed. The design for Phase III is expected to be completed by late spring 2012 followed by advertising, bidding, and construction.

(CIP 301-610, Budget $5,072,000) Multi-Project Roadway Improvements (2011-2012)
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 Corporation Campus Master Plan
- 15-Acre Site
- Chess Drive Offices

Funding for the roadway improvements has been collected from the Pilgrim-Triton and Gilead developers based on the terms of their Master Development Agreement. Discussions are underway with the developers of Chess Drive Offices and the 15-acre Site regarding their Master Development Agreements. In the case of the Triton Drive Widening Project, 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.

The schedule for the ten roadway improvements identified is dependent on 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.

(CIP 455-611, Budget $150,000) Sewer System Rehabilitation (2011-2012)

This project continues the District's program of inspecting and repairing the sanitary sewer collection system gravity mains. Repairs are identified based on the results of closed circuit television (CCTV) inspections performed by the maintenance staff. The first phase of the project was completed in summer 2010.

The next phase of the project will continue the work to address localized pipe repairs based on CCTV inspections. The plan is to perform CCTV inspections of 1/3 of the system each year so that the entire system is inspected every three years. The video recordings will be maintained for future reference. Evaluation and identification of areas for repair are expected to be completed in 2013 with construction anticipated in 2014.

(CIP 405-612, Budget $200,000) Water Main Condition Survey Project (2010-2011)

This project provides for an internal pipeline investigation of the District's 24-inch transmission main to monitor and assess the condition of the pipeline. A contract for inspection services was awarded to Pure Technologies US, Inc. in November 2011. Preparations for the inspection have been in progress and inspection is expected to be completed by the end of spring 2012. Based on the results of the inspection survey, costs for any needed/recommended repairs/modifications would be identified and prioritized.

(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 have been repaired. Completed sites are noted below

a. Boothbay Park – 4 tennis courts (previously resurfaced in 2003)
b. Leo Ryan Park – 4 tennis courts (previously resurfaced in 2003)

Along with the resurfacing, new windscreens were installed at Leo J. Ryan ("Shell") Tennis Courts and at Catamaran Tennis Courts. Total expenditure for windscreens was approximately $8,000.

Basketball Court Resurfacing - $50,000.

The surfaces were showing 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 typically takes place

every five to seven years based on an evaluation of each court. The total costs include all resurfacing and painting of lines. Five (5) basketball courts as noted below have been repaired:

a. Shad Park – 1 basketball court (previously resurfaced in 2003)
b. Sunfish Park – 1 basketball court (previously resurfaced in 2003)
c. Ketch Park – 1 basketball court, including new hoop system (previously resurfaced in 2003)
d. Turnstone Park – 1 basketball court (previously resurfaced in 2001)
e. Edgewater Park – 1 basketball court (previously resurfaced in 2003)

In addition, 1 basketball court at Boothbay Park is scheduled for resurfacing in Spring 2012 when weather permits. The basketball court at Boothbay Park was previously resurfaced in 2006.

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. This project was completed on time and under budget in November 2010 by Stella Painting. Total expenditure for this component was $23,900.

The Park Infrastructure Improvements as outlined in CIP 614 are anticipated to be completed within the established timeline & established budget. The projected date for close-out completion is September 2012.

CIP 301-615 & 616, Total Budget $3,188,400)
Sea Cloud Park S-4 (CIP 615, Budget $1,536,700) and Port Royal Park (CIP 616, Budget $1,651,700) - Synthetic Turf and Park Improvements

These two projects include installation of approximately 75,000 square feet of synthetic turf athletic field surface at Sea Cloud Park on the S-4 Soccer and B-3, B-4 baseball fields and the installation of an approximately 75,000 square feet synthetic soccer field with perimeter walking track at Port Royal Park. Also included are park improvements at Port Royal Park, which include landscaping and site furniture replacement.

The construction of two new synthetic soccer and baseball fields will benefit the Foster City community by:

- Providing more usable field time.
- Eliminating costs of annual field refurbishment.
- Reducing water usage of approximately 2,000,000 gallons on an annual basis.
- Improving the appearance and safety of the remaining natural grass athletic fields.
- Providing a safe environment for walkers at Port Royal Park.

These projects are highly supported by the Parks and Recreation Committee and the Foster City youth sports groups that include AYSO, PYSC, and Little League Baseball. City Council appropriated funding for these projects at the February 7, 2011 meeting. RFP's for design were sent out, interviews held in April 2011. In May 2011,

City Council authorized a contract with Verde Design, who in conjunction with staff developed plans and specifications for bidding. Nine (9) competitive bids were received on December 6, 2011. City Council awarded a construction contract to “Top Grade” Construction Company in January 2012. Project started on March 5, 2012 with anticipated completion in September 2012.

(CIP 455-617, Budget $75,000) Auxiliary Pump for Lift Station 59

Funding identified for this project will be for the review and evaluation of the options to provide a third redundancy for pumping wastewater from Lift Station 59 (LS 59) to the San Mateo Regional Wastewater Treatment Plant (Plant). With the wastewater from throughout the District collected at LS 59 before it is pumped to the Plant located in San Mateo, the reliability of LS 59 is critical to the District’s sewer collection system. LS 59 is equipped with two (2) 215 horsepower (HP) and three (3) 35 HP pumps with variable-frequency drive electric motors. Combined pumping capacity of all five (5) pumps is 10 million gallons per day (MGD).

PG&E supplies electrical power to the pumps with emergency backup power available via a 1,000 kilowatt (KW) diesel generator located in the Corporation Yard. The objective of this project is to evaluate the feasibility of providing a third redundancy for pumping wastewater in the event both PG&E electrical power and generator power are not available.

Funding in the amount of $75,000 was approved in the FY 2011-12 budget. Request for proposals to evaluate alternatives and perform an engineering study is expected to be issued during the Summer of 2012. The engineering study is anticipated to be completed in Spring 2013, followed by design and construction during the Summer of 2013.

(CIP 405-618, Budget $100,000) Seismic Evaluation of Water Tanks 1, 2, and 3

The District maintains three (3) welded steel tanks and one (1) pre-stressed concrete tank. Steel tanks hold 4 million gallons each and the concrete tank holds 8 million gallons, for a total storage capacity of 20 million gallons. All four (4) tanks are located in the Corporation Yard. These tanks provide emergency supply storage, as well as storage for peak use and firefighting demands.

Steel tanks 1, 2, and 3 were construction in 1965, 1974, and 1993, respectively. The concrete tank was constructed in 2005. This project provides for a seismic engineering study of the three steel tanks, including structural and operational analyses to identify measures needed to minimize damage in the event of a seismic occurrence. The concrete tank meets current standards and does not need further analyses at this time.

Funding in the amount of $100,000 was approved in the FY 2011-12 budget. Request for Proposals is expected to be issued in Spring 2012. Based on the engineering study, any needed/recommended improvements will be identified for further consideration.

(CIP 405-619, Budget $55,000) Water Booster Pump Station Evaluation

The existing building that houses the six (6) pumps to distribute water from the storage tanks to the community was

constructed in 1965, almost 50 years ago. The Booster Pump Station building is an essential facility. Funding identified for this project provides for an inspection, assessment, and evaluation of the building for conformance with current seismic standards. The evaluation will most likely result in the need for structural upgrades to the building. Based on the results of the evaluation, needed/recommended upgrades will be identified for further consideration.

(CIP 301-621, Budget $150,000) Vintage Park Overcrossing Project

To correct the settlement at the approaches to the Vintage Park Overcrossing, a Request for Proposal is expected to be issued in Spring/Summer 2012 for a structural analysis and evaluation of the existing conditions and recommended repair options. A budget of $150,000 is anticipated for the analysis and design effort with $2 million to be budgeted for construction. Depending on the recommended repair option, the funding may need to be adjusted.

