

CITY OF FOSTER CITY

ECONOMIC DEVELOPMENT STRATEGIC WORK PLAN

FY 16/17 TO FY 17/18



The City of Foster City is Open for Business...



September 19, 2016

FOSTER CITY

FY 2016 – 2018 ECONOMIC DEVELOPMENT STRATEGIC WORK PLAN

PURPOSE

The City Council of Foster City has initiated a multi-year Economic Development Strategic Plan to establish an economic development vision for the future of the community along with a strategy to effectively carry out that vision.

Over the last several months, the City Council Economic Development Subcommittee and staff have worked closely with the business community and other stakeholders to evaluate existing City policies and procedures that impact economic development with the intent of carrying forward effective ones, and developing new strategies to further the community's goals. The following Strategic Work Plan is intended to be a step towards providing a sound framework for economic growth and sustainability in Foster City.

ALIGNMENT WITH SUSTAINABLE FOSTER CITY PLAN – LONG TERM STRATEGIES

The Economic Development Strategic Plan is a subset of the larger Sustainable Foster City Plan that looks at strategic decisions about land use planning, economic development, and social engagement on a long-term basis to allow the community to thrive.



As illustrated in the diagram, the Sustainability elements are designed to work together to create and sustain a safe, clean, green, and fiscally sound business environment that benefits all of our community stakeholders. The Strategic Plan will focus on the economic portion of the overall Sustainability Plan.

Each of the guiding principles outlined below also have longer-term strategies involving land use, transportation, housing and community / business relations that can be adapted to changing needs and trends, allowing Foster City to keep a sustainable and competitive advantage well into the future.

ECONOMIC DEVELOPMENT VISION STATEMENT

At the City Council meeting on April 18, 2016, the City Council approved a vision statement for the City's economic development efforts that states, "Preserving its heritage as a planned community, Foster City will continue to be a viable economic competitor, providing a vibrant, diverse and dynamic environment for business to enhance its reputation as "The Place" to live, work and play."

ECONOMIC DEVELOPMENT STRATEGIC PLAN GUIDING PRINCIPLES AND OVERVIEW

The planning process for the Economic Development Strategic Plan included the development of Guiding Principles that were shaped by public input and reflect the City Council and community's aspirations for the city's future. While the goals and activities of the work plan may change in the future, the Guiding Principles are intended to be long-term. The Economic Development Strategic Work Plan outlines the first two years of programs and activities based on five major Guiding Principles that will be used to help guide economic development activity into the future. They include:

- 1) Maintain positive, ongoing relationships with the business community and economic development stakeholders;
- 2) Create and sustain a safe, clean, green, and fiscally sound business environment that benefits all those that live, work and play in this City;
- 3) Support the health and growth of businesses, especially in the areas of business intelligence and training, workforce development, workforce housing, and access to capital;
- 4) Continue to invest in public infrastructure that commercial and residential property owners need to thrive; and
- 5) Improve Foster City's transportation network to address traffic congestion for commuters and residents.

Each Guiding Principle has at least one goal that is supported by programs / initiatives and performance measures that ensure the City remains focused on impactful, lasting actions.

PERFORMANCE MEASUREMENTS

The performance measurements of the Economic Development Strategic Plan include financial and non-financial metrics of the economic, environmental and social / quality of life success factors of the Plan. While it is relatively straight forward to determine the total amount of private dollars leveraged by public investments, it may be more difficult or impossible to accurately measure the overall impact that certain tasks or initiatives (such as improving communication with the business community or investments in public infrastructure) will have on the success of the Strategic Plan. Therefore it's important to understand when evaluating the efforts of this Plan that they are intended to have a positive cumulative impact on the overall Vision of this Plan. Staff will provide quarterly City Council updates on the progress of the work plan.

The goals, associated programs / initiatives and performance metrics of the Economic Development Strategic Plan are identified on the following page.

