



# Fiscal Year 2014-15



## Adopted Budget



City of Burlingame, California



## Library Millennium Project

The Burlingame Public Library was reconstructed in 1997. In the ever-changing world of technology and information, the Burlingame Public Library is renovating parts of the interior for the modern age while maintaining the building's historic integrity. Construction will begin this summer and be done by spring 2015.



Artist's renderings of proposed improvements.

CITY OF BURLINGAME, CALIFORNIA



# FISCAL YEAR 2014-2015

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## PROPOSED OPERATING AND CAPITAL BUDGET

FINANCE DEPARTMENT  
501 PRIMROSE ROAD,  
BURLINGAME, CA 94010

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

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Joanne Louie

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## CITY MANAGER'S TRANSMITTAL LETTER

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Date: June 16, 2014

To: Mayor Michael Brownrigg & the Burlingame City Council

From: Lisa K. Goldman, City Manager

Subject: Budget Transmittal Letter for Fiscal Year 2014-15



In accordance with the City of Burlingame Municipal Code, I am pleased to transmit to you the recommended budget for fiscal year 2014-15. The attached document contains the funding recommendations for all City programs and services, including those that utilize funds from the City's various enterprise and special revenue accounts. The capital improvement projects that are programmed for funding from all City sources are presented as well.

In the current fiscal (ending June 30, 2014) the City has made significant progress on the goals established by the City Council in April 2013 and revised and reconfirmed in January 2014. Physical improvements in the City range from completion of a majority of the Burlingame Avenue Streetscape project to the opening of a community garden and a new pump station. The City's ordinances are in a state of overhaul and renewal to provide a fair and consistent basis for future governance. Community safety has been fortified through participation in community groups and events, and in the procurement of grants to fund traffic safety efforts. Prudent funding of accrued liabilities is being addressed: the establishment of an irrevocable trust account for retiree medical benefits has reduced these costs and provides for systematic funding of this obligation in the 2014-15 and future fiscal year budgets. The Council's vision for the City is being achieved incrementally, focused on the long-term viability and sustainability of the community's fiscal and environmental health.

The budget process for the 2014-15 fiscal year was launched early in the calendar year as Department Directors and their budget staff began their mid-year evaluation of current year activities and development of their budget requests for fiscal year 2014-15. On January 25, 2014, the City Council and staff held a goal-setting session, continuing the process implemented last year in which the focus was on developing high-level goals, rather than identifying smaller projects or tasks. As a result, the City Council fine-tuned these five over-arching goals:

1. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character

2. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies.
3. Enhance and promote Burlingame's downtown and commercial sectors
4. Maintain and enhance Burlingame's high quality services that meet the needs of the community
5. Strive to promote more environmentally sustainable policies and outcomes

These updated goals were formally adopted at the March 17, 2014 City Council meeting, along with an Implementation Action Plan, clearly anchored in the larger vision for the City. The plan includes the projects and tasks suggested by the City Council and staff, as well as some unfinished tasks from last year's goal-setting process.

Also in March, staff presented the Mid-Year Budget Review and discussed revenue estimates, expenditure projections, and the five-year forecast with the City Council. Armed with this analysis and cognizant of the Council's goals, the departmental budgets were submitted and compiled for additional evaluation by the City Manager. Once adjusted, an initial budget was presented to the Council on May 14<sup>th</sup> for a high-level review and further direction. The fiscal year 2014-15 budget proposed herein includes funding for the City's day-to-day operations as well as those projects and tasks highlighted in the Implementation Action Plan. The Department Initiatives for the fiscal year shown in each departmental section of the budget are drawn directly from this plan.

## **FISCAL SUMMARY AND ECONOMIC OUTLOOK**

The nation's economy entered 2014 poised for improved economic growth, having posted steady gains in consumer and business spending, rising residential investment, and measurable headway in job growth in 2013. Although the economy contracted in the first quarter of 2014 for the first time in three years, economists expect economic growth to accelerate in the first half of the 2014-15 fiscal year as the recovery gains further momentum.

At the statewide level, California continues to be a leader in the nation's employment recovery because businesses are expanding their operations. Through February 2014, the state had added back more than 1.2 million jobs since hitting bottom in February 2010. This rebound has been broad-based across regions and industries. Tourism, real estate and professional services are expected to continue driving solid job growth.

Tourism remains a solid factor in the state's economic recovery. Along with increased hotel occupancy rates, sales tax receipts generated at restaurants and hotels have continued to improve. On the real estate front, the number of permits filed for new residential units grew 20 percent last year, as home prices rose rapidly. Multifamily construction continues to form a larger portion of new residential developments due to the increasing number of renters statewide. Given that California remains undersupplied on housing, the forecast calls for robust growth in housing permits over the next two years.

Job growth across all industries has resulted in higher personal income and taxable sales, which, along with the higher tax rates passed with Prop 30 in November 2012, have contributed to a significant improvement in the State's General Fund revenues. California's budget for the 2014-15 fiscal year calls for an 8.5 percent increase in spending, the payoff of loans from past deficits, and an increase in rainy day reserves.

The San Francisco Metropolitan Division (MD) unemployment rate, at 4.3 percent in April 2014, remains the lowest in the state. Having already surpassed its pre-recession peak employment levels, the region is now approaching the employment peak reached in December 2000 - the height of the tech bubble. Although this employment growth has been broad based, the Professional, Scientific and Technical Services industry has been the major driver of the local labor market. This industry delivers one of the highest wages in the region, which has helped fuel increased levels of consumer spending in the local economy. (Taxable sales in the San Francisco MD increased by 7.2 percent in 2013, while statewide taxable sales increased by 6.8 percent.) Job gains from this industry have also given a boost to the recovering office real estate market.

Nearly four years after the official end of a severe recession, Burlingame finds itself in a relatively healthy fiscal position, with many of the City's revenues meeting or exceeding levels experienced prior to the downturn. While initial recovery was slow, the past year has shown a healthy gain in the City's largest revenue sources, a continued sign that the economy is improving. In particular, the General Fund is doing well, and the expectation is for continued moderate revenue growth in this, the City's main operating fund. Because key tax revenues (including property, sales and hotel taxes,) have risen over the last few fiscal years, the need for additional reductions in City services has been negated.

However, unfunded liabilities accrued from prior years continue to prevent the City from attaining a truly sustainable budget. Although retiree medical benefits earned by current and past employees are now being funded through annual contributions to an irrevocable trust fund, these added costs are significant, and represent payment of past commitments. As such, these funds are not available to support current services. The cost of employee pension obligations provided by CalPERS (California Public Employee Retirement System) also continues to increase at an alarming rate. Though pension benefits have been reduced for future employees, and current employees are contributing the entire employee rate as well as a percentage of the employer rate to the pension system, it will take many years for these reforms to provide relief to the operating budget.

Even though the General Fund budget presented here for the 2014-15 fiscal year provides an operating surplus of approximately \$378,000, the City's work force is now at a manageable level, and future increases in operating costs have been contained to a large extent, the continued existence of critical yet unfunded capital projects indicates that the budget is not sustainable for the long term. Many of the unfunded projects identified in the current fiscal year represent infrastructure (public facilities, parking lots) replacement needs, largely due to deferred maintenance or the lack of set-aside funding for these capital demands. Staff has been conducting community outreach to inform the public about the City's needs and solicit

feedback to assist the Council in prioritizing these unfunded projects. Staff anticipates returning to the City Council with this information early in the new fiscal year. The City's remaining capacity for debt is limited, as are opportunities for additional revenues. Nonetheless, staff will develop potential funding options for each of the projects that the Council wishes to initiate in the near future.

Current capital projects are adequately funded through a mix of capital reserves, debt financing and increased special revenue funds. General Fund reserves are healthy. And the Council's prudent commitment to fund reserves has lessened the possibility of future service reductions when revenues begin to flag. The City has an estimated \$18.3 million in General Fund reserves as of the end of fiscal year 2013-14. Having contributed the entire \$6.6 million OPEB (Other Post-Employment Benefits) Reserve in September 2013 to an irrevocable trust fund (obligated for the funding of retiree medical benefits), coverage is still over 38% of anticipated operating expenses. Although the adequacy of General Fund reserves should be assessed based upon a government agency's own specific circumstances, the Government Finance Officers Association (GFOA) recommends reserves of no less than two months of regular operating expenditures. Burlingame's reserves far exceed this level. Staff is currently consulting with the GFOA in the development of a General Fund Reserve policy recommendation customized for the City of Burlingame. The final policy will not only indicate an optimal reserve amount, but it will also identify how the reserve will be funded and the conditions under which the reserve may be drawn upon. The City's General Fund ending balances are anticipated to grow in the near term, providing the Council with options to increase reserves or fund one-time needs in the future. These reserves are extremely important to being able to maintain the current level of City services.

In the bond markets, the Burlingame name is recognized as a high-credit municipal entity given both the City's financial strength and solid financial management. Because the City's bonds are highly sought by investors and are fairly competitive in the marketplace, the City can borrow funds at reasonably attractive rates. Although no debt issuances took place in the past fiscal year, Standard & Poor's Ratings Services affirmed Burlingame's AA+ issuer credit rating in the spring of 2014.

## **BUDGET OVERVIEW – ALL FUNDS**

The recommended City budget and capital improvements plan for the City of Burlingame for fiscal year 2014-15 totals \$99,829,166. A breakdown by major funds is as follows:

**CITY OF BURLINGAME, CA  
BUDGET SUMMARY BY FUND\***

	<b>FY14-15 Budget</b>	<b>FY13-14 Adopted</b>	<b>Change \$</b>	<b>Change %</b>
<b>General Fund</b>	\$ 47,461,698	\$ 41,850,938	\$ 5,610,760	13.41%
<b>Capital Projects</b>	16,240,000	23,372,000	(7,132,000)	-30.52%
<b>Water Enterprise</b>	14,138,214	13,422,383	715,831	5.33%
<b>Sewer Enterprise</b>	10,557,614	9,771,287	786,327	8.05%
<b>Financing Authority</b>	7,694,228	7,119,357	574,871	8.07%
<b>Building Enterprise</b>	1,466,633	1,450,892	15,741	1.08%
<b>Parking Enterprise</b>	1,426,500	1,340,203	86,297	6.44%
<b>Solid Waste Enterprise</b>	659,597	819,269	(159,672)	-19.49%
<b>Landfill Fund</b>	190,741	0	190,741	N/A
<b>Special Revenue Funds</b>	212,000	428,000	(216,000)	-50.47%
<b>Other Funds</b>	(218,059)	694,686	(912,745)	-131.39%
<b>Total</b>	<b>\$ 99,829,166</b>	<b>\$ 100,269,015</b>	<b>\$ (439,849)</b>	<b>-0.44%</b>

\*excludes inter-fund transfers

Overall, the City's budget decreased by 0.44%, or \$439,849, in the new fiscal year, when compared with the prior year *adopted* budget. This is a deceptively small variation when considering the many funding changes actually taking place. As will be explained throughout this document, the major change from the prior year is the systematic charging of retiree medical benefits, both earned in the current year (the *normal* cost) and accrued in prior years, to all funds, departments and programs. This cost is allocated based on a payroll surcharge of nearly 30%, and therefore more heavily impacts funds with a higher concentration of personnel costs, such as the General Fund. The decrease in Capital Projects funding from last year reflects the large inflow of bond proceeds that were appropriated for specific Storm Drain projects. The Other Funds category includes the appropriation of various internal services funds (ISFs) and the Shuttle Transportation Fund. ISFs budgets are shown net of departmental charges, as these are already included in the expenditures of the other funds.

## THE GENERAL FUND

The General Fund is the City's chief operating fund. Anticipating a moderate pace of economic growth, the long-term forecast provides for a relatively stable General Fund for at least the next several years.