(CIP 301-622, Budget $865,000) Arterial and Collector Overlay Project

This project is part of the City's ongoing program to maintain arterial and collector streets throughout the City and is a complement to the Residential Street Resurfacing and Repair project. Budgeting for this project allows the City to maximize the use of available federal and state transportation grant funding by providing local matching funds for the resurfacing of arterial and collector streets.

This year's project provides for the resurfacing of Gull Avenue from Killdeer Court to Swan Street and Baffin Street from Pitcairn Street to the cul de sac between Schooner Bay and Nantucket Cove. Staff has completed the design and preparation of contract documents. Bidding for construction is expected in Spring 2012, followed by construction during Summer 2012. Staff is applying for a total of $450,000 in Proposition 1B funding.

(CIP 301-624 & 625, Total Budget $250,000) Park Infrastructure Improvements (2011-2012)

CIP 624 Taurus Drive Easement Renovation - $160,000

As part of the ongoing projects to upgrade and renovate City parks, facilities, easements, and other public property, City staff, with the assistance of an architectural design company, developed a plan for a complete upgrade of this area. Serious and widespread "Thrip" infestations on trees and shrubs resulted in the need for complete removal of the trees.

Old trees, shrubs and other landscape material were replaced with aesthetically pleasing trees, shrubs, and an upgraded irrigation system, C.I.S. (Central Irrigation System). Several meetings were held with adjacent homeowners and the consensus was positive in that this project was needed. A screening effect will continue to be established as the newly planted 30 trees and 175 shrubs grows into maturity. Project completion, including completing punch list items and maintenance period is expected in March 2012 with project close-out anticipated in July 2012.

CIP 625 Little Leo Park Renovation - $90,000

This small neighborhood park had not been renovated over the past 25 years and was becoming an "eye sore" in the neighborhood. A few years ago, hazardous trees were

removed because during a storm, large limbs on one of the trees fell on a neighbor's wooden fence/gazebo causing damage. Also, serious weed problems in the turf and a "Thrip" infestation on trees resulted in the need for complete removal of the trees and turf. A complete renovation of this area was diligently planned with landscape improvements being designed and completed "in-house" by City staff. Project completion, including completing punch list items and maintenance period is expected in March 2012 with project close-out anticipated in July 2012.

Projects Completed and Closed out in FY 2011-2012:

- CIP 301-613 – Residential Street Resurfacing & Repair (2010-2011)

This page intentionally left blank.

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)
- Park In-lieu fees
- Water and Wastewater revenue rate projections
- Interest earnings
- Existing undesignated funds

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, bidding environment, 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 2012-2013 TO 2016-2017)

Category	NO.	PROJECT NAME	Funding Source*	TOTAL - Not Including Prior Years	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
		WASTEWATER PROJECTS							
A		(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)	CS	**$6,000,000**	$150,000	$250,000		$5,600,000	$0
		TOTAL WASTEWATER COLLECTION SYSTEM PROJECTS	**1**	**$6,000,000**	**$150,000**	**$250,000**	**$0**	**$5,600,000**	**$0**
		WATER PROJECTS							
		NONE							
		TOTAL WATER PROJECTS	**0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
		STREETS/TRAFFIC PROJECTS							
A		(CIP 621) VINTAGE PARK OVERCROSSING PROJECT (2012-2013)	CC	**$2,000,000**	$2,000,000				
A		(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)	MA / MM	**$845,000**	$845,000				
A		(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)	MA / MM	**$915,000**		$915,000			
A		(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)	MA / MM	**$950,000**			$950,000		
A		(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)	MA / MM	**$890,000**				$890,000	
A		(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2016-2017)	MA / MM	**$890,000**					$890,000
B		(NEW CIP) LED STREET LIGHT REPLACEMENT (2012-2013)	CC	**$150,000**	$150,000				
		TOTAL STREETS/TRAFFIC PROJECTS	**7**	**$6,640,000**	**$2,995,000**	**$915,000**	**$950,000**	**$890,000**	**$890,000**
		STORMWATER/LAGOON PROJECTS							
A		(NEW CIP) LAGOON PUMP STATION BUILDING (2012-2013)	CC	**$75,000**	$75,000				
B		(NEW CIP) DREDGING AT THE LAGOON INTAKE STRUCTURE (2012-2013)	CC	**$150,000**	$150,000				
		TOTAL STORMWATER/LAGOON PROJECTS	**2**	**$225,000**	**$225,000**	**$0**	**$0**	**$0**	**$0**
		PARKS PROJECTS							
C		(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	CC	**$400,000**	$400,000				
C		(NEW CIP) VETERANS HONOR WALL (2012-2013)	CC	**$50,000**	$50,000				
C		(NEW CIP) SYNTHETIC SURFACE - EDGEWATER PARK (2012-2013)	PIL	**$1,760,000**	$1,760,000				
C		(NEW CIP) WERDER PIER SITE DEVELOPMENT (2012-2013)	PIL	**$25,000**	$25,000				
C		(NEW CIP) DESTINATION PARK DEVELOPMENT (2012-2013)	PIL	**$25,000**	$25,000				
C		(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2013-2014)	CC	**$330,000**		$330,000			
C		(NEW CIP) LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)	CC	**$725,000**			$725,000		
C		(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)	CC	**$290,000**				$290,000	
C		(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2016-2017)	CC	**$260,000**					$260,000
		TOTAL PARKS PROJECTS	**9**	**$3,865,000**	**$2,260,000**	**$330,000**	**$725,000**	**$290,000**	**$260,000**
		BUILDING PROJECTS							
		NONE		**$0**					
		TOTAL BUILDING PROJECTS	**0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
		GRAND TOTAL	**19**	**$16,730,000**	**$5,630,000**	**$1,495,000**	**$1,675,000**	**$6,780,000**	**$1,150,000**

* CC=CIP City; MA=Measure A; MM=Measure M; PIL=Park-in-Lieu; CS=CIP Wastewater; CW=CIP Water

TABLE A FIVE YEAR CAPITAL IMPROVEMENT PROJECT PLAN (FY 2012-2013 to 2016-2017)			
Project No.	**PROJECT DESCRIPTION**		**TOTAL**
	CATEGORY A PROJECTS		
1	(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)	$6,000,000	
2	(CIP 621) VINTAGE PARK OVERCROSSING PROJECT (2012-2013)	$2,000,000	
3	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)	$845,000	
4	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)	$915,000	
5	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)	$950,000	
6	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)	$890,000	
7	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2016-2017)	$890,000	
8	(NEW CIP) LAGOON PUMP STATION BUILDING (2012-2013)	$75,000	
		Subtotal for Category A Projects	**$12,565,000**
	CATEGORY B PROJECTS		
9	(NEW CIP) LED STREET LIGHT REPLACEMENT (2012-2013)	$150,000	
10	(NEW CIP) DREDGING AT THE LAGOON INTAKE STRUCTURE (2012-2013)	$150,000	
		Subtotal for Category B Projects	**$300,000**
	CATEGORY C PROJECTS		
11	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	$400,000	
12	(NEW CIP) VETERANS HONOR WALL (2012-2013)	$50,000	
13	(NEW CIP) SYNTHETIC SURFACE - EDGEWATER PARK (2012-2013)	$1,760,000	
14	(NEW CIP) WERDER PIER SITE DEVELOPMENT (2012-2013)	$25,000	
15	(NEW CIP) DESTINATION PARK DEVELOPMENT (2012-2013)	$25,000	
16	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2013-2014)	$330,000	
17	(NEW CIP) LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)	$725,000	
18	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)	$290,000	
19	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2016-2017)	$260,000	
		Subtotal for Category C Projects	**$3,865,000**
	GRAND TOTAL		**$16,730,000**