CITY OF FOSTER CITY
ECONOMIC DEVELOPMENT STRATEGIC PLAN



Foster Good Governance & Communication

- Business Ombudsman Program
- Business Development Portal
- Business Communication Initiatives



Leverage Private Investment

- KIVA—Foster City
- Commercial Improvement Program
- Grow Foster City Business Loans



Recruit New Businesses in Priority Locations / Industries

- Comprehensive Branding and Marketing
- Gig Economy Policy Review



Support Business Growth & Development

- Retail / Commercial Assessment
- Cross Promotional Marketing Opportunities



Protect Existing Affordable Workforce Housing

- Funds for Protecting and Creating Workforce Housing
- Housing Subsidies for Workforce



Improve Transportation & Circulation Network To Meet Community Needs

- Connect Foster City Portal
- Carpool Incentive Program
- Transportation Planning & Policy Group

1. **GOAL:** Foster a strong, sustainable local economy and business climate through improved business customer service and communication.

PROGRAMS / INITIATIVES:

- A. **Business Ombudsman Program** – The Foster City Ombudsman is available to help businesses navigate through the network of local, regional, state and federal agencies and regulations. The Business Ombudsman serves as the liaison between the City and the business community, is responsible for addressing the questions and concerns of local businesses, and guarantees that the City's merchants receive prompt and complete responses.



Estimated Cost: Using current City Manager staff, this program will not incur any additional costs.

Estimated Completion: Fall – 2016

Expected Outcome: Business community / developer complaints and frustrations are lowered and the City's reputation is raised by demonstrating proactive problem-solving.

Performance Measure: This is a new initiative. The first year will establish the baseline of number of direct contacts for Business Ombudsman Services.

- B. **Business Development Portal** - Online portal for small and medium-sized business owners will be housed on the City's website. The portal will include the following elements:
 - Business Intelligence Assistance – Utilizing the SizeUp tool, businesses will receive assistance with mapping customers, competitors and suppliers and locating the best places to advertise. SizeUp is a business intelligence software tool that provides three core features that enable small business owners to make more intelligent decisions, such as Mapping of the competition (where competitors, customers, and suppliers are located); Benchmarking a specific business (how a particular business "sizes up" by comparing its performance to all competitors in the industry), and Advertising by identifying areas with the highest total or average revenue for an industry, and the most underserved markets).



Estimated Cost: The SizeUp tool will cost the city \$3,000 annually. Additional costs will be absorbed in-house.

Estimated Completion: Fall – 2016

Expected Outcome: Businesses will be able to better market to and engage their customer base thus creating opportunities for growth.

Performance Measure: This is a new initiative. The first year will establish the baseline of number Foster City businesses using services.

- Property Search Assistance – This tool will provide up-to-date information and mapping of available commercial properties for lease and sale in Foster City. Businesses may search the database for the type of property needed, whether for lease or sale, and information regarding vacancies at each property, realtors, and asking price

Estimated Cost: The Property Search Assistance tool is being developed in-house at no additional cost.

Estimated Completion: Winter – 2017

Expected Outcome: Businesses will be able search available Foster City properties in real-time.

Performance Measure: This is a new initiative. The first year will establish the baseline of number Foster City businesses using services.

- Business Permit Assistance – Utilizing California Gold and City information, the Permit Assistance tool is an electronic portal that will provide comprehensive permit assistance and regulatory compliance information locally and statewide to all businesses by serving as the central source of permit guidance.

Estimated Cost: The Business Permit Assistance tool is being developed in-house at no additional cost.

Estimated Completion: Winter – 2017

Expected Outcome: Businesses will be able research property permit data in real-time.

Performance Measure: This is a new initiative. The first year will establish the baseline of number Foster City businesses using services.

C. Business Communication Initiatives – Communication initiatives promote two-way dialogue between the City and the business community. The communication strategy will include the following elements:

- Business Roundtables – Business Roundtable meetings will be held quarterly to review and discuss local business issues within the community and issues of regional or statewide significance. These Roundtables foster dialogue not

just between the business community and government but also amongst the businesses.



Estimated Cost: The Business Roundtables have minimal costs to the city (usually light meals or refreshments are served).

Estimated Completion: Ongoing

Expected Outcome: Build and grow strong relationships with the Foster City business community through transparent, positive and forward-thinking communication.

Performance Measure: This is a new initiative. The first year will establish the baseline of number Foster City businesses attending roundtable meetings.

- Business Visitation Program – Regular Business Visitation Meetings will provide a great opportunity for company representatives and City staff to meet and discuss business operations, business information and resources, future expansion plans and many other business-related topics. It also provides businesses with an opportunity to share and showcase what they do best. Businesses may also request to schedule visitations.

Estimated Cost: The Business Visitation Program is a no-cost program handled by staff.