## **Revenue Highlights**

### **Property Taxes**

Burlingame has 8,665 taxable parcels, with a net assessed value in the secured property roll of \$8.2 billion. The total assessed value subject to taxes increased by 4.8% in fiscal year 2012-13, and then by 7.42% in the current fiscal year, per the County Assessor's Roll Tracker. As of the date of this transmittal, assessed value in Burlingame is now 6.58% higher than last year. While this does not equate to a 1-to-1 increase in property tax revenues for Burlingame, it is a good indication of growth in this area. Staff anticipates secured property tax revenues in fiscal year 2014-15 to be approximately 6.3% higher than in the current fiscal year. However, given that the future of refunds from the County's ERAF (Educational Revenue Augmentation Fund) is very uncertain, a downward adjustment of \$700,000 has been made to the property tax projection, so that this revenue category remains flat when compared to current year estimates.

The budget book again this year includes a chart of approximate distributions of property tax dollars for taxes assessed in Burlingame. The chart illustrates that the City receives approximately 17% of the property taxes generated within the jurisdiction—a fraction of the total collected from Burlingame property owners.

All told, property taxes comprise 27.5% of General Fund revenues in the FY 2014-15 proposed budget.

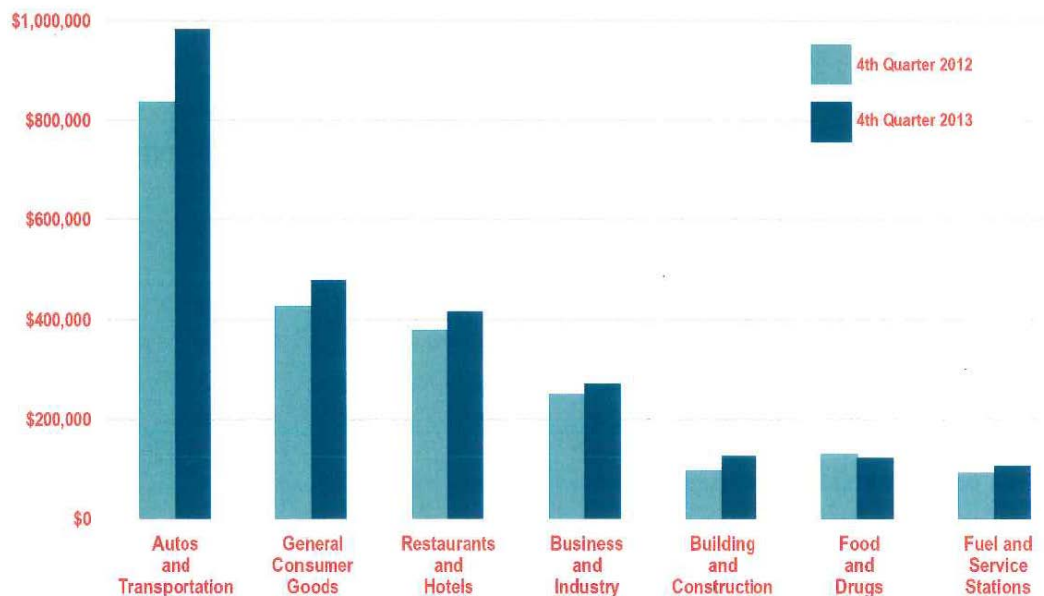
### **Sales and Use Taxes**

Sales and use tax revenues declined dramatically in Burlingame between 2008 and 2010, but have rebounded in recent years. Growth was 28% in the fiscal year ended June 30, 2011, followed by a 5.6% increase in the following year and an 8.3% increase in the 2012-13 fiscal year. These revenues are expected to hit pre-recessionary levels in fiscal year 2013-14. The largest segment of sales tax revenue in Burlingame (39%) comes from automobile sales and other transportation-related sales, largely due to the various automobile dealerships located on Burlingame Auto Row and near Broadway. Pent-up demand for automobiles, combined with historically low interest rates, generated substantial car sales gains in the past three years, and grew 9.7% in 2013. In addition, a recovery in business and leisure travel is expanding tax receipts from car rentals. Although pent-up demand is expected to cool somewhat, and consumers are leaning toward less expensive, more fuel-efficient vehicles, sales growth is expected to continue in this category, albeit at a more moderate pace, in fiscal year 2014-15.

The next largest segment of taxable transactions is in general consumer goods, and it is also experiencing an impressive recovery. As Burlingame is a highly desirable residential community and upscale commercial location with attractive shopping districts, growth in this category has come largely from spending on high-end clothing, jewelry and beauty products. Although demand for luxury goods appears to be peaking nationally, this category of transactions is expected to hold its own in Burlingame in the coming fiscal year. However, the trend toward online shopping is shifting tax revenues from brick and mortar stores to either

countywide pools or centralized distribution warehouses. In fact, the final quarter of 2013 showed that gains in sales from online purchases were higher than for brick and mortar stores. Retail analysts expect on-line sales to expand in the future, and many major retailers are testing new concepts to reduce store size and overhead costs by driving more of their sales to centralized web-based order. Therefore, Burlingame continues to focus on economic development opportunities that will keep its shopping districts strong in the coming years.

## SALES TAX BY MAJOR BUSINESS GROUP



Taxable sales at restaurants and hotels also contribute significantly to Burlingame's sales and use tax revenues. Both ends of the dining spectrum (quick-service and high-end restaurants) have shown a strong recovery in recent years, and in the current fiscal year transaction volumes at mid-priced, casual dining chains are also quite healthy. The growing trend toward eating more meals out, coupled with stepped-up travel spending, provides an optimistic outlook for this sector in Burlingame.

Sales and use taxes currently account for 18% of General Fund revenue. The forecast for fiscal year 2014-15 calls for an 8.6% growth over the prior year's budget.

### Hotel Tax - Transient Occupancy Tax

Burlingame's 12 major hotels provide convenient overnight accommodations for business travelers and tourists using San Francisco International Airport (SFO). A total of 3,770 hotel rooms are available for rental. Burlingame hotel tax revenues have increased every fiscal year since the recession, boosted not only by the recovery of the travel industry, but also by the increase of the tax rate from 10% to 12% beginning in January 2010. Transient occupancy tax

# CITY OF BURLINGAME | FISCAL YEAR 2014-15

(TOT) receipts in the current fiscal year are expected to exceed \$20.1 million, up from \$10.2 million just five years ago. With double-digit growth in Average Daily Room Rates (ADR) and extremely high occupancy rates, it is conservatively estimated that this revenue growth can be maintained, with an additional 5% growth in fiscal year 2014-15.

TOT constitutes 38.2% of total General Fund revenue projected for fiscal year 2013-14. Because this revenue is so dependent on a vibrant economy that supports travel and tourism, these estimates are factored into the establishment and maintenance of a significant Economic Stabilization Reserve. Should the economy decline, these revenues would be heavily impacted, thereby increasing the need to draw on this reserve. It is therefore fitting that the Economic Stabilization Reserve be replenished and strengthened in times of economic growth. The City has undertaken a risk-based study to determine the optimal level of General Fund reserves, and will develop a reserve policy based on the results of the study early in the new fiscal year.

In summary, the City's revenue expectations for the new fiscal year are as follows:

- Strong growth in sales taxes between 8% and 9%.
- Moderate growth in business travel to the San Francisco Bay Area, maintaining high hotel occupancies and related transient occupancy taxes.
- A leveling off of property tax growth, despite higher assessed values on the County's property tax rolls.

These three key revenues make up over 84% of the General Fund revenues projected in the FY 2014-15 budget.

CITY OF BURLINGAME, CA SUMMARY OF GENERAL FUND REVENUES				
	FY11-12 Actuals	FY12-13 Actuals	FY13-14 Budget	FY14-15 Projection
<b>Property Tax</b>	\$13,459,642	\$15,384,141	\$15,275,203	\$15,250,000
<b>Sales and Use Tax</b>	8,619,078	9,198,871	9,630,000	10,460,000
<b>Transient Occupancy Tax</b>	16,183,158	18,244,310	20,100,000	21,100,000
<b>Other Taxes</b>				
Franchise Tax	1,239,721	1,572,005	1,547,000	1,556,400
Business Licenses	897,958	952,804	991,000	995,000
State HOPTR	65,183	65,337	64,000	66,000
Real Property Transfer Tax	379,266	379,542	375,000	375,000
<b>Licenses &amp; Permits</b>	99,512	101,753	110,000	86,000
<b>Fines, Forfeitures and Penalties</b>	838,614	860,476	692,000	780,000
<b>Use of Money &amp; Property</b>	195,386	199,186	191,000	191,000
<b>Charges for Services</b>	0	3,680,054	3,991,911	4,087,021
<b>Other Revenue</b>	0	110,196	38,500	30,000
<b>State Subventions</b>	3,465,601	404,875	89,012	100,000
<b>Interest Income</b>	442,986	133,386	200,000	200,000
<b>Total, General Fund Revenue</b>	<b>\$45,886,105</b>	<b>\$51,286,936</b>	<b>\$53,294,626</b>	<b>\$55,276,421</b>

## CITY OF BURLINGAME | FISCAL YEAR 2014-15

As indicated in the table above, revenue growth in the General Fund for the current fiscal year will surpass the actual revenues reported in the 2012-13 fiscal year by approximately \$2 million, or 3.9%, with total collections of nearly \$53.3 million. Although General Fund revenues are projected to be only 3.7% higher in the FY 2014-15 budget, the increase reflects strong growth, despite a \$700,000 reduction in refunds from the County's ERAF (Educational Revenue Augmentation Fund) included in the City's property tax projections. Annual revenues for the new fiscal year are projected to be nearly \$55.3 million.

### Expenditure Highlights

The \$55.3 million in revenue will finance \$54.9 million in General Fund expenditures in FY 2014-15. The appropriations include nearly \$47.5 million in operating expenditures and capital outlay, \$4.1 million in net debt service payments, and a \$4.5 million transfer to the Capital Improvement Projects (CIP) Fund. These expenditures are offset by a net \$1.2 million of transfers in from other funds. These transfers cover the cost of direct and indirect services provided by the General Fund to the other City funds.

General Fund operating expenditures of \$47.5 million in the new fiscal year represent an increase of \$5.3 million, or 12.6%, from the prior year's budget. As explained in the Key Budgetary Changes noted throughout the document, this significant increase in appropriations is largely due to the inclusion of the full cost of retiree medical benefits, or OPEB (Other Post - Employment Benefits, in the departmental budgets. Beginning in fiscal year 2014-15, the City will be contributing to the newly established OPEB Trust Fund, and will be booking the actuarially-determined trust fund contributions as operating expenditures. This differs radically from the prior year pay-as-you-go funding of these costs, making prior-year comparisons less useful in analyzing the City's expenditure budgets.

CITY OF BURLINGAME, CA SUMMARY OF GENERAL FUND EXPENDITURES BY TYPE				
Description	FY13-14 Budget	FY14-15 Proposed	\$ Change from Prior Year	% Change from Prior Year
<b>Personnel Costs</b>	\$ 23,656,584	\$ 23,697,134	\$ 40,550	0.2%
<b>Non-Personnel Costs</b>	14,672,784	19,816,344	5,143,560	35.1%
<b>Internal Services</b>	3,690,256	3,858,220	167,964	4.6%
<b>Capital Outlay</b>	119,814	90,000	(29,814)	-24.9%
<b>Total Expenditures</b>	<b>\$ 42,139,438</b>	<b>\$ 47,461,698</b>	<b>\$ 5,322,260</b>	<b>12.6%</b>

The proposed budget for fiscal year 2014-15 includes the *normal cost* of providing retiree medical benefits (the cost associated with benefits earned throughout the year by current employees) as personnel costs. For the General Fund, this \$1.2 million charge is much less than the \$2.4 million pay-as-you-go cost included in the prior year personnel cost budget. However, increases in other employee costs, such as CalPERS (pension), health care premiums for active

## CITY OF BURLINGAME | FISCAL YEAR 2014-15

employees, and workers' compensation charges, amounted to \$921,000. In addition, small increases in compensation per various labor contracts and a 1.71 increase in FTE (full time equivalents) added \$ 277,000 to General Fund personnel costs in the proposed budget.