TABLE B
FIVE YEAR CAPITAL IMPROVEMENT PROJECT PLAN (FY 2012-2013 to 2016-2017)

No.	DESCRIPTION	CIP City	Foster City Foundation	Gas Tax (2103)	Measure A	Measure M	Park-In-Lieu Fees	CIP - Water	CIP - Wastewater	TOTAL	No.
	Funds Available for CIP Projects (1)	$7,142,500	$0	$599,500	$1,683,000	$0	$515,300	$2,004,000	$7,112,000	$19,056,300	
	Long-Term CIP Funding Program (2)	$3,645,000	$0	$0	$0	$0	$0	$2,375,000	$5,720,000	$11,740,000	
	Revenue Projections (3)	$1,200,000	$175,500	$1,567,400	$2,543,000	$530,000	$0	$0	$0	$6,015,900	
	Fund Transfers (4)	($1,584,500)	($175,500)	$0	$0	$0	$1,760,000	$0	$0	$0	
	Total Available	$10,403,000	$0	$2,166,900	$4,226,000	$530,000	$2,275,300	$4,379,000	$12,832,000	$36,812,200	
	CATEGORY A PROJECTS										
1	(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)								$6,000,000	$6,000,000	1
2	(CIP 621) VINTAGE PARK OVERCROSSING PROJECT (2012-2013)	$2,000,000								$2,000,000	2
3	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)				$739,000	$106,000				$845,000	3
4	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)				$809,000	$106,000				$915,000	4
5	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)				$844,000	$106,000				$950,000	5
6	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)				$784,000	$106,000				$890,000	6
7	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2016-2017)				$784,000	$106,000				$890,000	7
8	(NEW CIP) LAGOON PUMP STATION BUILDING (2012-2013)	$75,000								$75,000	8
	SUB TOTAL OF CATEGORY A PROJECTS	**$2,075,000**	**$0**	**$0**	**$3,960,000**	**$530,000**	**$0**	**$0**	**$6,000,000**	**$12,565,000**	
	FUNDS AVAIL. (LESS CATEGORY A PROJECTS)	**$8,328,000**	**$0**	**$2,166,900**	**$266,000**	**$0**	**$2,275,300**	**$4,379,000**	**$6,832,000**	**$24,247,200**	
	CATEGORY B PROJECTS										
9	(NEW CIP) LED STREET LIGHT REPLACEMENT (2012-2013)	$150,000								$150,000	9
10	(NEW CIP) DREDGING AT THE LAGOON INTAKE STRUCTURE (2012-2013)	$150,000								$150,000	10
	SUB TOTAL OF CATEGORY B PROJECTS	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$300,000**	
	FUNDS AVAIL. (LESS CATEGORY A AND B PROJECTS)	**$8,028,000**	**$0**	**$2,166,900**	**$266,000**	**$0**	**$2,275,300**	**$4,379,000**	**$6,832,000**	**$23,947,200**	
	CATEGORY C PROJECTS										
11	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	$400,000								$400,000	11
12	(NEW CIP) VETERANS HONOR WALL (2012-2013)	$50,000								$50,000	12
13	(NEW CIP) SYNTHETIC SURFACE - EDGEWATER PARK (2012-2013)						$1,760,000			$1,760,000	13
14	(NEW CIP) WERDER PIER SITE DEVELOPMENT (2012-2013)						$25,000			$25,000	14
15	(NEW CIP) DESTINATION PARK DEVELOPMENT (2012-2013)						$25,000			$25,000	15
16	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2013-2014)	$330,000								$330,000	16
17	(NEW CIP) LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)	$725,000								$725,000	17
18	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)	$290,000								$290,000	18
19	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2016-2017)	$260,000								$260,000	19
	SUB TOTAL OF CATEGORY C PROJECTS	**$2,055,000**	**$0**	**$0**	**$0**	**$0**	**$1,810,000**	**$0**	**$0**	**$3,865,000**	
	FUNDS AVAIL. (LESS CATEGORY A, B, AND C PROJECTS)	**$5,973,000**	**$0**	**$2,166,900**	**$266,000**	**$0**	**$465,300**	**$4,379,000**	**$6,832,000**	**$20,082,200**	

(1) Funds Available include $2.0M Emerg. Reserve for CIP City, CIP Water and CIP Wastewater

(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 $43,000 expected in FY 2012-2013. 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 $250,000 through 2016-2017 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. To date, $117,500 of donations were received, with a balance of $132,500 expected through FY 2016-2017.
- An advance from the CIP City Fund to the Park In-Lieu Fund of $1.76 million for the Edgewater Park Synthetic Turf project will be made in anticipation of future PIL Fee revenues that will reimburse the City CIP Fund.

TABLE C
CAPITAL IMPROVEMENT PROJECT (CIP) PLAN (FISCAL YEAR 2012-2013)

PROJECT NAME	Funding Source*	Total Project Cost	Prior Years' Funding	FY 2012-2013 Funding	City Capital Investment	Measure A	Measure M	Park-In-Lieu	Water Capital Investment	Wastewater Capital Investment
WASTEWATER PROJECTS										
(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)	CS	$ 150,000	$ -	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ 150,000
TOTAL SEWER PROJECTS	**1**	**$ 150,000**	**$ -**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**
WATER PROJECTS										
NONE		$ -	$ -	$ -						
TOTAL WATER PROJECTS	**0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
STREETS/TRAFFIC PROJECTS										
(CIP 621) VINTAGE PARK OVERCROSSING PROJECT (2012-2013)	CC	$ 2,000,000	**$ -**	$ 2,000,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) LED STREET LIGHT REPLACEMENT (2012-2013)	CC	$ 150,000	**$ -**	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)	MA / MM	$ 845,000	**$ -**	$ 845,000	$ -	$ 739,000	$ 106,000	$ -	$ -	$ -
TOTAL STREETS/TRAFFIC PROJECTS	**3**	**$ 2,995,000**	**$ -**	**$ 2,995,000**	**$ 2,150,000**	**$ 739,000**	**$ 106,000**	**$ -**	**$ -**	**$ -**
STORMWATER/LAGOON PROJECTS										
(NEW CIP) LAGOON PUMP STATION BUILDING (2012-2013)	CC	$ 75,000	$ -	$ 75,000	$ 75,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) DREDGING AT THE LAGOON INTAKE STRUCTURE (2012-2013)	CC	$ 150,000	$ -	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -	$ -
TOTAL STORMWATER/LAGOON PROJECTS	**2**	**$ 225,000**	**$ -**	**$ 225,000**	**$ 225,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
PARKS PROJECTS										
(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)	CC	$ 400,000	$ -	$ 400,000	$ 400,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) VETERANS HONOR WALL (2012-2013)	CC	$ 50,000	$ -	$ 50,000	$ 50,000	$ -	$ -	$ -	$ -	$ -
(NEW CIP) SYNTHETIC SURFACE - EDGEWATER PARK (2012-2013)	PIL	$ 1,760,000	$ -	$ 1,760,000	$ -	$ -	$ -	$ 1,760,000	$ -	$ -
(NEW CIP) WERDER PIER SITE DEVELOPMENT (2012-2013)	PIL	$ 25,000	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000	$ -	$ -
(NEW CIP) DESTINATION PARK DEVELOPMENT (2012-2013)	PIL	$ 25,000	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000	$ -	$ -
TOTAL PARKS PROJECTS	**5**	**$ 2,260,000**	**$ -**	**$ 2,260,000**	**$ 450,000**	**$ -**	**$ -**	**$ 1,810,000**	**$ -**	**$ -**
BUILDING PROJECTS										
NONE										
TOTAL BUILDING PROJECTS	**0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
GRAND TOTAL	**11**	**$ 5,630,000**	**$ -**	**$ 5,630,000**	**$ 2,825,000**	**$ 739,000**	**$ 106,000**	**$ 1,810,000**	**$ -**	**$ 150,000**