Estimated Completion: Ongoing

Expected Outcome: Create and foster individual relationships within the business community.

Performance Measure: Staff will meet with the top 25 businesses in Foster City once every two years.

- Business e-Newsletters – Monthly e-newsletter produced and distributed by the City highlighting economic development initiatives, major projects affecting the city, and reaffirming the City's commitment to the Foster City business community.

Estimated Cost: The Business e-Newsletter is a no cost program handled by staff.

Estimated Completion: Ongoing

Expected Outcome: Build and grow strong relationships with the Foster City business community through transparent, positive and forward-thinking communication.

Performance Measure: This is a new initiative. The first year will establish the baseline of number Foster City businesses subscribing to and reading the newsletter.

D. Policy Review - Improving business customer services long-term will require the City to provide “end-to-end” leadership, guidance and accountability for doing business with the City. The policy review initiative will seek to work with the Community Development Department, the City Attorney, and the business community to conduct an internal evaluation of any potential concerns related to established City policies or procedures that have a negative impact on business - and if necessary, modify those policies in accordance with City Council direction. The policy review process will focus on the following components:

- **Core Business Processes** – Are processes in development services integrated and efficient, and do they reflect a culture that is sensitive to the customer’s point of view?
- **Public Interface** – Are our internal procedures and communication mechanisms for staff, customers, and citizens structured to share information freely, manage projects effectively, and resolve issues or conflicts as they occur?
- **Regulatory Framework** – Are the policies, codes, and support documents that drive the development services process understandable, objective, and reasonable?



Estimated Cost: Reviewing current policies is a no-cost program.

Estimated Completion: Ongoing

Expected Outcome: Create a “business-friendly” environment by evaluating current City policies to ensure they allow business growth in Foster City, while still maintaining legal integrity.

Performance Measure: Increased customer satisfaction regarding business processes and development.

2. **GOAL:** Facilitate public-private agreements to leverage private investment in businesses and privately owned buildings.

PROGRAMS / INITIATIVES:

A. Kiva-Foster City Business Microloan Program– Kiva is an online platform that enables individual lenders to “crowd-fund” interest-free loans directly to small business owners, micro-enterprises and entrepreneurs. As a Kiva trustee, the City of Foster City would contribute funds and endorse micro enterprises that demonstrate growth opportunities and meet a community need. Borrowers with community support, who may or may not be eligible for conventional lending, would raise up to \$5,000 from their supporters and could eventually be eligible for up to \$50,000 in loans through Kiva crowd-sourcing. Foster City would match any funds raised.

Estimated Cost: Initial investment of \$100,000 to become a silver member fund matcher with KIVA.org. The initial \$100,000 investment would be used as matching funds for qualifying Foster City business ventures and would be recouped by loan repayments.

Estimated Completion: Initial roll-out January 2017 as part of a larger Bay Area initiative, then ongoing

Expected Outcome: Create financial opportunity within the small business and micro-enterprise community in Foster City.

Performance Measure: Amount of small or micro loans completed through KIVA Foster City portal.

B. Commercial Property Improvement Programs – These programs would offer grants for improvements to commercial property on targeted streets.

- **Facade Improvement Matching Grant Program** – Approved applicants (property owners) can be reimbursed up to 50% (or up to an identified maximum) to improve private commercial properties. Eligible improvements include new paint job, doors and storefront systems, new awnings and canopies, window replacement, new signage, outside common area furniture, landscaping and exterior lighting, and compliance with the Americans with Disabilities Act (ADA). All the improvements must be visible from the public right of way. Reimbursement is made once construction is complete.

Estimated Cost: Initial start-up fund of \$200,000

Estimated Completion: July – 2017; then ongoing

Expected Outcome: Creates incentives for property-owners to update and maintain public-facing facades.

Performance Measure: Amount of private investment leveraged through economic development efforts.

- Tenant Improvement Grant Program – Program provides grants to commercial property owners for improvements to the interior spaces of commercial spaces that have been vacant for six months or longer and a new tenant has been identified. Eligible improvements include hazardous materials abatement, such as asbestos removal, demolition and shell reconstruction, plumbing, mechanical, electrical & HVAC, Americans with Disabilities Act (ADA) compliance, and interior design and décor.