### Budgeted Positions

In reviewing the City's initial budget for the 2014-15 fiscal year as presented to the Council in May, it was noted that many operational restraints in previous years' budgets would need to be continued. Throughout the recent recession and vacillating recovery (2008-2012), operational budgets were incrementally reduced each year in an attempt to lower deficit spending while maintaining a high level of municipal services during difficult economic times. A reduction in the number of employees was the most effective strategy to reduce costs, as the City is largely a service organization with a significant investment in personnel. However, the concomitant pledge of quality services put a strain on the City's limited personnel resources.

A schedule of the City's FTE (full-time equivalent) employee positions is included on page 45 of the budget document. After an increase of 5.5 positions citywide for the adopted 2013-14 fiscal year budget, and an increase in hours (0.25 FTE) for a Library Assistant II position during the year, the proposed budget for fiscal year 2014-15 authorizes 201.17 full-time equivalent positions: the General Fund employs 142.46 FTEs, and the remaining funds employ 58.71 FTEs. This is an increase of 2.51 positions citywide.

Each FTE increase in the fiscal year 2014-15 budget was strategically considered in relation to workloads and the City's service needs:

- One full FTE for a Code Compliance Officer was added to the City Attorney's Office to take the place of a former half-time contract worker; the position was approved by Council resolution on April 21, 2014.
- Several incremental changes were made to the hours approved for the Library's workforce, adding 0.51 FTE, largely to provide for coverage for retirees who were previously employed as temporary help. (CalPERS no longer allows for the employment of retirees except in very specific situations.) Included in this 0.51 FTE increase is a 0.12 increase in the Graphic Artist position, as the increased Library programming has expanded the use of this resource.
- A new position, Environmental Regulatory Compliance Coordinator, is included in the Public Works' budget for the 2014-15 fiscal year. Regulations promulgated by the CPUC (California Public Utility Commission) for continued implementation of the State's Environmental Quality Act require ongoing monitoring and compliance testing for the City's Water (0.4 FTE) and Sewer (0.4 FTE) enterprises, as well as for the Streets and Storm Drain Division (0.2 FTE).

### Debt Service

The chart below shows only those debt service obligations with General Fund support. Note that while the cost of these obligations is shared in whole or in part with other funds, the debt is

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secured by the General Fund. As no new debt was issued in fiscal year 2013-14, the only changes in the City's outflows for debt service relate to the various bond payment schedules, along with anticipated increases in the cost of bond disclosure and trustee services.

CITY OF BURLINGAME, CA GENERAL FUND DEBT SERVICE OBLIGATIONS					
Description	Maturity	FY13-14	FY14-15	\$ Change from Prior Year	% Change from Prior Year
		Revised Budget	Proposed Budget		
2004 Library Lease Refunding Bonds	FY2016	\$ 748,220	748,875	655	0.1%
2006 Pension Obligation Bonds	FY2036	3,398,127	3,501,345	103,218	3.0%
2010 Corp Yard Lease Refunding Bonds	FY2021	1,148,375	1,163,775	15,400	1.3%
2011 Master Equipment Lease Purchase	FY2018	240,646	240,646	0	0.0%
2011 CEC LED Streetlight Loan	FY2021	54,595	54,595	0	0.0%
2012 Lease Revenue Bond*	FY2042	550,738	549,888	(850)	-
Debt Administration Costs		9,088	24,800	15,712	-
Subtotal, Principal and Interest		\$6,149,789	\$6,283,924	\$134,135	2.2%
Contributions from Other Funds		(\$2,158,197)	(\$2,205,158)	(46,961)	2.2%
Net General Fund Debt Service		\$3,991,592	\$4,078,766	\$87,174	2.2%

\*100% reimbursed by the Special Assessment District and Parking Enterprise

## Central County Fire

The City's budget includes an 8.8% increase in the cost of fire services provided by the Central County Fire Department (CCFD), for an anticipated cost of \$10.1 million. CCFD was established through a Joint Powers Agreement between the City of Burlingame and the Town of Hillsborough to promote more efficient administration and effective delivery of services to partner cities. Generally, the City of Burlingame is responsible for 60% of the JPA's operating costs, excluding capital assets. The increased budget for CCFD is due largely to the need to purchase a new fire engine and fire staff vehicles; the partner agencies retain ownership of fire apparatus and vehicles held at the time of the merger. The CCFD appropriation includes the costs of certain services provided by the City of Burlingame, such as information technology support and facilities maintenance. The total General Fund budget for fire services also includes the cost of fire services not shared with the Town of Hillsborough, such as capital expenditures for firehouses and depreciation on engines and other apparatus owned by the City of Burlingame. The City will continue to work with CCFD, the Town of Hillsborough, and other partners to identify efficiencies in the delivery of fire services.

## Community Group Funding

The new budget includes \$45,000 for local community groups that carry out a public purpose through the services they offer to San Mateo County and Burlingame residents. Traditionally, these organizations are invited to apply to the program early in the budget process, and the Council decides the amounts to grant to each of the agencies. Each Council member received a worksheet to allow submission of their recommendations for funding of each organization to

the Finance Department. The results were tabulated and presented to the City Council for approval on June 2<sup>nd</sup>, contingent on the adoption of adequate funding within the new budget. As a result of this process, 18 organizations will be granted a total of \$42,665 if the FY 2014-15 budget is approved. Payments for this program will be available at the beginning of the new fiscal year in July.

### **Long-Term General Fund Forecast**

In preparation for the March Mid-Year Budget Review, the Finance Department updated its long-term forecast of General Fund revenues and expenditures for fiscal year 2014-15 through fiscal year 2019-20. Future revenue growth assumptions were based largely on the average, annual, historic rate of growth for revenues experienced since fiscal year 2000-01. Future expenditure growth assumptions were based on current collective bargaining agreements; indicated increases in CalPERS retirement rates; health insurance contributions; and other needed adjustments.

The update in the City's long-term forecast suggests that the average, annual, historic growth rate for General Fund revenues ranged from 2.5% to 4%. The forecast was based on a "most likely" scenario, with expenditure assumptions of varying certainties for each category of expenditures. In recognition of the sensitivity of the City's major General Fund revenue sources to the general economy, it was also deemed prudent to maintain the Economic Stability Reserve as budgeted until a risk-based study of the General Fund Reserve could determine the optimal reserve target for the City.

### **General Fund Reserve Policies**

With the implementation of GASB (Governmental Accounting Standards Board) Statement No. 54 - Fund Balance Reporting and Governmental Fund Type Definitions - the City Council established funding target amounts for each of the General Fund balance assignments (reserves) in fiscal year 2010-11. General Fund assignments and targets are reviewed as the City's long-term forecast is monitored and updated throughout the year. At the fiscal year 2013-14 mid-year study session in March, the City Council discussed staff's recommendation to create a General Plan Reserve to begin accumulating the funds needed to undertake a comprehensive update of the City's General Plan. (The project is estimated to cost between \$1.5 and \$2 million, and expected to span multiple fiscal years.) The General Fund balance projection was reviewed again at the 2014-15 Budget Study Session presentation in May. The General Fund will have approximately \$9 million in assigned fund balance, and a comparable amount of unassigned fund balance, as of June 30, 2014. As previously noted, the City has engaged the Governmental Finance Officers of America (GFOA) as consultants on a study to determine the City's optimal reserve levels and to assist in the development of a General Fund Reserve Policy customized for the City of Burlingame. The current assignments (projected as of June 30, 2014) are described below.

Economic Stability Reserve: This reserve is available to protect and preserve City services from dramatic drops in General Fund revenues that are highly sensitive to economic conditions,

# CITY OF BURLINGAME | FISCAL YEAR 2014-15

mainly sales taxes and transient occupancy taxes. The Economic Stability Reserve was fully funded in fiscal year 2011-12 at \$5 million. This reserve level was established to ensure that funds would be available to prevent future service level reductions during years of economic stagnation when General Fund revenues diminish. In recognition of the sensitivity of the City's major General Fund revenues to the general economy, this reserve was increased to \$6 million in the 2013-14 fiscal year budget, based on projected revenues for the fiscal year.

*Catastrophic Reserve:* This reserve is available to make repairs and reconstruct City buildings and facilities that may be damaged by natural disasters or acts of war and terrorism. The Catastrophic Reserve will keep an annual funding target of \$2 million. It is currently fully funded and requires no additional contributions.

*OPEB Retiree Health Reserve:* This reserve was created to minimize and defray the costs and financial liability associated with retiree healthcare commitments. The OPEB Retiree Health Reserve was to be funded from one-time funds and year-end surpluses until an appropriate funding mechanism could be established to fund the liability through annual budget appropriations in the long term. These funds were indeed available when the City established an account with the California Employer's Retiree Benefit Trust Program and contributed \$6.6 million (\$4.8 million from the reserve and \$1.8 million in anticipated surplus) to the fund in the 2013-14 fiscal year. The reserve/assignment is no longer needed.

CITY OF BURLINGAME, CA GENERAL FUND BALANCE ASSIGNMENTS			
	FY12-13 Actual Results	FY13-14 Revised Budget	FY14-15 Proposed Budget
<b>Economic Stability Reserve</b>	\$ 5,000,000	\$ 6,000,000	\$ 6,000,000
<b>Catastrophic Reserve</b>	2,000,000	2,000,000	2,000,000
<b>OPEB Retiree Health Reserve</b>	4,800,000	0	0
<b>General Plan Reserve</b>	0	500,000	500,000
<b>Contingency Reserve</b>	500,000	500,000	500,000
<b>Subtotal, Assigned Fund Balance</b>	12,300,000	9,000,000	9,000,000
<b>Add: Unassigned Fund Balance</b>	7,429,633	9,324,268	9,642,324
<b>Total, Ending Fund Balance</b>	<b>\$ 19,729,633</b>	<b>\$ 18,324,268</b>	<b>\$ 18,642,324</b>

*General Plan Reserve:* As noted, this General Fund assignment was recommended to the Council in the 2013-14 fiscal year. An update of the City's General Plan will cost between \$1.5 and \$2 million, and would skew the budget if the expense were included in the regular operating budget of any given fiscal period. Although a General Plan update is a standard governmental project, it will span more than one fiscal year, requiring the accumulation of funds over several

budget cycles. With \$500,000 set aside in reserve, \$500,000 appropriated in the FY 2014-15 budget, and the receipt of a \$491,770 Strategic Growth Council grant, the update can begin without significant stress on the General Fund operating budget.

Contingency Reserve: This reserve is available to cover unexpected expenses that may arise during the course of the fiscal year that were not considered during budget planning. The Contingency Reserve maintains a funding target of \$500,000.

## **OTHER FUNDS**

In addition to the General Fund, the City has a variety of other Special Revenue Funds and Enterprise Funds.

### **Water Enterprise Fund**

Water revenue is projected to be \$17.1 million in the new fiscal year, with expenditures of \$12.1 million included in the operating budget. Expenditures include nearly \$8.6 million for the cost of water purchases in FY 2014-15. Water rates have continued to rise in recent years with the increases in wholesale water from the San Francisco PUC.

The Water Fund will contribute \$2.5 million from its capital improvements reserve to fund capital projects, as well as combined debt service payments of \$2.9 million. The budget also provides for a transfer to the General Fund to cover the cost of administrative services, plus the Water Fund's pro-rata share of the 2013-14 fiscal year contribution to establish the Other Post-Employment Benefits (OPEB) trust fund, totaling \$456,000.

#### Water Conservation Program:

Public Works will continue to emphasize the City's water conservation programs by providing water conservation education to the community and monitoring water usage and taking necessary actions in the light of the drought conditions in coordination with San Francisco Public Utilities Commission. In addition, the City will also continue to provide rebates for high efficiency washing machines and high efficiency toilets to conserve water.

#### Water System Improvements:

The department continues its capital improvement program to upgrade the aging water pipeline system to bring the system to current standards and improve water quality. In the 2014-15 fiscal year, the department will be completing the replacement of the 100 years old water system on Burlingame Avenue. In the following year, the department will be focusing on upgrading aging pipelines in several areas throughout the city.