* CC=CIP City; MA=Measure A; MM=Measure M; PIL=Park-in-Lieu; CS=CIP Wastewater

TABLE D
ACTIVE AND PROPOSED CIP'S THROUGH FY 2016-2017

ACTIVE PROJECT	DESCRIPTION	FY AUTH	PRIOR YEARS BUDGET AND ADJUSTMENT	CURRENT YEAR BUDGET AND ADJUSTMENT (2011-2012)	TOTAL APPROVED BUDGET AND ADJUSTMENT	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	ESTIMATED TOTAL PROJECT BUDGET
455-603	SANITARY SEWER LIFT STATION IMPROVEMENTS	08/09	$ 5,213,500	$ -	$ 5,213,500	$ -	$ -	$ -	$ -	$ -	$ 5,213,500
301-607	LEVEE/PEDWAY IMPROVEMENT & REPAIRS	06/07	$ 1,575,000	$ 625,000	$ 2,200,000	$ -	$ -	$ -	$ -	$ -	$ 2,200,000
301-610	MULTI-PROJECT ROADWAY IMPROVEMENTS (2011-2012)	11/12	$ 5,072,000	$ -	$ 5,072,000	$ -	$ -	$ -	$ -	$ -	$ 5,072,000
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
301-614	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
455-617	AUXILIARY PUMP FOR LIFT STATION 59 (2011-2012)	11/12	$ -	$ 75,000	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ 75,000
405-618	SEISMIC EVALUATION OF WATER TANKS 1, 2 AND 3 (2011-2012)	11/12	$ -	$ 100,000	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ 100,000
405-619	WATER BOOSTER PUMP BUILDING (2011-2012)	11/12	$ -	$ 55,000	$ 55,000	$ -	$ -	$ -	$ -	$ -	$ 55,000
301-621	VINTAGE PARK OVERCROSSING PROJECT (2011-2012 TO 2012-2013)	11/12	$ -	$ 150,000	$ 150,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ 2,150,000
301-622	ARTERIAL AND COLLECTOR OVERLAY PROJECT (2011-2012)	11/12	$ -	$ 865,000	$ 865,000	$ -	$ -	$ -	$ -	$ -	$ 865,000
301-624	PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012) - TAURUS DR EASEMENT	11/12	$ -	$ 160,000	$ 160,000	$ -	$ -	$ -	$ -	$ -	$ 160,000
301-625	PARK INFRASTRUCTURE IMPROVEMENTS (2011-2012) - LITTLE LEO PARK	11/12	$ -	$ 90,000	$ 90,000	$ -	$ -	$ -	$ -	$ -	$ 90,000
NEW	(NEW CIP) WASTEWATER LIFT STATION IMPROVEMENTS PROJECT (2012-2013 to 2015-2016)		$ -	$ -	$ -	$ 150,000	$ 250,000	$ -	$ 5,600,000	$ -	$ 6,000,000
NEW	(NEW CIP) LED STREET LIGHT REPLACEMENT (2012-2013)		$ -	$ -	$ -	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000
NEW	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)		$ -	$ -	$ -	$ 845,000	$ -	$ -	$ -	$ -	$ 845,000
NEW	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)		$ -	$ -	$ -	$ -	$ 915,000	$ -	$ -	$ -	$ 915,000
NEW	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)		$ -	$ -	$ -	$ -	$ -	$ 950,000	$ -	$ -	$ 950,000
NEW	(NEW CIP) ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)		$ -	$ -	$ -	$ -	$ -	$ -	$ 890,000	$ -	$ 890,000
NEW	(NEW CIP) RESIDENTIAL STREET RESURFACING AND REPAIR (2016-2017)		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 890,000	$ 890,000
NEW	(NEW CIP) LAGOON PUMP STATION BUILDING (2012-2013)		$ -	$ -	$ -	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
NEW	(NEW CIP) DREDGING AT THE LAGOON INTAKE STRUCTURE (2012-2013)		$ -	$ -	$ -	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000
NEW	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)		$ -	$ -	$ -	$ 400,000	$ -	$ -	$ -	$ -	$ 400,000
NEW	(NEW CIP) VETERANS HONOR WALL (2012-2013)		$ -	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
NEW	(NEW CIP) SYNTHETIC SURFACE - EDGEWATER PARK (2012-2013)		$ -	$ -	$ -	$ 1,760,000	$ -	$ -	$ -	$ -	$ 1,760,000
NEW	(NEW CIP) WERDER PIER SITE DEVELOPMENT (2012-2013)		$ -	$ -	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000
NEW	(NEW CIP) DESTINATION PARK DEVELOPMENT (2012-2013)		$ -	$ -	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000
NEW	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2013-2014)		$ -	$ -	$ -	$ -	$ 330,000	$ -	$ -	$ -	$ 330,000
NEW	(NEW CIP) LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)		$ -	$ -	$ -	$ -	$ -	$ 725,000	$ -	$ -	$ 725,000
NEW	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)		$ -	$ -	$ -	$ -	$ -	$ -	$ 290,000	$ -	$ 290,000
NEW	(NEW CIP) PARK INFRASTRUCTURE IMPROVEMENTS (2016-2017)		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 260,000	$ 260,000
	TOTAL		**$ 15,608,900**	**$ 2,120,000**	**$ 17,728,900**	**$ 5,630,000**	**$ 1,495,000**	**$ 1,675,000**	**$ 6,780,000**	**$ 1,150,000**	**$ 34,458,900**

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

WASTEWATER LIFT STATION IMPROVEMENTS

Funding Sources

Funding	CIP Wastewater	Total
2012-2013	150,000	150,000
2013-2014	250,000	250,000
2014-2015	-	-
2015-2016	5,600,000	5,600,000
2016-2017	-	-
Total	**6,000,000**	**6,000,000**

Expenditure Categories

Expenditures		Estimated Project Cost	Inflation %	Inflation Escalation	Total
2012-2013		150,000	0%	-	150,000
2013-2014		250,000	3%	7,500	257,500
2014-2015		-	6%	-	-
2015-2016		3,975,000	9%	357,800	4,332,800
2016-2017			12%	-	-
Subtotal		4,375,000		365,300	4,740,300
Contingency	25%	1,093,800		91,300	1,185,100
Totals		**5,468,800**		**456,600**	**5,925,400**

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

This project is part of a multi-phase program to rehabilitate the sewer system lift stations by performing preventative maintenance and upgrades to ensure reliable operation 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 48 lift stations will be repaired and rehabilitated.

Repairs have been completed for 23 of the District's 48 lift stations (Phase 1 through 4). Phase 4 was completed in February 2012 and included improvements to six (6) lift stations. A Lift Station Priority List will be developed for use in determining 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 ($150,000 in FY 2012-2013 and $250,000 in FY 2013-2014) is recommended for developing the construction documents.

ESTIMATED PROJECT SCHEDULE:

Project Report and Design	FY 2012-2013 and FY 2013-2014
Project Construction	FY 2015-2016
Project Closeout	FY 2016-2017

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

VINTAGE PARK OVERCROSSING PROJECT (2012-2013)

Funding	Funding Sources: City CIP	Total
2012-2013	2,000,000	2,000,000
2013-2014		-
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**2,000,000**	**2,000,000**

Expenditures		Expenditure Categories: Estimated Project Cost	Inflation %	Inflation Escalation	Total
2012-2013			0%	-	-
2013-2014		1,600,000	3%	48,000	1,648,000
2014-2015		-	6%	-	-
2015-2016		-	9%	-	-
2016-2017		-	12%	-	-
Subtotal		1,600,000		48,000	1,648,000
Contingency	20%	320,000		9,600	329,600
Totals		**1,920,000**		**57,600**	**1,977,600**

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

The Vintage Park overcrossing was built in the early 1990's with the structure on piles and the approach ramps designed as "hinged slabs" on grade to accommodate settlement. Due to the extent of settlement of the approach ramps hinged slabs, repairs to the ramps are now required to provide a smooth transition between the pile supported structure and the approach ramps.