Estimated Cost: Initial start-up fund of \$150,000

Estimated Completion: July – 2017; then ongoing

Expected Outcome: Creates incentives for property-owners to update commercial spaces.

Performance Measure: Amount of private investment leveraged through economic development efforts; decrease in the office vacancy rate and or retail vacancy rate.

- C. Grow Foster City Business Loan Program** – The City of Foster City, in partnership with the Grow America Fund (GAF), would establish and capitalize the Grow Foster City Fund as an economic development tool designed to assist eligible businesses to obtain financing needed for growth. The Grow America Fund is operated as a subsidiary of the National Development Council, a nationwide, private, non-profit corporation designated as a Small Business Lender who is qualified to serve as a Small Business Administration (SBA) 7(a) lender. Loans made under this program are underwritten by the Grow America Fund and guaranteed by the Small Business Administration (SBA) from \$100K to \$2M. The SBA guarantees a portion of each loan, usually 75 percent. Grow America Fund sells the guaranteed portion to investors. The sale proceeds are then used to make more loans. The remaining 25 percent of the loan is retained by Grow America Fund and serviced on behalf of the City.

Estimated Cost: \$500,000

Estimated Completion: Initial roll-out January – 2017; then ongoing

Expected Outcome: Provide Foster City businesses with access to large amounts of capital for growth and expansion needs.

Performance Measure: Amount of private investment leveraged through economic development efforts; Value of new construction; Percent increase in business property tax base.

- 3. GOAL: Recruit and secure new businesses in priority locations/industries that are a good fit for Foster City, with a focus on biotech, technology, research & development, and business-to-business sales tax generators.**

PROGRAMS / INITIATIVES:

- A. Comprehensive Brand Assessment and Marketing and Communications Strategy**
– Refine the City’s Brand to showcase Foster City’s strengths as a premier place

to conduct and grow business. Create a framework which promotes Foster City as a forward-thinking, progressive and community-focused organization through consistent messaging in a wide range of communication channels, including print, social media, electronic media and presentations.

Estimated Cost: \$50,000 in possible marketing and branding costs

Estimated Completion: Fall – 2016, then ongoing

Expected Outcome: The creation of a consistent and strategic brand identity will demonstrate to potential and current businesses that the City of Foster City understands marketing and economic trends.

Performance Measure: Increased awareness of Foster City economic development “brand” and identity.

- B. Welcome to Foster City Program** – Implement “Welcome to Foster City” marketing materials and outreach campaign to greet new businesses into the city as well as promote Foster City as a destination location for new businesses. These marketing materials will help create a Foster City business identity to attract new and upcoming industries.

Estimated Cost: Printing of marketing materials.

Estimated Completion: Fall – 2016, then ongoing

Expected Outcome: Consistent and professional marketing materials will attract new businesses to Foster City.

Performance Measure: Outreach materials yield increased awareness of Foster City economic and business “branding” and / or business license applications.

- C. Gig Economy Policy Review** – Explore mutually beneficial policies to address emerging gig economy network activity of companies who use digital platforms as their primary business model (such as Uber, Lyft and Airbnb) and residents who use digital platforms as their primary means of employment. Outreach to current gig workers in Foster City through community forums.

Estimated Cost: No associated costs.

Estimated Completion: Winter – 2017

Expected Outcome: Review and possible creation of policies to address emergent employment and business trends.

Performance Measure: Increased awareness of gig economy impacts on Foster City economic and business environment. Conduct community forums addressing gig workers in Foster City.

- 4. GOAL:** Support existing businesses, especially in the areas of promotion, and facilitate the availability and diversity of goods and services for residents and the daytime employee population.

PROGRAMS / INITIATIVES:

- A. Retail/Commercial Assessment Report Update** – Working with the Community Development Department and the Land Use Ad-Hoc Sub Committee, reevaluate existing retail centers and clusters in Foster City and identify the implications of all the data on Foster City's retail marketplace. Based on that analysis, actively

explore opportunities to diversify the availability for additional amenities, such as sit-down restaurants.

B. Create cross-promotional opportunities for new and existing businesses

- **Digital Marketing** – Explore opportunities to leverage the unique capabilities of mobile devices to promote Foster City businesses. Create Foster City exclusive mobile applications to encourage “Shop Local” initiatives. Local business marketing and promotions could be included the mobile application.

Estimated Cost: Developed in-house at no additional cost.