### **Sewer Enterprise Fund**

Revenue in the Sewer Fund is expected to remain stable at \$16.8 million in FY 2014-15, as there were no rate changes in the past fiscal year. Operating expenses of the fund approximate \$7.7 million. The Sewer Fund will also contribute \$4.7 million to the Capital Projects Fund, and

spend \$3.4 million for debt service. A \$226,000 transfer out will reimburse the General Fund for the cost of administrative services and the Sewer Fund's pro-rata share of the 2013-14 fiscal year contribution to establish the OPEB trust fund.

Sewer Fund expenses are budgeted in two separate divisions: Sewer Maintenance and Wastewater Treatment. Maintenance work is performed by City crews, and treatment operations are performed by Veolia Water North America.

### **Parking Enterprise Fund**

Parking Fund revenues, which include meter and other parking fees as well as monthly parking permits, are projected to rise approximately 3% in FY 2014-15 to \$2.5 million. Operating expenses are estimated at \$1.4 million. Other expenses include a transfer to the General Fund in the amount of \$117,000 for the cost of administrative services and the Parking Fund's pro-rata share of the 2013-14 fiscal year contribution to establish the OPEB trust fund, and a debt service payment of \$278,000 associated with the Burlingame Streetscape project.

### **Storm Drainage Fund**

The City will collect approximately \$2.7 million in storm drainage fee revenue in FY 2014-15. Funds are dedicated to making capital improvements to the City's storm drainage system and related debt service. The City adjusted the storm drainage fee by 2% in April 2014. All annual increases are based on the CPI for the San Francisco-Oakland-San Jose area. The annual increase is capped at 2%. Expenditures for the year include \$1.4 million in debts service. Storm Drain capital improvements included in the FY 2014-15 budget are funded directly from remaining bond proceeds.

### **FY 2014-15 Capital Improvement Program**

The Proposed Capital Projects budget for fiscal year 2014-15 is over \$16.2 million, a decrease of \$7.1 million from the FY 2013-14 capital projects budget, which included \$8.2 million of funding from the proceeds of the 2012 Storm Drainage Revenue Bonds, Series 2012. There is a General Fund contribution of nearly \$4.4 million. The General Fund contribution includes \$500,000 for the General Plan update, a multi-year project not shown as a capital improvement project, and \$350,000 to initiate future parking lot repair/resurfacing projects, also not included in the CIP plan. The remaining general government improvements are being funded from Gas Tax (\$740,000) and Measure A funds (\$670,000), storm drainage fees (\$400,000), and grants and other revenues (\$2.2 million). Water projects are being funded at \$2.5 million from the Water Enterprise Fund, and sewer projects will receive \$4.7 million from the Sewer Enterprise Fund. Note that "Other Sources" of CIP funding includes \$600,000 from the Town of Hillsborough for the Joint Sewer Pipeline Project.

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<b>CAPITAL IMPROVEMENT PROGRAM</b>	<b>General Fund</b>	<b>Other Funds</b>	<b>Other Sources</b>	<b>Total</b>
<b>Facilities CIP</b>	1,620,000	0	0	1,620,000
<b>General Plan Update</b>	500,000	0	0	500,000
<b>Parking &amp; Garages CIP</b>	450,000	50,000	0	500,000
<b>Parks &amp; Trees CIP</b>	740,000	0	0	740,000
<b>Sewer CIP</b>	0	4,700,000	600,000	5,300,000
<b>Storm Drain CIP</b>	0	400,000	0	400,000
<b>Streets CIP</b>	1,070,000	1,410,000	2,200,000	4,680,000
<b>Water CIP</b>	0	2,500,000	0	2,500,000
<b>All CIP Funding Sources, FY2014-15</b>	<b>\$4,380,000</b>	<b>\$9,060,000</b>	<b>\$2,800,000</b>	<b>\$16,240,000</b>

A detailed listing of the projects and their funding sources is included in the document.

## CITYWIDE BUDGET ISSUES

### *Prefunding of GASB 45 Other Post-Employment Benefits (Retiree Health Coverage)*

Governmental Accounting Standards Board (GASB) Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions*, adopted in 2004, requires government employers to measure and report the liabilities associated with other post-employment benefits (OPEB). The City has maintained compliance with GASB 45, as the statement does not require that OPEB liabilities be funded, just measured and reported in annual financial statements. However, the magnitude of the City's OPEB liabilities, which consist solely of retiree medical benefits, has been a part of Burlingame's budget considerations for many years. The unfunded actuarially accrued liability for retiree health coverage was \$76 million as of January 2011.

In order to stop the growth in the City's unfunded liability for retiree health insurance, the City established a third tier of retirement health care benefit, which was agreed to by all City employee labor groups several years ago. New employees no longer receive a dedicated retiree health benefit, but instead receive a dedicated contribution for retiree health benefits. In addition, the retiree medical benefit has been capped at the Blue Shield Access HMO single, Kaiser two-party, and Kaiser family plan premium levels for the majority of non-safety employees who retire in 2012 or later. The reduction in these benefits was one of the most important steps taken to address the City's long-term financial viability.

Concurrent with steps to reduce the cost of future benefits, the City Council considered options to prefund the liability associated with retiree medical benefits in order to keep the liability from growing. In FY 2011-12, the Council designated \$3 million of General Fund balance for OPEB obligations. In FY 2012-13, an additional \$1.8 million was set aside, and in fiscal year 2013-14, \$1.8 million of the General Fund budgetary surplus was earmarked for the OPEB Retiree Health Reserve. Recognizing the benefits of utilizing a qualified irrevocable trust to fund these liabilities, the City elected, after a thorough Request for Proposal (RFP) process, to

participate in the California Employer's Retiree Benefit Trust Program (CERBT), administered by CalPERS. The City's first contribution to the fund of \$6.6 million was made on October 10, 2013.

The \$6.6 million is the only cash contribution made toward funding the City's retiree medical obligations for the 2013-14 fiscal year, and will be shown in the annual financial report as an "extraordinary expense". Beginning in fiscal year 2014-15, the City's OPEB Internal Service Fund will serve to accumulate "revenues" from all City activities based on a percentage surcharge on each payroll processed. Periodic contribution to the CERBT will be transferred out of the City's OPEB fund, constituting the sole expenditures of the fund. (Cost of the administration of the pre-funding plan will be deducted directly from the CERBT.)

Annual required contributions (ARC) to fund the City's CERBT account will be determined through a bi-annual actuarial study. For the 2014-15 fiscal year, the total ARC for the City (all funds) is approximately \$5 million. The ARC is equal to the *normal* cost (incurred/earned during the fiscal period for active employees) plus an amount that represents a 20-year amortization of the OPEB liability incurred in prior periods. The normal cost (approximately \$1.5 million in 2014-15) is included in the City's operating budgets as an employee cost; the remaining contribution is shown as non-personnel costs in each of the City's department/program budgets. The City's normal costs should decrease in future years as a result of the reduced retiree medical benefit program implemented for new employees in recent years.

Placing the funds in a qualified trust significantly decreases both the City's unfunded liability and its ongoing normal (annual) costs by increasing the yield assumption earned with the fund. Pre-funding of its OPEB obligations complements the City's efforts to record and report all liabilities and the total costs of operations incurred by the City. Although the prefunding of this large liability diminishes the amount of available budget for other long-term needs, it enhances the City's fiscal standing with credit rating agencies by demonstrating Burlingame's commitment to recognize and manage its obligations in a prudent and responsible manner.

### **Controlling the Increasing Costs of Employee Benefits**

Without including the impact of funding the City's prior year OPEB obligations, personnel costs are expected to be approximately \$33.1 million in the new fiscal year. In addition to the reduction in retiree medical benefits for current and new employees described previously, other significant concessions on the part of the City's employees include:

- ✓ Beginning no later than January 2015, non-safety employees will contribute an average of 7.5% of the cost of the medical premium for the plan in which they have enrolled.
- ✓ A lower tier of 2% at 60 retirement formula for new hires, agreed to by the City's non-safety labor groups in 2012, was deemed unnecessary with the implementation of PEPRA, the State's Public Employees' Pension Reform Act. The Act established lower tiers of formula than those negotiated, for both safety and non-safety employees, and became effective January 1, 2013.

- ✓ In recent years, all employees began contributing an additional percentage of their base salary toward the *employer* share of the CalPERS retirement contribution. The total employee contribution is anticipated to increase by varying amounts, based on bargaining unit, in future years.
- ✓ The option for payout of limited sick leave hours upon retirement was eliminated effective July 1, 2013.

### **Prioritizing Capital Projects**

As described below, the City has a number of large capital projects either underway or in the planning stages. Work continues on developing criteria for prioritizing other projects and identifying potential funding sources for any projects for which the funding has yet to be determined. (As noted earlier, many unfunded projects reflecting critical needs of the City have been identified. Staff anticipates completing the public outreach related to these projects in June, and bringing the feedback obtained to the City Council early in the new fiscal year.)

## **MAJOR CAPITAL PROJECTS**

### **U.S. 101 Broadway Interchange**

The existing Broadway overpass is structurally deficient and has inadequate traffic capacity with complex traffic circulation movements. The project scope involves demolishing the existing overpass and rebuilding a new six to eight lane bridge over the freeway with direct east-west connections and efficient ramps on and off U.S. Highway 101. The new bridge will improve traffic safety and traffic circulation in the interchange area. The \$83 million project will be managed by Caltrans, which is currently in the process of reviewing the bid documentation received in May 2014. Upon construction contract award (expected in July, 2014), minor work such as construction signage and exploratory excavation may begin. The heavy construction work is scheduled to begin in late August or early September, 2014, and is expected to last approximately three years. During the construction, all efforts will be made to ensure continuity of east-west access over the freeway as well as continued access to all businesses. Most of the project's cost (approximately \$78 million) will be funded by CalTrans and a combination of federal, state and other transportation grants.

### **Downtown Burlingame Streetscape Improvements**

In December 2012, the City issued \$10.3 million in Lease Revenue Bonds, Series 2012 to finance significant streetscape and utility improvements in the Burlingame Avenue area. Debt service payments on the new bonds, averaging approximately \$550,000 annually, are being jointly financed by the Parking Enterprise Fund and the property owners within the Downtown Burlingame Special Assessment District. The project, which broke ground in March 2013, will transform Burlingame Avenue into a vibrant promenade with wider sidewalks, parallel parking, improved intersections with corner bulb-outs, classic streetlights and furniture, beautification of landscaping, room for dining al fresco, and water, sewer and storm drain improvements. Completion of the project is anticipated in the summer of 2014.

**Broadway Grade Separation Project**

The Broadway corridor between U.S. Highway 101 and El Camino Real experiences heavy traffic congestion due to the at-grade railroad crossing and the traffic signal pre-emption conditions. The solution to the problem is to grade-separate the roadway and the railroad tracks. In order to study feasible project alternatives and develop a Project Study Report (PSR), staff submitted a grant application to the San Mateo County Transportation Authority and received an award of \$1 million in grant funds to undertake the PSR. The project scope includes studying feasible alternatives and conducting community outreach to determine the most suitable alternatives to address the problem. Upon successful completion of the PSR, the project would advance to the next phase, which would include preparation of an appropriate environmental document and detailed engineering design contingent upon availability of funds.

**Library Millennium Project**

The Burlingame Library Millennium Project is estimated to cost approximately \$3.5 million. The Library Foundation, working with the Board of Trustees, has made significant progress in raising \$1 million of the needed funds, and the City has set aside \$1.65 million in previous years. The 2014-15 fiscal year budget proposal includes the final \$850,000 of funding to implement the project. The project is comprised of the following components:

- Automated material handling system to facilitate processing of returned items
- A new Tech/Media Lab with flexible workstations
- 4 group study rooms
- Open space concept for the main level entrance, service desk, Foundation store, and addition of café space
- Expanded Teen Activity Center

The project was sent out for bids in April 2014, and the City is expected to award the contract in June 2014. Construction, which should begin shortly thereafter, will be done in one phase but one floor at a time to minimize disruption to Library patrons. The Library will remain open during the entire construction timeline of approximately 18 months.