A budget of $150,000 was established in FY 2011-2012 for design service to review and evaluate the existing conditions, recommend repair options and prepare construction documents. A Request for Proposal is expected to be issued by Summer 2012 for design services. A preliminary construction cost estimate of $1.6 million is a placeholder amount for the construction and may be adjusted based on the results of the study and design to be performed by a consultant.

ESTIMATED PROJECT SCHEDULE:

Bridge Evaluation	FY 2011-2012
Project Design	FY 2012-2013
Construction	Fall 2013

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

RESIDENTIAL STREET RESURFACING AND REPAIR (2012-2013)

	Funding Sources		
Funding	**Measure A**	**Measure M**	**Total**
2012-2013	746,000	99,000	845,000
2013-2014	-	-	-
2014-2015	-	-	-
2015-2016	-	-	-
2016-2017	-	-	-
Total	**746,000**	**99,000**	**845,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		676,000	0%		676,000
2013-2014		-	3%	-	-
2014-2015		-	6%	-	-
2015-2016		-	9%	-	-
2016-2017		-	12%	-	-
Subtotal		676,000		-	676,000
Contingency	25%	169,000		-	169,000
Totals		**845,000**		**-**	**845,000**

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 select streets will be completed in 2013 and the data will be used to update the PMP street condition database. The updating of the street inspection database is performed 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 the roadway.

This project will provide for the repair of identified streets in residential areas. Funding available for each year's project will be used to address deficiencies in the pavement, curb & gutter, and sidewalk in select areas throughout 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	FY 2012-2013
Construction	Summer 2013

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

ARTERIAL AND COLLECTOR OVERLAY PROJECT (2013-2014)

	Funding Sources		
Funding	**Measure A**	**Measure M**	**Total**
2012-2013	-	-	-
2013-2014	816,000	99,000	915,000
2014-2015	-	-	-
2015-2016			
2016-2017	-	-	-
Total	**816,000**	**99,000**	**915,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		-	0%	-	-
2013-2014		710,000	3%	21,300	731,300
2014-2015		-	6%	-	-
2015-2016			9%		
2016-2017		-	12%	-	-
Subtotal		710,000		21,300	731,300
Contingency	25%	177,500		5,300	182,800
Totals		**887,500**		**26,600**	**914,100**

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, Measure A and Measure M revenues.

ESTIMATED PROJECT SCHEDULE:

Project Design – In-house	Fall/Winter 2013-2014
Construction	Summer 2014

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

RESIDENTIAL STREET RESURFACING AND REPAIR (2014-2015)

	Funding Sources		
Funding	**Measure A**	**Measure M**	**Total**
2012-2013	-	-	-
2013-2014	-	-	-
2014-2015	851,000	99,000	950,000
2015-2016			
2016-2017	-	-	-
Total	**851,000**	**99,000**	**950,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		-	0%	-	-
2013-2014		-	3%	-	-
2014-2015		715,000	6%	42,900	757,900
2015-2016			9%		
2016-2017		-	12%	-	-
Subtotal		715,000		42,900	757,900
Contingency	25%	178,800		10,700	189,500
Totals		**893,800**		**53,600**	**947,400**

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 select 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 the roadway.

This project will provide for the repair of identified streets within residential areas. Funding available for each year's project will be used to address deficiencies in the pavement, curb & gutter, and sidewalk in select area throughout 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	FY 2014-2015
Construction	Summer 2015

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

ARTERIAL AND COLLECTOR OVERLAY PROJECT (2015-2016)

	Funding Sources		
Funding	**Measure A**	**Measure M**	**Total**
2012-2013	-	-	-
2013-2014	-	-	-
2014-2015	-	-	-
2015-2016	791,000	99,000	890,000
2016-2017	-	-	-
Total	**791,000**	**99,000**	**890,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		-	0%	-	-
2013-2014		-	3%	-	-
2014-2015		-	6%	-	-
2015-2016		652,000	9%	58,700	710,700
2016-2017		-	12%	-	-
Subtotal		652,000		58,700	710,700
Contingency	25%	163,000		14,700	177,700
Totals		**815,000**		**73,400**	**888,400**

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

RESIDENTIAL STREET RESURFACING AND REPAIR (2016-2017)

Funding	Measure A	Measure M	Total
2012-2013	-	-	-
2013-2014	-	-	-
2014-2015	-	-	-
2015-2016	-	-	-
2016-2017	791,000	99,000	890,000
Total	**791,000**	**99,000**	**890,000**

		Expenditure Categories			
Expenditures		Estimated Project Cost	Inflation %	Inflation Escalation	Total
2012-2013		-	0%	-	-
2013-2014		-	3%	-	-
2014-2015		-	6%	-	-
2015-2016		-	9%	-	
2016-2017		635,000	12%	76,200	711,200
Subtotal		635,000		76,200	711,200
Contingency	25%	158,800		19,100	177,900
Totals		**793,800**		**95,300**	**889,100**

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 select streets will be completed in December 2015 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 the roadway.

This project will provide for the repair of identified streets in residential areas. Funding available for each year's project will be used to address deficiencies in the pavement, curb & gutter, and sidewalk in select areas throughout 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	FY 2016-2017
Construction	Summer 2017

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

LAGOON PUMP STATION BUILDING (2012-2013)

Funding	Funding Sources: City CIP	Total
2012-2013	75,000	75,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**75,000**	**75,000**

Expenditures		Expenditure Categories: Estimated Project Cost	Inflation %	Inflation Escalation	Total
2012-2013		75,000	0%	-	75,000
2013-2014		-	3%	-	-
2014-2015		-	6%	-	-
2015-2016		-	9%	-	-
2016/2017		-	12%	-	-
Subtotal		75,000		-	75,000
Contingency	0%	-		-	-
Totals		**75,000**		**-**	**75,000**

PROJECT PRIORITY CATEGORY: A

PROJECT DESCRIPTION:

The existing lagoon pump station was constructed in 1964. Currently, the building houses two (2), 125,000 gallons per minute, Peerless pumps powered by Cummins diesel engines. The original pumps and engines were replaced with the current ones in 2001. The pumps are used to pump lagoon water out to the bay to manage the water level in the lagoon. The building is almost 50 years old. Based on revised seismic standards over the years, it would be beneficial to have the building inspected and evaluated for conformance with current seismic standards. The Lagoon Pump Station Building is an essential facility as it houses the storm water pumps that are critical for maintaining the water level in the lagoon during winter storms.

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 2012-2013
Design	FY 2013-2014
Construction	FY 2014-2015

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

LED STREET LIGHT REPLACEMENT (FY 2012-2013)

Funding	Funding Sources: City CIP	Total
2012-2013	150,000	150,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**150,000**	**150,000**

Expenditures		Expenditure Categories: Estimated Project Cost	Inflation %	Inflation Escalation	Total
2012-2013		150,000		-	150,000
2013-2014		-	0%	-	-
2014-2015		-	0%	-	-
2015-2016		-	0%	-	-
2016-2017		-	0%	-	-
Subtotal		150,000		-	150,000
Contingency	0%	-		-	-
Totals		**150,000**		**-**	**150,000**

PROJECT PRIORITY CATEGORY: B

Other Funding Sources

- Energy Efficiency Block Grants
- PG&E Rebates

PROJECT DESCRIPTION:

The City participated in PG&E's light emitting diode (LED) street light replacement program and had 269 street lights (along East Third Avenue and in the Vintage Park Development Area) replaced with the new third generation LED technology lights in February 2011. The new lights are more energy efficient and provide improved levels of lighting. The 269 street lights were replaced at no cost to the City under the State's Energy Efficiency and Conservation Block Grant Program (EECBG).