Estimated Completion: Winter – 2017, then ongoing

Expected Outcome: Provide and promote unique channels for marketing opportunities.

Performance Measure: Percent increase in business tax base

- **Business to Business Network (B2B)** – A business-to-business e-platform to connect individual businesses in Foster City. Businesses can directly contact each other in order to partner and grow their businesses. By providing information about products and services, other businesses can find ways to collaborate in mutually-beneficial partnerships.



Estimated Cost: Developed in-house at no additional cost.

Estimated Completion: Winter – 2017, then ongoing

Expected Outcome: Provide and promote unique channels for collaborative businesses-to-business connections.

Performance Measure: Percent increase in business tax base

- **Business Spotlight Program** – On a quarterly basis, the “Foster City Business Spotlight Program” recognizes a major and a small local business for their contribution to the City of Foster City. This program is also designed to increase awareness of local shopping and employment opportunities.

Estimated Cost: No cost initiative.

Estimated Completion: Winter – 2017, then ongoing

Expected Outcome: Increased exposure for local businesses through recognition by City Council.

Performance Measure: Percent increase in business tax base.

5. **GOAL:** Protect existing affordable workforce housing whenever possible

PROGRAMS / INITIATIVES:

A. Develop funding resources to protect and create Workforce Housing

- Commercial Linkage Fee – Continue to explore the potential of housing impact fees on new developments as a way to provide funding for affordable workforce housing programs. At the August 15, 2016 Council Meeting City Council directed staff to proceed in preparing a draft ordinance establishing a Commercial Linkage Fee on new commercial development to support workforce housing.

Estimated Cost: No associated costs.

Estimated Completion: Fall – 2016, then ongoing

Expected Outcome: Commercial Linkage Fees would provide funding to low-income and workforce housing.

Performance Measure: Funds available for affordable workforce housing programs and initiatives.

B. Protect existing workforce housing resources

- Preservation of Existing At-Risk Affordable Housing Stock – Work with owners of facilities with affordable housing covenants that are due to expire to negotiate extensions of affordability agreements.

Estimated Cost: Program costs have not yet been determined.

Estimated Completion: Spring – 2017, then ongoing

Expected Outcome: Preservation of Foster City affordable housing stock.

Performance Measure: Number of workforce housing units increased or retained.

- Partner with Non-Profit Affordable Housing Developers – Preserve affordable housing for the long term by acquiring at-risk units or acquiring covenants restricting the units and partner with a local non-profit organization to manage the units.

Estimated Cost: Program costs have not yet been determined.

Estimated Completion: Spring – 2017, then ongoing

Expected Outcome: Acquisition and management of at-risk low income housing units through partnerships with local non-profits.

Performance Measure: Number of workforce housing units increased or retained.

C. Provide housing subsidies to meet the affordability of existing market housing for workforce

- Reestablish First-Time Homebuyer Assistance Program – Use eligible funding source to provide down payment assistance to eligible first-time homebuyers who earn up to 120% of median income levels. This assistance will provide additional opportunities for entry level private sector and some public sector employees to live in Foster City affordably.



Estimated Cost: Potential commercial linkages fee could fund homebuyer assistance programs.

Estimated Completion: Spring – 2017, then ongoing

Expected Outcome: Provide assistance to low-income families and workers allowing them to work and live in Foster City.

Performance Measure: Number of workforce housing units increased or retained.

6. **GOAL:** Facilitate an improved transportation and circulation network that provides for the diverse transportation needs of daytime employees and residents.

PROGRAMS / INITIATIVES:

A. Reduce commute-hour congestion

- Connect Foster City Portal – Through a partnership with the City of San Mateo, Commute.org, SamTrans and the Metropolitan Transportation Commission, the Connect Foster City portal will include a targeted marketing campaign and user-friendly website for residents and employees to explore the myriad of alternative transportation options available within the City of Foster City. Additionally, the site will be used to promote commuter-focused incentives.

Estimated Cost: The Connect Foster City Portal will require \$25,000 to design and launch.

Estimated Completion: Initial roll-out in Spring – 2017

Expected Outcome: Increase awareness to residents and workers of the variety of available alternatives to single-occupancy vehicles, reducing vehicle miles traveled and greenhouse gas emissions.

Performance Measure: This is a new initiative. The first year will establish the baseline of number individuals utilizing the tool.