**Carolan Avenue "Complete Streets" Road Diet Project**

Carolan Avenue is currently a four lane road with no dedicated bicycle lanes. As part of the City's Bicycle Improvements Master plan, the project proposes to convert the existing four lane through roadway to two lanes, one in each direction with a two-way left turn lane and dedicated class 2 bicycle lanes in both directions. This will provide an alternate and safer bicycle facility to users travelling along the north-south corridor between California Drive and Rollins Road. On May 9, 2013, the City was awarded \$986,000 of One Bay Area Grant (OBAG) funds to design and construct the project. The funds are provided by the Metropolitan Transportation Commission (MTC), with grant administration by Caltrans. As of May 2014, the project is in the middle of completing Caltrans Field Review and Preliminary Environmental Studies, with completion and clearance by August. A design consultant is to be selected at the

same time, with design work to last until December, 2014. Caltrans authorization to commence bidding and construction is scheduled for January, 2015. Construction is set for late summer 2015.

### **Storm Drainage Program**

A new stormwater pump station, culvert crossing of US 101, and collection system are currently under design, with construction anticipated to begin in the spring of 2015. The improvements will alleviate flooding in the low lying areas of Rollins Road from Dwight Road to Humboldt Road. These projects are being funded by the Storm Drainage Fee passed by voters in 2009. Additionally, the seventh Citywide Neighborhood Improvements Project will begin construction in the fall of 2014, targeting reduction in localized flooding in various neighborhoods citywide. The project scope includes installing storm drain pipeline, rehabilitating existing corrugated metal pipeline, installing new catch basins and curb and gutters. The program will also continue with repairs to bridge and culvert facilities as well as improvements to existing stormwater pump stations.

### **Citywide Street Resurfacing Program**

The 2014 Annual Street Resurfacing Program will utilize funding from Gas Tax, Measure A and Measure M. The total proposed budget is estimated at approximately \$1,110,000. The project consists of performing asphalt base-failure repair, asphalt overlay and pavement reconstruction on the proposed following streets: Broadway, Burlingame Avenue, Capuchino Avenue, Cumberland Road, Cypress Avenue, Grove Avenue, Hunt Drive, Laurel Avenue, Lexington Way, Linden Avenue, Paloma Avenue, Quesada Way, Rio Court, Rivera Drive, Rose Court, and Toledo Avenue. The project is anticipated to begin construction in the Winter.

## **ACKNOWLEDGEMENTS**

I wish to thank Mayor Brownrigg and the City Council for their leadership and support during the 2014-15 goal-setting process and the development of this budget. We have implemented a number of complex changes this year, many of which have made comparisons with prior years difficult. Nevertheless, I am confident that these changes will lead to a budget that is more transparent and provides residents and the business community with the assurance that the City is spending their tax dollars wisely and appropriately.

I would also like to thank the Department Directors and their budget staff for their assistance in developing a sound budget plan that strategically allocates resources to optimally address the City Council's goals.

Finally, my thanks also go to Diana Truong Narahara, the City's Financial Services Manager, for her work on the operating and capital budgets, and City Engineer Art Morimoto for his work on the capital budget and long-term capital plan.

CITY OF BURLINGAME | FISCAL YEAR 2014-15

Please feel free to contact Carol Augustine or me if you need additional information on the budget.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Lisa K. Goldman". The signature is fluid and cursive, with the first name "Lisa" being the most prominent.

Lisa K. Goldman  
City Manager



## General Information

Organizational Compass

About the City of Burlingame

City Organization by Critical Service Area

Roster of Elected Officials and Appointees

Executive Team

FY 2013-15 Goals – Implementation Action Plan



# CITY OF BURLINGAME ORGANIZATIONAL COMPASS

The City of Burlingame is an organization that exists to serve and benefit the community. We deliver unsurpassed municipal services that enhance the quality of life for our citizens. As employees of the City of Burlingame, we recognize the leadership role we play in the community and we hold ourselves accountable to those we serve. We value the partnership that exists between the organization and community and strive to foster and maintain that relationship. As such, we are committed to the tenets of the Organizational Compass:

## COMMUNITY SERVICE THAT IS RESPONSIVE TO AND MEETS THE NEEDS OF THE PUBLIC BY:

- Being dedicated to the community we serve
- Involving and understanding our community
- Anticipating and adapting to the changing needs of our citizens

## AN ETHICAL ORGANIZATION THAT INTERACTS WITH THE PUBLIC AND EACH OTHER IN AN HONEST AND PROFESSIONAL MANNER BY:

- Treating people with respect and dignity
- Taking responsibility for our decisions, statements and actions to the organization and community
- Dealing with differences and conflicts in a professional, respectful and authentic fashion

## ONE ORGANIZATION THAT FOSTERS POSITIVE RELATIONSHIPS AND TEAMWORK BY:

- Being part of the solution
- Creating and maintaining constructive relationships while respecting individual contributions
- Focusing on the issues and needs of the organization and community
- Encouraging behavior that builds confidence and self-esteem
- Emphasizing self-initiative, constant improvement and employee involvement

## POSITIVE LEADERSHIP THAT IS NURTURING AND FORWARD-THINKING BY:

- Recognizing the leadership role all employees play in the community
- Encouraging innovation and creativity
- Leading by example
- Being supportive, humanistic and compassionate

As City employees we embrace the Organizational Compass and will be guided by its points.

## ABOUT THE CITY OF BURLINGAME

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### **Burlingame Statistics**

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Total Population: 29,685

Area: 6.1 square miles on 3,517 acres

Persons per Household: 2.21

Median Household Income: \$77,661

Housing Units: More than 13,000

Street Miles: 83.6 centerline miles

Sidewalk Miles: 116 miles

Sanitary Sewer: Approximately 100 miles; 7 sewer stations

Water: Approximately 100 miles; 9,087 connections; 6 pump stations; 14 pumps

Streetlights: 1,700 total

Street Trees: 14,783

Park Trees: 1,595 (excludes Sanchez Creek and Mills Canyon)

Different Species of Trees: 294

Number of Parks and Open Spaces: 18 (approx. 115 acres of park/open space land)

Library Circulation: 761,795

Library Print & Non-Print Volumes: 234,300

Sources: Census 2012; California Department of Finance; City

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The City of Burlingame is approximately six square miles. The city is located in San Mateo County, on the western shore of the San Francisco Bay approximately 10 miles south of San Francisco and close to the San Francisco International Airport.

A California general law city incorporated in 1908, Burlingame operates under the council-manager form of government. A five-member City Council is elected at large to four-year terms and serves as the board of directors. The Council annually selects a Mayor and Vice Mayor from its members. A City Manager is appointed by the Council and serves as the chief executive officer. The City Manager is responsible for all municipal functions. A City Attorney is appointed by the Council to serve as chief legal advisor for the governing body and the administration. In November 2009, the voters approved a measure making the City Clerk an appointed position upon completion of the four-year elected term. In March 2013, the City Council delegated the appointment of the City Clerk to the City Manager.

Municipal services include: police and fire protection, public works, community development, parks and recreation, library services, water, sewer, parking, solid waste and storm drainage. General government activities include finance, human resources, legal services and city administration. An executive team helps the City Manager lead the City organization. It includes seven Department Directors, the City Attorney, the City Clerk, and a Fire Chief who is shared through the City's participation in the Central County Fire Department Joint Powers Authority.

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## CITY ORGANIZATION BY CRITICAL SERVICE AREA

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### General Government

#### **City Attorney**

In-house counsel, risk management, and code enforcement

#### **City Clerk**

Elections, City records, public noticing, and maintenance of municipal code

#### **City Manager**

Supervision of departments and implementation of City policy and strategy

#### **Finance**

Revenue management, disbursements, budget and forecasting, payroll, financial reporting, treasury, purchasing, information technology, telecom and utility billing, business licenses, cashing and front-desk customer service, and solid waste

#### **Human Resources**

Salary and benefits administration, employment, health and safety, employee training and wellness, and collective bargaining

### Public Works

#### **Engineering**

Administration of capital improvement program including major and minor repair and replacement of city infrastructure

#### **Water & Sewer**

Delivery of potable water, treatment and discharge of sanitary flows in accordance with environmental, health and safety guidelines

#### **Streets & Storm Drainage**

Street sweeping, transportation and regional shuttles, streetlights, and stormwater management and compliance

### Public Safety

#### **Police**

Community patrol, 911 communications and dispatch, crime prevention, special weapons and tactics (SWAT), K-9 Program, traffic safety, parking enforcement, and community outreach

#### **Central County Fire Department (JPA)**

Fire suppression and prevention, emergency medical services, and disaster preparedness for the Town of Hillsborough and the City of Burlingame

### Leisure and Neighborhood Services

#### **Library**

City literacy advocacy, circulation of written and digital media, special programs, and community education for citizens, children, and teens

#### **Parks**

Operation and maintenance of urban forest, landscaping, City parks, and infrastructure

#### **Recreation**

Recreational, educational and after-school programs for pre-school children, youth, and seniors

### Community Development

#### **Building**

Plan checking, inspection, complaint response, development review and consultation, and building research and development

#### **Planning**

Public outreach, Climate Action Plan, land use, economic development, plan checks, and code and zoning enforcement

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**ROSTER OF ELECTED OFFICIALS AND APPOINTEES**

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Mayor  
Michael Brownrigg



Vice Mayor  
Terry Nagel



Council Member  
Jerry Deal



Council Member  
Ann Keighran



Council Member  
Ricardo Ortiz



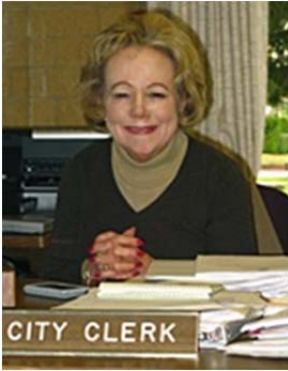
City Manager  
Lisa K. Goldman



City Attorney  
Kathleen Kane

## EXECUTIVE TEAM

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City Clerk  
Mary Ellen Kearney



Community Development Director  
William Meeker



Finance Director and Treasurer  
Carol Augustine



Public Works Director  
Syed Murtuza



Human Resources Director  
Leslie Loomis



City Librarian  
Patricia Harding



Parks and Recreation Director  
Margaret Glomstad



Police Chief  
Edward Wood



Central County Fire Chief  
Mark Ladas

## Final FY 2013-2015 Goals - Implementation Action Plan

### Short-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
<b>I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character</b>		
<i>A. Prepare for large and small emergencies</i>		
1. Work with the Burlingame Neighborhood Network to determine how City departments can assist in promoting a safe community	All	Short-term
2. Work collaboratively with the City of Palo Alto and other partner cities on the Peninsula to identify best practices for preparing neighborhood groups for emergencies and connect them with local governments during emergency response	Fire	Short-term
<i>B. Create and implement an active code enforcement program</i>		
1. Research and report back to the City Council on the financial and staff resources required to implement a graffiti abatement program	CA, CM, Police	Short-term
<i>C. Raise awareness of Burlingame's history through programs and outreach</i>		
1. Create amendments to the Municipal Code intended to implement the "historic resources" policies contained within the "Burlingame Downtown Specific Plan" through creation of a voluntary local historic resource preservation program that provides incentives for property owners to preserve historic properties	CA, CD	Short-term
2. Implement/adopt the Mills Act Program/Federal Tax Credits for restoration	CA, CD	Short-term
3. Include more historical information on the City's website	CD	Short-term
4. Work with the Historical Society to create a Beautification award for best restoration project both residential and commercial	CD	Short-term
<i>D. Make Burlingame more bike friendly</i>		
1. Expand bicycle parking in front of the Library	Library	Short-term
<i>E. Make the Bayshore area more pedestrian-friendly and attractive</i>		
1. Prepare recommendations on how to make Bayshore Blvd and other Bayfront streets more attractive, including the addition of trees	CD, PR, PW,	Short-term
2. Make efforts to improve the Bay Trail	CA, CD, PW	Short-term
<i>F. Develop policies to enhance the quality of life in the city</i>		
1. Develop revisions to the City's noise ordinance and the City's construction hour restrictions to help ensure quieter streets	CA, CD	Short-term
2. Explore requiring performance bonds for construction projects to guarantee completion	CA, CD	Short-term