In February 2012, the City submitted an application for funding from the EECBG Phase 2 Small City and County Grant Program to replace additional street lights in the City. The City worked with PG&E to request $747,939 in grant funding for replacing the City's remaining high pressure sodium street lights (1396 street lights) with LED's along residential and boulevard streets. In the event the City does not get the requested grant funding, funding in the amount of $150,000 will provide for the replacement of 223 street lights.

ESTIMATED PROJECT SCHEDULE:

Bid, Award, Construct FY 2012-2013

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

DREDGING AT THE LAGOON INTAKE STRUCTURE (2012-2013)

	Funding Sources			
Funding		**CIP City**		**Total**
2012-2013		150,000		150,000
2013-2014		-		-
2014-2015		-		-
2015-2016		-		-
2016-2017		-		-
Total	**-**	**150,000**	**-**	**150,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		150,000	0%	-	150,000
2013-2014		-	3%	-	-
2014-2015		-	6%	-	-
2015-2016		-	9%	-	-
2016-2017		-	12%	-	-
Subtotal		150,000		-	150,000
Contingency	0%	-		-	-
Totals		**150,000**		**-**	**150,000**

PROJECT PRIORITY CATEGORY: B

PROJECT DESCRIPTION

The water level in the City's lagoon is controlled by allowing water in through the intake structure by Sea Cloud Park and pumping water out of the lagoon into the bay by the Corporation Yard. Over the years, sedimentation has built up on the Belmont Slough side of the intake structure resulting in limited water flow into the lagoon. The sedimentation in front of the lagoon intake structure obstructs water from flowing into the lagoon except during periods of high tides. In addition, at times, the sediment also blocks the Bay Level Transducer, compromising water level readings. This initial phase of the project would seek proposals from qualified firms to evaluate and analyze the most economical and feasible options for dredging the Belmont Slough by the intake structure and possibly building a concrete culvert to prevent this problem in the future. Future funding needs will be dependent on the results of the analysis and options identified.

ESTIMATED PROJECT SCHEDULE

Perform Evaluation	FY 2012-2013

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

PARK INFRASTRUCTURE IMPROVEMENTS (2012-2013)

	Funding Sources	
Funding	**CIP City**	**Total**
2012-2013	400,000	400,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**400,000**	**400,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		360,000	0%	-	360,000
2013-2014			3%	-	-
2014-2015		-	6%	-	-
2015-2016		-	9%	-	-
2016-2017		-	12%	-	-
Subtotal		360,000		-	360,000
Contingency	10%	36,000		-	36,000
Totals		396,000		-	396,000

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund

PROJECT DESCRIPTION

1. **Parking Lot Resurfacing - $260,000**. 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:	Last Resurfacing:
a. Boat Park	(2005)
b. Library/Community Center	(2005)
c. Sea Cloud Park Large lot	(2005)
d. Sea Cloud Park Small lot	(2007)
e. Rec. Ctr. and South Lots	(2005)
f. Boothbay Park	(2005)
g. Civic Center and South Drive	(2002)
h. Police Station	(2002)
i. Senior Center	(2005)
j. Port Royal	(2003)

Projected Timeline: Spring/Summer 2013

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 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 includes:

a. Grading/Demolition – 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

Projected Timeline: March - July 2013

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

VETERANS HONOR WALL (2012-2013)

	Funding Sources	
Funding	**CIP City**	**Total**
2012-2013	50,000	50,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**50,000**	**50,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		46,000	0%	-	46,000
2013-2014			3%	-	-
2014-2015		-	6%	-	-
2015-2016		-	9%	-	-
2016-2017		-	12%	-	-
Subtotal		46,000		-	46,000
Contingency	10%	4,600		-	4,600
Totals		50,600		-	50,600

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund
2. Private Donations or Grants to Foster City Foundation

PROJECT DESCRIPTION

Veterans Honor Wall **$50,000**

A Veterans Honor Wall will be constructed behind the Amphitheatre at Leo J. Ryan Memorial Park to acknowledge veterans who have served in the United States Armed Forces and who are current or former residents of Foster City. The installation would include a 4 foot tall by 50 foot long cement wall, with 5 foot returns at each end, similar in style as the sections at the Meadow Stage also in Leo J. Ryan Park. The project would also include an approximately 30 foot tall flagpole. Site construction would include electrical modifications, with spotlights for the flagpole and with various outlets accessible inside an electrical cabinet mounted behind the Veterans Honor Wall. The individual wall nameplates will be purchased by either the veterans or someone on their behalf.

A fundraising campaign will be implemented to raise as many funds as possible to reduce the cost to the City. Any funds not raised through private donations or grants would come from the Capital Investment – City Fund.

Projected Timeline

Design process	July - September 2012
Construction proposal process and award contract	September - October 2012
Construction	November 2012 - April 2013
Dedication	Memorial Day 2013

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

SYNTHETIC SURFACE – EDGEWATER PARK (2012-2013)

	Funding Sources	
Funding	**Park In-Lieu**	**Total**
2012-2013	1,760,000	1,760,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**1,760,000**	**1,760,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		1,600,000	0%	-	1,600,000
2013-2014			3%	-	-
2014-2015		-	6%	-	-
2015-2016		-	9%	-	-
2016-2017		-	12%	-	-
Subtotal		1,600,000		-	1,600,000
Contingency	10%	160,000		-	160,000
Totals		1,760,000		-	1,760,000

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Park In-lieu
2. Capital Investment – City Fund
3. AYSO, PYSC, and FCLL have assisted with funding for all past synthetic field projects. No commitment to date has been made for the Edgewater Park Project at this time

PROJECT DESCRIPTION

Synthetic Surface Edgewater Park – Design – $100,000
Synthetic Surface for Softball, Baseball, and Soccer Fields at Edgewater Park - Development – $1,500,000

There is one lit sports softball field for adult City league play in Foster City. The perimeter area on the outside of the outfield is currently used for “Drop-in” adult soccer play and youth soccer practice. The installation of synthetic turf on the softball infield and grass outfield and soccer areas will eliminate maintenance on the softball infield and maintenance and mowing of softball outfield and grass turf areas. Also, the installation of synthetic turf will create a more consistent and level playing surface for softball play and a nighttime field for soccer play.

Because of the elimination of infield maintenance and grass turf outfield mowing along with many other routine park maintenance duties, Parks staff will be redeployed to handle maintenance in other areas throughout the park. Projected increases in garbage pickup and bathroom cleanup are anticipated due to increased playing times at the park.

With the installation of a synthetic surface with a modern drainage system, playing conditions will improve and “rain-outs” for the most part will be eliminated. Synthetic fields are also aesthetically pleasing. The new modern synthetic fields are very similar in appearance to a natural grass field. The synthetic fields are also considered equal or superior to natural grass fields with regards to safety for players.

SYNTHETIC TURF OVERVIEW:

Community support – The Foster City Parks and Recreation Committee and Foster City youth sports group (AYSO, PYSC,

FCLL) unanimously support converting the Edgewater Park softball field to synthetic turf fields. Twenty-four adult softball teams are scheduled weekly throughout the season.

Improvements for player safety and prevention of UV degradation to the synthetic grass blades continue to be developed. Softball players and youth soccer players, coaches, and parents agree that playing on the new state of the art synthetic grass surface is more enjoyable and much safer.