- Launch of Foster City Carpooling Incentive Program – The Carpooling Incentive Program is designed to reduce inbound and outbound traffic congestion in Foster City during peak commute times by promoting a carpooling application developed by SCOOP Technologies to commuters. For a one-time investment of \$60,000, the program will incentivize commuters to carpool when coming to and leaving Foster City for work. For a 6 month period, all commuters who use the SCOOP carpooling application will be able to take advantage of a discounted price of \$2 (the regular price for this service is \$6). Drivers who use the SCOOP Carpooling application during peak traffic times will receive a \$5 reimbursement per passenger. SCOOP will provide monthly reports of major statistics including registrations, matched users, trips reduced, miles saved, and emissions savings.

SCOOP will provide marketing resources such as email copy, graphics celebrating milestones, and additional physical materials; provide marketing program ideas and help resource/staff events; Launch additional programs to grow Scoop in the area, such as limited-time promotions; Send regular reporting on all metrics.

Estimated Cost: \$60,000 to implement the 6-month incentive period

Estimated Completion: Launch in Fall – 2016

Expected Outcome: Program seeks to reduce single occupancy vehicle trips during peak commute hours, and reduce the impacts of traffic congestion.

Performance Measure: Reduce 15,000 to 20,000 vehicle trips during peak commute hours; and reduce greenhouse gas emissions by 200 tons.

B. Promote and facilitate opportunities for addressing regional and local transportation challenges in a coordinated manner.

- Innovation Cluster Transportation and Policy Focus Group – Sponsor a public-private Transportation and Policy Focus Group to evaluate and encourage more efficient use of transportation and parking resources throughout the City and serve in an advisory role on local policy initiatives that impact the business community.

Estimated Cost: No cost initiative.

Estimated Completion: Fall – 2016, then ongoing

Expected Outcome: Create open dialogue between public and private Foster City stakeholders regarding transportation and traffic issues.

Performance Measure: Establish Transportation & Policy Focus Group and convene meetings to discuss local transportation and traffic issues.

- Continued Participation in Regional Transportation Planning** – Continue to work with local and regional traffic congestion management advocates to evaluate, support and monitor their respective management goals.
Estimated Cost: This initiative will be developed through partnerships at no additional cost.
Estimated Completion: Fall – 2016, then ongoing
Expected Outcome: Increase awareness of regional transportation goals and strategies, while advocating for solutions in Foster City and address impacts caused by traffic congestion.
Performance Measure: Staff will serve on the Supervisory committee to Commute.org and work with SamTrans and (City/County Association of Governments (C/CAG) of San Mateo County on regional traffic issues.

FUNDING RESOURCES

The following funding plan is identified as a means of achieving the Goals of the Plan over the next two-year period.

Proposed Operating Expenses of the Plan		
Operating Expenses	FY 16/17	FY 17/18
Business Intelligence Portal - Size-Up Contract	3,000	-
Business Communication - Roundtables	5,000	5,000
Kiva Foster City Matching Loan Fund	100,000	-
Façade Improvement Matching Grant Program	200,000	-
Tenant Improvement Grant Program	150,000	-
Business Spotlight Program	5,000	5,000
Connect Foster City Portal	25,000	-
Carpooling Incentive Program	60,000	-
Grow Foster City Business Loan Program	-	500,000
Affordable Housing Set-Aside	-	500,000
Workforce Down Payment Assistance	-	TBD
Comprehensive Branding/Welcome to Foster City Program	50,000	50,000
Total Operating Expenses	598,000	1,060,000
Proposed Funding Sources		
Sources	FY 16/17	FY 17/18
Sustainable Foster City Fund	250,000	300,000
Community Benefit Fund	350,000	-
Commercial Linkage Fees	-	500,000
General Fund	-	260,000
Total Sources	600,000	1,060,000

The proposed operating expenses of the Strategic Plan for FY 16/17 are recommended as part of the FY 16/17 and FY 17/18 budget through the Sustainable Foster City Fund and the Community Benefit Funds derived from a Development Agreement approved to develop the Lincoln Centre Life Sciences Campus to be occupied by Illumina. All other proposed operating expenses represent new expenditures that have not already been approved by the City Council for appropriation. These expenditures, along with the recommended transfers from the General Fund, would be requested during the Annual Budget process for each applicable year.