## Final FY 2013-2015 Goals - Implementation Action Plan

### Short-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
<b>II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies</b>		
<i>A. Develop a plan for addressing unfunded liabilities</i>		
1. Explore ways to further limit employee and retiree medical costs	HR	Short-term
<i>B. Institute cost-control measures and recover more costs</i>		
1. Examine the possibility of reducing certain administrative costs (office supplies, copier contracts, overnight services) through exclusive or regional service provider agreements	Finance	Short-term
2. Update City's Cost Allocation Plan to inform the establishment of fees for all City Services; begin development of Cost Recovery Policy	Finance	Short-term
<i>C. Prioritize capital improvement projects</i>		
1. Study the current and anticipated capital improvements needs for the City, develop criteria for prioritization, and present plan to the City Council	CM, Finance, PW	Short-term
2. Prepare 5-year CIP schedule	Finance, PW	Short-term
<i>D. Put in place financial safeguards and controls</i>		
1. Update purchasing policies and provide a systematic roll-out of new procedures to all departments	CA, Finance	Short-term
<i>E. Continue to explore shared services, partnerships, and contracting in an effort to reduce costs, increase revenue, and improve services</i>		
1. Explore options and/or partnerships for special events and specific program areas	PR	Short-term
2. Work with San Mateo County Convention & Visitors Bureau to bring events to Burlingame that contribute Transient Occupancy and Sales Tax revenue	CD, PR	Short-term
<i>F. Explore options for expanding revenues</i>		
1. Conduct an analysis of revenue sources (SWOT-type of review)	Finance	Short-term
<i>G. Develop a policy for reserves that addresses how much to reserve and for which events</i>		
1. Conduct research into options, including a review of other cities' practices	Finance	Short-term
2. Prepare policy for Council's review and adoption	Finance	Short-term

## Final FY 2013-2015 Goals - Implementation Action Plan

### Short-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
<b>III. Enhance and promote Burlingame's downtown and commercial sectors</b>		
<i>A. Establish a comprehensive and improved sign program</i>		
1. Craft amendments to the sign ordinance to improve visibility for the hotels, automobile dealerships, and the business districts	CD, CA	Short-term
2. Analyze options for enhancing gateway signage at the City's entrances	CD, PW	Short-term
<i>B. Address Downtown parking needs</i>		
1. Present the findings of the Parking Structure Location study to the City Council and obtain direction	CM, PW	Short-term
2. Explore options to increase the use of parking lots located out of the core Downtown area, including the use of incentives to promote employee parking in these lots	PW	Short-term
<i>C. Promote vitality of the Downtown and Broadway commercial districts</i>		
1. Negotiate agreements with identified developer of Lots F and N	CA, CD, CM	Short-term
2. Negotiate agreements with identified developer for Lot E that reflect the City's desire for a mix of housing, retail, and open space downtown	CA, CD, CM	Short-term
3. Work with ATT to enhance the first floor of the company's building on the 1400 block on Burlingame Avenue	CD, CM	Short-term
4. Conduct a "Broadway Summit" to explore ways to promote the vitality of the Broadway commercial district	CD, CM	Short-term
<i>D. Promote opportunities for development in the vicinity of Mills-Peninsula Hospital that support and complement services provided by the Peninsula Health Care District</i>		
1. Work closely with the Peninsula Health Care District to support development of the old hospital site that meets the needs of the community	CD, CM	Short-term
<i>E. Continue efforts to attract and retain businesses</i>		
1. Support efforts to find a tenant for the Burlingame Point Project	CD	Short-term
<i>F. Undertake a comprehensive update to the General Plan</i>		
1. Explore funding sources for update	CD, CM, Finance	Short-term
<i>G. Revisit economic development priorities and program</i>		
1. Conduct an Economic Development strategic planning session to identify goals and objectives for the City's program	CD, CM	Short-term
2. Revise program per direction from Council	CD, CM	Short-term

## Final FY 2013-2015 Goals - Implementation Action Plan

### Short-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
<b>IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community</b>		
<i>A. Attract and retain good staff</i>		
1. Re-evaluate/revise employee performance review process	HR	Short-term
<i>B. Continue efforts to improve or replace the Rec Center</i>		
1. Update the existing Master Plan for the Recreation Center	PR	Short-term
<i>C. Develop new agreement with SMUHSD for the Burlingame Aquatic Center</i>		
1. Negotiate a new agreement and bring it to the City Council for approval	CA, CM, PR	Short-term
<i>D. Expand and improve City playing fields and parks</i>		
1. Develop options for a dedicated dog park west of Highway 101	PR	Short-term
2. Improve the existing Bayside Dog Park	PR, PW	Short-term
<i>E. Look for efficiencies, reduce duplication while maintaining quality Fire and Police services</i>		
1. Continue to explore the feasibility of bringing the Millbrae and San Bruno Fire Departments into the CCFD JPA	CA, CM, Fire	Short-term
<i>F. Explore technology to enhance efficiency and communications</i>		
1. Install and implement agenda management software	CC, CM	Short-term
2. Explore the cost and feasibility of taping and streaming additional public meetings	CC, CM	Short-term
3. Explore Indoor Google maps to improve way-finding in the library	Library	Short-term
4. Explore iPad and applications such as Square for financial transactions	Library	Short-term
<i>G. Communicate better with residents</i>		
1. Expand the Burlingame television station as a source of community information	CC,CM	Short-term
2. Expand the use of social media, including Nextdoor, Nixle, SMCAAlert, Rapid Notify, Facebook and Twitter	CA, CC, CM, PR, Police	Short-term
<i>H. Make progress on Library Millennium project</i>		
1. Send entire project out to bid	Library	Short-term
2. Begin construction of project	Library	Short-term
3. Complete fundraising efforts to support the project	Library	Short-term
<b>V. Strive to promote more environmentally sustainable policies and outcomes</b>	Department	Timeframe
<i>A. Make City facilities, practices, and emissions more sustainable</i>		
1. Work with PG&E and other entities to explore options for making the City more energy efficient	CM, PW	Short-term
2. Present options to the City Council for approval to move forward	CM, PW	Short-term
<i>B. Establish Burlingame as a green and clean business mecca</i>		
1. Work with the Chamber of Commerce to encourage promotion of Burlingame as a great place for "green" businesses to locate	CD	Short-term
<i>C. Explore possibility of expanding staff capacity to address CAP</i>		
1. Identify a potential funding source for a full-time, dedicated Sustainability Coordinator to help implement the Climate Action Plan	CD, CM, Finance	Short-term

## Final FY 2013-2015 Goals - Implementation Action Plan

### Mid- and Long-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
<b>I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character</b>		
<i>C. Raise awareness of Burlingame's history through programs and outreach</i>		
1. Coordinate with the Historical Society to create a voluntary standardized historic plaque program-paid for by building/homeowner	CD	Mid-term
2. Support Heritage Tourism through the SMCVCB	CD	Mid-term
3. Participate in National Trust's Main Street program that provides grants for facade/building improvements	CD	Mid-term
4. Provide information kiosks with Downtown historic properties delineated on a map (already on Google Earth)	CD	Mid-term
5. Work with Caltrans to have directional freeway signage installed pointing people to "Old Town" Burlingame Historic District or "Visit Burlingame's Historic Auto Row"	CA, CD	Mid-term
<i>D. Make Burlingame more bike friendly</i>		
1. Explore issues related to the creation of a protected bike lane between Millbrae BART and Burlingame train stations	PW	Long-term
<i>F. Develop policies to enhance the quality of life in the city</i>		
1. Strengthen partnerships with local arts organizations, including Kohl Mansion and the Peninsula Art Museum	CM, PR	Mid-term
2. Explore conducting a community conversation about whether to limit the number of cars parked on residential streets	CM, Police, PW	Mid-term
<i>G. Promote more diverse housing in the city</i>		
1. Review and revise as necessary zoning and design guidelines to ensure a variety of housing types (e.g., strengthening inclusionary housing requirements, limitation of unit sizes, etc.)	CD	Mid-term
<i>H. Explore options for increasing public art in Burlingame</i>		
1. Create amendments to the Municipal Code intended to implement the "public art" policies contained within the "Burlingame Downtown Specific Plan"	CA, CD	Mid-term
<i>I. Make El Camino More Attractive</i>		
1. Continue to encourage Caltrans' efforts to develop and implement a plan for trees along El Camino Real	CM, PW, PR	Mid-term
2. Research and report back to the City Council on the possibility of undergrounding utilities along El Camino Real (requires coordination with Caltrans and utilities; may negatively affect historic trees)	CM, PW, PR	Mid-term
3. Work with Caltrans on structural and legal issues concerning El Camino Real	CA, CM, PW, PR	Mid-term

Note: The Plan is multi-year. The first section of the Plan includes only short-term projects. The second part of the Plan includes only mid- and long-term projects. The lettering follows the first part of the plan. For example, in Goal I, Strategies A, B, and E are only in the short-term section of the Plan, whereas Strategies C, D, F are in both sections.

## Final FY 2013-2015 Goals - Implementation Action Plan

### Mid- and Long-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
<b>II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies</b>		
<i>B. Institute cost-control measures and recover more costs</i>		
1. Review workers' compensation program and procedures to identify opportunities for cost reductions and more timely case management	HR	Mid-term
2. Establish fees for all discretionary programs to more fully recover full costs of providing programs	Finance, PR	Mid-term
<i>F. Explore options for expanding revenues</i>		
1. Study incentives to promote turnover of commercial property	CD	Mid-term
<b>III. Enhance and promote Burlingame's downtown and commercial sectors</b>		
<i>C. Promote vitality of the Downtown and Broadway commercial districts</i>		
1. Analyze costs and benefits of different options for expanding broadband access to downtown Burlingame	Finance, PW	Mid-term
<i>D. Promote opportunities for development in the vicinity of Mills-Peninsula Hospital that support and complement services provided by the Peninsula Health Care District</i>		
1. Undertake amendments to the Municipal Code that will provide for "health service" uses within the El Camino North (ECN) zoning district without the requirement that such uses be limited to mixed-use developments	CA, CD	Mid-term
<i>H. Explore other possible uses for Rollins Road, North Burlingame, and Bayfront areas</i>		
1. Evaluate and draft potential amendments to the zoning regulations for the Rollins Road (RR) zoning district that could provide the opportunity for large-scale retail uses that would not compete with businesses in the primary commercial districts (e.g., Downtown and Broadway)	CD	Mid-term
2. Evaluate and draft potential amendments to the zoning regulations within the Inner Bayshore (IB) zoning district to provide greater opportunities for uses that serve as amenities for hotel users, and to provide for health service uses within the district, subject to availability of required parking	CD	Mid-term
3. Review the Bayfront Specific Plan and make revisions to reflect City realities and priorities	CD	Mid-term