The addition of the combined softball and soccer field to our park system will add value to the entire Foster City community. Maintenance resources that would be used on the upkeep of natural grass fields can then be redeployed to other areas. This will help to maintain the high park maintenance standards enjoyed by the Foster City community.

Synthetic grass soccer fields are very popular due to their excellent safety records and outstanding playability.
Water Conservation – Staff projects substantial water savings each year with the installation of synthetic fields. The water savings at Edgewater Park is estimated at $6,000 each year. Estimates are based on water rates for FY 2011/2012. Each soccer field uses approximately 3,000 water units per year. Each water unit equates to 748 gallons. Approximately 2,244,000 gallons of water are used on the field annually.

Maintenance Benefits – The installation of a synthetic surface at Edgewater Park provides significant maintenance and operation benefits. Staff projects certain field maintenance tasks will be reduced or eliminated which will allow parks maintenance staff to be re-deployed to other park tasks such as restroom cleaning and general park maintenance. It should be noted that the synthetic surface sports fields still require general maintenance tasks such as:

- Daily litter pick up on the synthetic grass surface
- Weekly brushing of surface blades
- Monthly surface inspections
- Maintenance upkeep of perimeter landscaped areas at the park

<u>Tasks reduced or eliminated:</u>

- Weekly mowing
- Weekly line painting
- Irrigation repairs
- Adjustments to the irrigation controller
- Fertilizing
- Weed control
- Seeding and sodding
- Top dressing sand and organic compost
- Thatching
- Aeration to reduce compaction

Safety - Statistics and studies indicate that synthetic turf playing surfaces are equal or superior to grass playing surfaces typically found in schools and municipalities. The most newly developed synthetic turf surfaces have excellent foot release characteristics. Cleated shoes release safely in the engineered infill material similar to natural grass.

<u>Additional safety enhancements include</u>:

- The entire playing field is evenly resilient
- Soccer players report that playing on a synthetic field decreases player fatigue.
- Saturated field conditions are eliminated
- There are no soft or uneven surface hazards around sprinkler heads
- Grass clippings and mud are eliminated

Edgewater Park - Projected Annual Maintenance Costs

Synthetic		**Natural Turf**	
Maintenance & Operations	$7,500	Maintenance & Operations	$10,500
Supplies	$1,100	Supplies	$5,000
Overseeding/Sod	$0	Overseeding/Sod	$6,700
Irrigation	$0	Irrigation	$6,000
Total	$8,600	Total	$28,200

RESOURCE REQUIREMENTS

Funding for this project will be designated from Park In-Lieu Funds, with an advance from the Capital Investment – City Fund in anticipation of future Park In-Lieu Fees from future planned development.

All facilities will be maintained with existing Parks staff.

Design of new synthetic fields continues to evolve. Architects with prior experience in synthetic field installations and design will be needed as an element of the design and construction process.

ESTIMATED PROJECT SCHEDULE

Request for Proposal for Architectural Design Services –	July thru October 2013
Construction Documents –	Oct. thru Dec. 2013
Request for Proposal for Construction Services –	January 2014 thru March 2014
Award Contract and Construction –	April 2014 thru September 2014

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

WERDER PIER SITE DESIGN DEVELOPMENT (2012-2013)

Funding	Park In-Lieu	Total
2012-2013	25,000	25,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**25,000**	**25,000**

Funding Sources

Expenditure Categories

Expenditures	Estimated Project Cost	Inflation %	Inflation Escalation	Total
2012-2013	25,000	0%	-	25,000
2013-2014		3%	-	-
2014-2015	-	6%	-	-
2015-2016	-	9%	-	-
2016-2017	-	12%	-	-
Subtotal	25,000		-	25,000
Totals	25,000		-	25,000

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Park In-Lieu Fees
2. Capital Investment – City Fund

PROJECT DESCRIPTION

Werder Pier Site Public Input / Conceptual Design Process - $25,000

Phase I – Conceptual Design and Public Input Process for Werder Pier Site.

Options for consideration may include:

- Construction Lay-down Area
- Passive or Active Park Area with ADA accessibility; installation of irrigation; planting of low maintenance, drought tolerant plants; signage; improved picnic area, etc.
- Athletic Field
- Refurbished Restroom - This would include adding security lighting, plumbing upgrades, replacement of roof, doors, installation of hand dryers, exterior painting etc.
- Bike Rental Concession

Projected Conceptual Design Cost not to exceed $25,000

Phase II – To be determined as a component of Budget Process in FY 2013-2014.

RESOURCE REQUIREMENTS:

Use Consultant to draft plans and attend Public Input Meetings.

Projected Timeline July 2012 - March 2013

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

DESTINATION PARK DESIGN DEVELOPMENT (2012-2013)

	Funding Sources	
Funding	**Park In-Lieu**	**Total**
2012-2013	25,000	25,000
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**25,000**	**25,000**

Expenditure Categories

Expenditures	**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013	25,000	0%	-	25,000
2013-2014		3%	-	-
2014-2015	-	6%	-	-
2015-2016	-	9%	-	-
2016-2017	-	12%	-	-
Subtotal	25,000		-	25,000
Totals	25,000		-	25,000

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Park-In-Lieu Fees
2. Capital Investment – City Fund

PROJECT DESCRIPTION

"Destination Park" Public Input/ Conceptual Design Process - $25,000

Foster City maintains approximately 8 miles of pedway along the Bay and Belmont Slough. Most of the pedway has been designated as a link in the Bay Trail that encircles the San Francisco Bay. The Foster City pedway is one of the most popular recreation facilities in the region. Developing the vacant 4 acres located between the levee pedway and Beach Park Boulevard at the Halibut Street intersection would be an attractive addition to the neighborhood and "destination" or stopping point along the Bay Trail for shoreline recreation, use of restroom, picnics, resting, dog walking, and enjoying the Bay views.

The primary purposes of a "nature park" are to improve the neighborhood aesthetics and appearance and to provide those who travel along the pedway with a place to stop and rest. It would also serve as an access point for those wishing to begin their journey on the trail. A restroom would be opened in the early morning and locked at sunset and cleaned daily. There would be no lights in the park except small security lights on the restroom. A nature interpretive board could be installed near the restroom. The need for additional parking area is not anticipated because most of the users of the facility will be travelers on the pedway and there is ample parking along Beach Park Blvd.

Phase I – Conceptual Design and Public Input Process for a "nature park" in the area adjacent to the levee/pedway and Beach Park Blvd. at Halibut Street. The park would be a stop for travelers along the Foster City section of the Bay Trail.

Proposed Features could include:

- Native, low maintenance plants, grasses, and boulders
- Irrigation and drainage
- A winding permeable pedway suitable for maintenance vehicles
- Picnic tables + trash/recycling cans
- A small pre-fabricated restroom near the pedway
- Drinking Fountain
- Benches
- Signage
- Nature Interpretive Display
- Bike rack

Phase II – Project Scope to be determined as a component of Budget Process in FY 2013-2014.

RESOURCE REQUIREMENTS:

Use Consultant to conceptual draft plans and attend Public Input Meetings which would include discussions with the Parks and Recreation Committee, the Planning Commission, and City Council.

.