## Final FY 2013-2015 Goals - Implementation Action Plan

### Mid- and Long-Term Projects

Goal/Strategies/Tasks	Department	Timeframe
<b>IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community</b>		
<i>A. Attract and retain good staff</i>		
1. Develop succession planning and cross-training to prepare staff to compete for future opportunities	HR	Mid-term
<i>D. Expand and improve City playing fields and parks</i>		
1. Explore options for the use of State lands for open space and seek funding to make it happen	CA, PR	Mid-term
<i>F. Explore technology to enhance efficiency and communications</i>		
1. Explore web-based payment solutions for City utility accounts, business licenses, alarm permits, and other City payments where practical and cost effective for the City and the customer	Finance, CA	Mid-term
2. Analyze information technology needs and compare service delivery options	Finance	Mid-term
3. Implement a mobile app, Boopsie, to improve Library patrons' online experience including e-books	Library	Mid-term
<i>G. Communicate better with residents</i>		
1. Help facilitate the creation of neighborhood groups that communicate with each other and the City and promote access to City emergency preparedness training	CM, Fire, PR	Mid-term
<b>V. Strive to promote more environmentally sustainable policies and outcomes</b>		
<i>B. Establish Burlingame as a green and clean business mecca</i>		
1. Create a page on the City's website that promotes the City as an attractive location for "green" businesses and that identifies green businesses located in the city	CD	Mid-term
<i>D. Make progress on Climate Action Plan</i>		
1. Continue to move forward with implementation of policies in the adopted Climate Action Plan for the 2012-2020 time period	CD	Mid-term
2. Prepare a report to the Planning Commission and City Council that explores and discusses State regulations regarding greenhouse gas emissions and the impacts of these regulations upon development	CD	Mid-term
<i>E. Understand the threat of sea level rise on the City</i>		
1. Prepare a report on which local, regional and State agencies have jurisdiction on this issue	CM	Mid-term
<i>F. Expand electric vehicle charging stations in the City and map them</i>		
1. Develop policy options for locating and funding electric vehicle charging stations	PW	Mid-term
<i>G. Enhance recycling efforts</i>		
1. Promote greater hotel recycling	CD	Mid-term
<i>H. Expand shuttle use in the city</i>		
1. Perform Shuttle Demand Study to determine needs and feasibility	PW	Mid-term



## Understanding the Budget

Guide to City Budget Process

Guide to Understanding the Budget

Gann Appropriation Limit



## GUIDE TO CITY BUDGET PROCESS

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### STRATEGIC AND FINANCIAL PLANNING

The budget planning process begins in January. The Finance Department prepares a multi-year forecast of operating and maintenance expenditures for the General Fund. This includes a long-term forecast of the General Fund, which includes the ensuing fiscal year and the succeeding five years, for a total of six budget years. The Finance Department also prepares a Mid-Year Budget Status Report, which projects the year-end balance of the General Fund and other significant funds.

Together, the forecast and budget status report are designed to provide clarity on potential and future revenue and expenditure scenarios, providing additional context for the financial decisions made by the City Council, City Manager, and Finance Director.

The City Council utilizes the information to set budget strategies that address citizen needs within the resources at hand during a public goal-setting session, which takes place in April. The City Council may review and approve budgetary revenue assumptions and may, at its discretion, make adjustments to City fees for services. Capital needs are also reviewed in preparation for the five-year capital plan.

### COMMUNITY ENGAGEMENT AND PUBLIC INFORMATION

The City Council encourages all Burlingame residents and business community members to participate in the development of the City budget. The Council holds three public meetings to provide guidance on the

budget: a goal-setting session in January, and budget study sessions in March and May. The City Council solicits input at each of the meetings. Community members may also submit their ideas directly to City staff.

The City Council also holds a public hearing on the budget in June prior to adoption of the budget. It gives residents the opportunity to comment on the spending plan.

Community members seeking information on City budgets and annual financial reports can find the documents in PDF format on the City website [www.burlingame.org](http://www.burlingame.org) under the Finance Department. Prior year documents are also available for review.

### BUDGET DEVELOPMENT

Under policy directives and guidance, Department Heads prepare their budget requests in support of their programs in January for submission in early April. Expenditure assumptions are based on known factors such as collective bargaining agreements, current pay and benefit policies, consumer price indices, and other information available from expert third-parties or governing authorities.

The City also contracts with community based organizations to provide services to local residents. The City issues a Notice of Funding Availability in March of each year. Community organizations submit requests for funding in April, and the City Council makes an award in June.

## **ROLE OF THE FINANCE DEPARTMENT**

Departmental budgets are reviewed by the Finance Department, which consolidates and prepares the proposed operating and capital budget for the ensuing year.

The Finance Department may include technical adjustments to ensure citywide compliance with City Council directives or eliminate redundant appropriations to deliver a fiscally prudent budget on a city-wide basis. The Finance Department is also responsible for the certification of sufficient funds to support the proposed budget, and properly segregating City sources to ensure that both operating and capital expenditures are consistent with legislative and budgetary authority and generally accepted accounting guidelines for government.

The Finance Director may also make recommendations regarding deposits to one or more General Fund reserves: the Economic Stabilization Reserve, a Contingency Reserve, General Plan Reserve, and the Catastrophic Reserve.

## **BUDGET ADOPTION**

The proposed budget, which is delivered to the City Council in May for consideration for the fiscal year commencing July 1, shows proposed expenditures by program, authorized full-time equivalent positions, and revenue sources.

The City Council may make adjustments to the proposed budget, which they formally adopt via City resolution in June. The

budget becomes the legal authority for expenditure for the new fiscal year.

## **BUDGET AMENDMENTS**

Budget amendments within departments are approved by the Department Heads and the Finance Director. Budget amendments between departments are approved by the Finance Director and City Manager. Any mid-year or supplemental appropriations must obtain Council approval by majority vote.

## **CENTRAL COUNTY FIRE DEPARTMENT JOINT POWERS AUTHORITY**

Effective July 1, 2010, the Burlingame Fire employees became employees of Central County Fire Department (CCFD). CCFD is a stand-alone employer recognized by CalPERS.

The CCFD is a Joint Powers Authority (JPA) that provides fire, emergency medical, and disaster preparedness services to the City of Burlingame and Town of Hillsborough. It is governed by the Fire Board consisting of two Council members from the Town of Hillsborough and two from the City of Burlingame. One of the two City Managers serves as the Chief Administrative Officer for CCFD; and the position is rotated periodically.

Generally, the City of Burlingame provides 60% of CCFD budgetary support. The CCFD budget is separately adopted by the Fire Board.

A copy of the Fiscal Year 2014-2015 Adopted Budget for Central County Fire Department may be obtained at:

1399 Rollins Road,  
Burlingame, CA 94010

## GUIDE TO UNDERSTANDING THE BUDGET

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### BUDGET PRESENTATION

A formal budget is employed as a management control device during the year for the City of Burlingame. Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America.

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for in a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. City resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

The City budget includes information regarding estimated costs (or outlays) and revenue (or cash inflows) for identified programs, projects, and levels of service to meet the needs of the City. All annual appropriations lapse at the end of the fiscal year, except in the Capital Projects Fund, because capital improvement projects typically span more than one fiscal year. Appropriations for capital projects lapse when projects are completed, placed into service, or accounted for as capital assets or abandoned at the discretion of the City or the City Council.

### OVERVIEW OF KEY FUNDS

The *General Fund* is the general operating fund of the City. It is used to account for all financial resources and transactions except those required to be accounted for in another fund, such as enterprise funds. General Fund departments include those in

General Government, Public Works (Engineering and Streets and Storm Drain), Parks and Recreation, Library, Planning, and Public Safety.

The *Special Revenue Funds* represent funds with a dedicated revenue source set aside for a specific purpose. Special revenue funds include Traffic Safety, Gas Tax, Public TV Access, and Storm Drainage.

The *Burlingame Financing Authority* issues, calls, refunds (defeases), and makes debt service payments on behalf of the City General Fund departments. The City Manager and the Finance Director are authorized to conduct debt financings at the direction of the City Council. The debt service funds of the City are governed by bond indentures, with oversight for compliance and revenue pledge requirements managed by the Finance Department. Effective fiscal year 2010-2011, debt service payments for certain Special Revenue and Enterprise departments are budgeted as a component of the operating budgets for the related Special Revenue fund or Enterprise, such as Water, Sewer, and Storm Drainage.

The *Capital Project Fund* is used to account for resources used to acquire or develop facilities or major capital equipment. These are usually budgeted and accounted for as discrete, multi-year projects that receive annual appropriations that do not lapse at the end of the fiscal year. Similar projects are tracked under the umbrella of a capital improvement program. Appropriations that are unspent may be carried forward to the following year, transferred to another project or de-appropriated to the extent that funds are unspent, at the discretion of the City Council.

The *Enterprise Funds* are used to separately account for services and activities for which a fee or rate is charged to customers in exchange for goods or services provided by the City. These funds are self-sustaining and include Water, Parking, Sewer, Solid Waste and Building.

multi-year nature of the underlying projects.

The *Internal Service Funds* are used to separately account for departments that provide services to other City departments, and, therefore, incur costs that are then allocated to each receiving department. These costs include risk management, maintenance of fleet and equipment, information technology, administrative support such as postage and copier use, and maintenance of City buildings and facilities.

## **BUDGET BASIS OF ACCOUNTING**

Budgets are adopted on a basis consistent with generally accepted accounting principles ("GAAP").

Governmental (such as the General Fund) funds utilize the modified accrual basis of accounting under which revenues and related assets are recorded when measurable and available to finance operations during the year.

Proprietary funds (such as the enterprise and internal service funds) utilize the accrual basis of accounting, which recognizes revenues when earned and expenses when incurred.

Annual operating budgets are adopted for all governmental funds except for the Capital Projects Fund. The Capital Projects Fund establishes budgetary control on a project-by-project basis when applicable sources become available by fund.

All appropriations lapse at year-end, except for the Capital Projects Fund due to the

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## ARTICLE XIII(B) GANN APPROPRIATION LIMIT

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Article XIII(B) of the State Constitution limits all state and local government budgets to a formula based upon the 1978-79 budget plus adjustments for cost of living and population changes. In 1990, voters approved modifications to permit use of the percentage change in commercial assessed valuation to increase the limit under certain conditions. In addition, major capital improvements were excluded from the appropriation subject to the limit. Other exceptions are allowed for service charges, federal grants, and mandated programs.

In accordance with State implementation legislation (SB1352, Chapter 1205, 1980 Statutes) and the League of California Cities Uniform Guidelines, the following is the City's appropriation limit calculation:

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### CALCULATION OF GANN APPROPRIATION LIMIT

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2013-14 Appropriation Limit	\$66,262,368
State of California Population Factor	1.0077
State of California Inflation Factor	0.9977
Total Allowable Adjustment	1.0054
2014-15 Appropriation Limit	\$66,619,400
Proceeds of Taxes	\$49,882,716
Exclusions:	
Qualified Capital Projects and Debt	(\$13,277,114)
Appropriation Subject to Limit	\$36,605,601
2014-15 Appropriation Limit	\$66,619,400
Appropriation Subject to Limit	\$36,605,601
Over/(Under) Limit	(\$30,013,799)





## Budget Summaries, Charts & Graphs

Key Budgetary Assumptions and Effect of Legislative Changes

Chart – Proposed FY 2014-15 Citywide Revenue by Type

Budget Summary - Estimated Revenues and Interfund Transfers

Chart – General Fund Revenues from FY 2005 - 2014

Chart – Property Tax Revenues from FY 2005 - 2014

Chart – Where Do Your Burlingame Property Tax Dollars Go?

Chart – Transient Occupancy Tax Revenues from FY 2005 - 2014

Chart – Sales and Use Tax Revenues from FY 2005 –2014

Chart – Proposed FY 2014-15 Expenses by Type

Budget Summary – Expenses by Department and Type

Chart – Proposed FY 2014-15 Appropriations by Major Fund

Budget Summary – Revenues and Expenses by Fund

Budget Summary – Debt Service Obligations

Budget Summaries by Department

Authorized Full-Time Equivalent Positions

Projected Ending Fund Balance – General Fund, Storm Drain Special Revenue  
and Measure A/Gas Tax Special Revenue

Projected Ending Fund Balance – Water, Sewer and Parking Enterprises



## KEY BUDGETARY ASSUMPTIONS

The following provides a brief overview of key budgetary assumptions used in the proposed budget:

### GENERAL ECONOMIC OUTLOOK

The state and local economic outlook is expected to coincide with the national outlook of a continued trend toward recovery from the recent recession. Personal income in California is on the rebound, along with lower unemployment and a rise in taxable sales. Although the recovery spread to more sectors of the economy in 2013, the California Department of Finance cites the persistence of unemployment (and the associated sluggishness in income growth for broad sections of the population) as the largest known risk factor to the State's future economic growth.