Projected Timeline: July 2012 – March 2013

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

PARK INFRASTRUCTURE IMPROVEMENTS (2013 -2014)

	Funding Sources	
Funding	**CIP City**	**Total**
2012-2013	-	-
2013-2014	330,000	330,000
2014-2015	-	-
2015-2016	-	-
2016-2017	-	-
Total	**330,000**	**330,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013			0%	-	-
2013-2014		290,000	3%	8,700	298,700
2014-2015			6%	-	-
2015-2016		-	9%	-	-
2016-2017		-	12%	-	-
Subtotal		290,000		8,700	298,700
Contingency	10%	29,000		900	29,900
Totals		319,000		9,600	328,600

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund

PROJECT DESCRIPTION

1. **Basketball and Tennis Court Resurfacing - $220,000**. 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 and smoother to play on. Basketball and tennis court resurfacing is typically performed every five to seven years based on an evaluation of the condition of each court. The basketball court at Teen Center area is showing considerable wear due to skate-boarders and may need additional work. The total costs include all resurfacing and painting of lines. Two (2) basketballs courts and seven (5) tennis courts are anticipated to be in need of repairs (date of previous resurfacing is shown below):

    a. Edgewater Park – 3 tennis courts (2006)
    b. Catamaran Park – 2 tennis courts (2006)
    c. Catamaran Park – 1 basketball court (2006)
    d. Teen Center – 1 basketball court (2009)

2. **Large Wood Park Signs - $50,000**
   Replacement of five (5) existing wood signs with new wood ones is urgently needed. Various parks signs are showing signs of severe wood-rot and weather deterioration. Designated parks signs in need of replacement include: 1) Sea Cloud Park; 2) Leo J. Ryan Memorial Park; 3) Catamaran Park; 4) Gull Park; and 5)

Marlin Park. Estimated costs for this work include concrete base work, wood support posts, and fabrication and installation of the signs. Parks signs were last refurbished in 2005.

3. **Storage Shed - Boothbay Park - $20,000**
   Storage of parks equipment has continued to be problematic. The plan is to install a pre-fabricated storage shed and locate it along the south side of the existing restroom structure. This new shed will be approximately 15ft. by 20ft. It will blend in with the restroom structure and meet CDD and ADA requirements. Park's staff will develop a plan for the construction of the concrete foundation. This new secured storage shed will reduce transport travel time and fuel use for motorized park's equipment.

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

LANDSCAPED CUL-DE-SACS PARK IMPROVEMENTS (2014-2015)

	Funding Sources	
Funding	**CIP City**	**Total**
2012-2013	-	-
2013-2014	-	-
2014-2015	725,000	725,000
2015-2016	-	-
2016-2017	-	-
Total	**725,000**	**725,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		-	0%	-	-
2013-2014		-	3%	-	-
2014-2015		570,000	6%	34,200	604,200
2015-2016			9%	-	-
2016-2017		-	12%	-	-
Subtotal		570,000		34,200	604,200
Contingency	20%	114,000		6,800	120,800
Totals		684,000		41,000	725,000

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund

PROJECT DESCRIPTION

1. **Cul-de-sacs Refurbishment Phase I – Irrigation Controllers upgrade - $350,000.** The proposed project 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 plants, including irrigation upgrade with water conserving nozzles and installation of Central Irrigation System controllers in each cul-de-sac. The cul-de-sacs are located at: 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.

   Phase I would include replacing irrigation controllers and electrical cabinets in the 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 is estimated to be $350,000.

   The following phases would be scheduled for future 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 for all 4 phases is: $800,000.

2. **Arcturus Park Renovation - $220,000**. The turf, shrubs, hardscape, and trees are over 25 years old and in poor and declining condition. Park benches, pathway and other hardscape features need to be replaced. A complete renovation of the park would include:

    a. Demolition **–** Removal of old turf, soils, pathway, and designated trees.
    b. Grading **–** Grading turf areas to level (12” or more)
    c. Drainage **–** Correcting drainage as needed
    d. Irrigation **–** Installing new irrigation system
    e. Top soil **–** Installing new top soil
    f. Pathway **–** Asphalt pathway installation
    g. Landscape - Installation of new trees, shrubs and sod.

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

PARK INFRASTRUCTURE IMPROVEMENTS (2015-2016)

Funding	Funding Sources: City CIP	Total
2012-2013	-	-
2013-2014	-	-
2014-2015	-	-
2015-2016	290,000	290,000
2016-2017	-	-
Total	**290,000**	**290,000**

Expenditures		Expenditure Categories: Estimated Project Cost	Inflation %	Inflation Escalation	Total
2012-2013		-		-	-
2013-2014		-	3%	-	-
2014-2015		-	6%	-	-
2015-2016		210,000	9%	18,900	228,900
2016-2017			12%	-	-
Subtotal		210,000		18,900	228,900
Contingency	25%	52,500		4,700	57,200
Totals		**262,500**		**23,600**	**286,100**

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund

PROJECT DESCRIPTION

1. **Boardwalk Re-finishing and Re-sealing - $35,000**
   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.

2. **Dog Park Synthetic Turf Replacement - $125,000**
   The synthetic turf inside the dog park needs replacement every 7-8 years. This project includes replacement of turf and some drainage improvement for efficient clean-out purposes. Last replacement of turf was done in FY 08/09.

3. **Playground ADA Upgrades - $50,000**
   Staff is anticipating the need to install ADA ramps into playgrounds that are due for replacement during FY 2015/16. This includes: Erckenbrack, Gull, Marlin, Sea Cloud Parks, as well as building new retaining wall at Catamaran Park Playground.

CIP PROJECT DESCRIPTION FOR FIVE-YEAR FINANCIAL PLAN

PARK INFRASTRUCTURE IMPROVEMENTS (2016-2017)

	Funding Sources	
Funding	**CIP City**	**Total**
2012-2013	-	-
2013-2014	-	-
2014-2015	-	-
2015-2016	-	-
2016-2017	260,000	260,000
Total	**260,000**	**260,000**

		Expenditure Categories			
Expenditures		**Estimated Project Cost**	**Inflation %**	**Inflation Escalation**	**Total**
2012-2013		-	0%	-	-
2013-2014		-	3%	-	-
2014-2015		-	6%	-	-
2015-2016		-	9%	-	-
2016-2017		185,000	12%	22,200	207,200
Subtotal		185,000		22,200	207,200
Contingency	25%	46,300		5,600	51,900
Totals		**231,300**		**27,800**	**259,100**

PROJECT PRIORITY CATEGORY: C

POSSIBLE FUNDING SOURCES:

1. Capital Investment – City Fund
2. Park In-lieu
3. Land Water Conservation Fund Grant (Federal Grant)
4. Bay Trails Grants

PROJECT DESCRIPTION

1. Levee Landscape Development by Port Royal Park - $60,000

This proposed project is to address a maintenance issue by the levee path northeast of Port Royal Park. The proposal includes removal of existing iceplant and weeds, installation of irrigation, drainage, soil preparation/grading, planting of trees and shrubs, and installation of bark, benches and trash/recycling can.

Projected Annual Maintenance Cost: $4,000

RESOURCE REQUIREMENTS:
No added staff is anticipated after development of either option.

2. Shade Structures for Edgewater Park and Farragut Park - $50,000

Shade structures provide park patrons with an excellent temporary place for relief during extreme heat and rainfall. Modern structures are durable and long lasting. They can be designed to meet various requirements (color/shape) and blend in to existing structures and landscaping (similar to the structure at Sea Cloud Park).

Proposed locations for a shade structure include: 1) Edgewater Park – Between the north and south tennis courts; and 2) Farragut Park – Adjacent to the play apparatus area.

3. Street Median Enhancements - $75,000

Several street medians need landscaping upgrades and irrigation renovation. The majority of groundcover material has outlasted its use and needs to be replenished. Within the past year, several old shrubs have been attacked by insects and disease. Areas for proposed enhancement include: 1) East Hillsdale Blvd.; 2) Edgewater Blvd.; 3) Shell Blvd.; 4) Foster City Blvd.; and 5) Vintage Park Drive. Work in these areas will be performed in stages and during minimal traffic flow periods.