Economic Indicator	Projected 2013-14	Forecast 2014-15
U.S. Real GDP Growth	3.3%	3.8%
U.S. CPI Inflation	1.7%	2.0%
U.S. Unemployment Rate	6.7%	6.3%
California Non-Farm Employment Growth	2.5%	2.1%
California Unemployment Rate	8.3%	7.5%
California Median Existing Home Prices	\$364,800	\$396,100
California Residential Building Permits	85,500	109,100

Source: Hdl

- **The national, state and local economic outlook is expected to be a continuation of a modest trend toward recovery.**

### PROPERTY TAX

Property tax is applied to the net assessed property value as determined by the San Mateo County Assessor-Recorder. Proposition 13 sets the maximum tax rate at 1% (excluding voter-approved overrides), and limits growth in the assessed property values to the lesser of inflation or 2% per year. The City has adopted the Teeter Plan, which allows the City to receive property tax disbursements based on amounts billed but not yet collected. San Mateo allocates property taxes to all taxing agencies within the County; the City of Burlingame receives approximately 17% of the taxes attributable to properties within its jurisdiction.

According to the California Department of Finance, the median sales price of new and existing homes rose by over 12% in 2012 and 24% in 2013, with activity in the 2013 calendar year driving fiscal year 2014-15 property tax revenues. While sales volumes declined by approximately 3% in 2013, the impact on fiscal year 2014-15 property tax revenues will be moderated by the significant increase in 2013 median prices. Reassessments (to current market value) of homes

whose assessed values were significantly reduced during the market downturn will also serve to bolster property tax revenues. Coupled with continuing declines in the number of foreclosures, this increase in property valuations indicates that the state's real estate market is in a period of rebound. As such, the California Department of Finance projects a statewide growth of 6.3% in property tax revenue in FY 2014-15.

With respect to the City's large residential property tax base, inventories of residential properties for sale have remained relatively low over the past year. But because of the growth in median housing values, higher residential property values are anticipated. Higher inventories of properties for sale and commercial re-assessments due to new construction would provide more significant growth in net assessed values. While the City has several significant real estate developments in the pipeline, it is uncertain that the new construction will be completed in the near term, and therefore, a more positive effect in property tax revenue from the commercial sector has not been included in the City's forecast.

Although current market conditions are expected to have a positive impact on assessed values, legislative changes in the State's obligations payable from ERAF (Educational Revenue Augmentation Fund) may prevent the City from receiving refunds (of its property tax contributions to the County's ERAF) in the future.

- **Despite a 6.6% increase in the City's secured property assessed values, property tax receipts are projected to remain flat over the next fiscal year, due to the uncertainty of the County ERAF's ability to meet increasing State obligations.**

#### **REBATE OF PROPERTY TAX FROM THE EDUCATIONAL REVENUE AUGMENTATION FUND (ERAF)**

Refunds of property tax from the County Educational Revenue Augmentation Fund occur when the amounts contributed to the fund by local agencies in a fiscal year exceed withdrawals from the fund. In recent years, the State has significantly increased funding distributed to schools under the Local Control Funding Formula, which translates to higher draws from county ERAFs statewide. In addition, ERAF funds are being used to satisfy other State commitments; this may ultimately eliminate any excess ERAF that has (in the past) been returned to the cities and other local governmental agencies that contribute to the County's fund. Although the City received \$1.4 million in "excess ERAF" in the current fiscal year, this revenue may be limited (or totally negated) in the future. Although the City has assumed receipt of excess ERAF in past budgets, the proposed budget for fiscal year 2014-15 assumes only one-half of the prior year amount.

- **The proposed budget assumes that the City will continue to collect \$700,000 in refunds from the County's Educational Revenue Augmentation Fund.**

## SALES & USE TAX

Sales tax is imposed on retailers at the point-of-sale. Use tax is imposed on purchasers who buy goods out-of-state for use within California.

In the November 2012 statewide election, voters approved Proposition 30, which resulted in a temporary state sales tax rate increase from 7.25% to 7.50%. The one quarter of one percent increase in the state sales tax rate is effective for four years from January 1, 2013 through December 31, 2016. This added sales tax revenue accrues solely to the benefit of the State to address the budget deficits of prior years. Of the 7.50% state sales tax rate, 1% accrues to local governments (0.25% to county transportation and 0.75% to the City's General Fund). In addition, Proposition 172 (1993) set a half-cent sales tax accruing for the benefit of public safety.

In November 2012, San Mateo County voters also approved Measure A, which raises the County sales tax rate by 0.50%, from 1.00% to 1.50%, for ten years. As a result, the City's sales tax rate for taxable sales transactions within Burlingame is currently set at 9.00%, as of April 1, 2013.

Throughout the ongoing economic recovery, there has been no evidence of a negative impact on consumer spending as a result of these tax increases. Retail sales from October through December 2013 statewide were up 8.8% compared to the same time last year. The increase was 13.0% for the City of Burlingame.

- **The City's sales and use tax revenue projection assumes an 8.6% increase over the fiscal year 2013-14 estimate. This assumption is based on a higher level of sales tax than anticipated for the current fiscal year, with continued economic recovery and increased consumer spending into the next fiscal period.**

## TRANSIENT OCCUPANCY TAX

Transient occupancy tax (TOT) is levied when a room in a hotel (or other temporary lodging) is occupied for 30 days or less. In November 2009, voters approved amending the City's ordinance and increasing the transient occupancy tax rate from 10% to 12% in order to preserve municipal service levels and fund capital infrastructure projects.

As the City's largest and most economically sensitive revenue source, TOT revenues are directly tied to changes in average daily room rates (ADR) of the city's hotels. The City monitors ADR on a monthly basis, and makes estimates of ADR and occupancy rates based on transient occupancy tax receipts received for the previous month and industry reports.

Data collected from July through March of the current fiscal year indicates that hotel occupancy rates are trending at 84.6%, and collections were 78% of the 2013-14 fiscal year adjusted budget. Also as of March, collections compared to the same time last year were up 15.7%. Based on industry reports, ADR's in the San Francisco/San Mateo area are up 15.7% compared to 2013, and revenue per available room is up 19.7%.

As the economy continues to recover, the City believes that higher demand for rooms will continue to support hotel room rates that have been higher than those in previous years. However, staff believes that as the General Fund's highest revenue source, it is not prudent to assume that occupancy rates will trend any further than the historical 80% average and/or ADR's will grow indeterminately without discouraging demand. Given the indications that California is in the middle of an economic recovery, the forecast assumes these revenues will resume a more normal 5% growth rate, consistent with recently published Bay Area indices by the Bureau of Labor Statistics for rents, shelter and lodging away from home.

- **The proposed budget of \$20.1 million assumes a 5% increase in TOT revenues from the 2013-14 fiscal year anticipated receipts of \$19.1 million.**

### STORM DRAIN FEE

In April 2014, the City Council authorized an increase of 2% to the storm drain fee, which is collected as an assessment on the property tax roll. The increase is based on the consumer price index of 2.4% as published by the U.S. Department of Labor, Bureau of Labor Statistics in March 2014. Pursuant to the authority granted by voters in the May 2009 election, the City Council may increase the storm drain fee each fiscal year by the annual consumer price index, but not to exceed 2%.

- **The proposed budget of \$2.7 million assumes a 2% increase in the storm drain fee.**

### WATER & SEWER RATES

In November 2012, the City Council adopted Ordinance No. 1880, which set water and sewer rates for 2013, 2014, and 2015, and which includes annual water rate increases of 7.8%. Sewer rates in effect as of January 1, 2012 will remain unchanged during this period.

- **The proposed budget assumes revenue of \$17.1 million for the Water Enterprise and \$16.8 million for the Sewer Enterprise. The assumption is based on currently enacted rates and assumptions used to forecast rates during the Proposition 218 rate noticing in November 2012.**

### PARKING RATES

The Finance Department has recommended a budgeted revenue number based on historical monthly volume of parking meter revenues and an average of approximately 400 permits sold per month, and a reserve to account for Burlingame Avenue Streetscape construction. This conservative revenue estimate is made each year to ensure sufficient funds to meet debt service obligations relating to the Lease Revenue Bonds, Series 2012, which were issued to finance construction. The revenue forecast was decreased slightly last year due to possible impacts from the Burlingame Avenue Streetscape Project.

- **The proposed budget assumes \$2.52 million in estimated parking rate revenue, which is a 3% increase from projected year-end actuals of \$2.44 million.**

#### **ACCOUNTING FOR RETIREE MEDICAL COSTS (OPEB – OTHER POST-EMPLOYMENT BENEFITS)**

Prior year operating budgets have assumed that the City would use the “pay-as-you-go” method for paying the cost of retiree medical premiums as they became due. However, cognizant of the increasing impact of these payments to future budgets and the advantages of establishing an irrevocable trust fund to pay for these obligations, the City took steps to mitigate the escalation of OPEB costs. In addition to significantly reducing retiree health benefits for new employees, and capping the medical benefit level for employees who retire in 2012 or later, the City set aside funding for the eventual establishment of an OPEB trust fund. Early in the 2013-14 fiscal year, the City contributed \$6.6 million from General Fund reserves to fund a trust account with the California Employers’ Retiree Benefit Trust Program, administered by CalPERS.

Beginning in fiscal year 2014-15, the City will be contributing to the newly-established trust account, and reporting the sizeable, actuarially-determined trust fund contributions as expenditures in the annual operating budgets. OPEB costs will affect both personnel and non-personnel costs: the *normal* cost of providing retiree medical benefits (the cost associated with benefits being earned throughout the year by current employees) will be recorded as personnel costs; the *amortization* of the accrued liability for obligations incurred in all prior years will be recorded as non-personnel costs. Together, these OPEB costs equate to a surcharge ranging from 22-36% of the salaries and wages of current employees, causing a marked increase in operating costs in fiscal year 2014-15 compared to prior year budgets.

- **The proposed General Fund budget assumes \$1.2 million in estimated normal OPEB costs, and \$2.3 million in the amortized cost of accrued OPEB obligations.**

#### **CALIFORNIA PUBLIC EMPLOYEES’ RETIREMENT SYSTEM (CALPERS)**

As a result of heavy investment losses during the recession, CalPERS (the California Public Employees’ Retirement System) has raised rates with a lower earnings forecast, a new actuarial method, and a projection of longer life spans. Employer rates for the City of Burlingame for the upcoming fiscal year are 29.56 % for Safety personnel and 19.91% for Miscellaneous personnel, up from the 27.89% and 17.23%, respectively, charged in the 2013-14 fiscal year. CalPERS continues its review of funding levels and will be updating actuarial policies and investment assumptions with the goal of fully funding the system in a shorter time frame. Policy changes will result in increased employer contributions effective fiscal year 2015-16 and the creation of a separate pool for new members as a result of the Public Employees’ Pension Reform Act (PEPRA), which became effective on January 1, 2013.

- **Increased employer rates were anticipated in the City's most recent five-year forecast; there is no further impact to the proposed budget. However, future policy changes will inform long-term projections and allow the City to address these funding obligations appropriately.**

## RECLASSIFICATION OF CERTAIN NON-DEPARTMENTAL PROGRAM COSTS

Although the majority of programs previously budgeted within the departmental category of "Other Non-Departmental Programs," were reclassified with the 2013-14 fiscal year budget, some costs remained in this program budget. The 2014-15 fiscal year budget proposal calls for the elimination of "Other Non-Departmental Programs," with offsetting increases in the budgets of various departments and certain internal service funds. Below is a listing of all program costs that were reclassified in the FY 2014-15 proposed budget:

Non-Departmental Line Item	Reclassified to:	FY14-15 Amount \$
City Manager's contingency fund	Office of the City Manager	\$100,000
Property taxes	Storm Drain	80,000
Peninsula Conflict Resolution Center	City Council	\$18,000
HEART (Housing Endowment and Regional Trust) of San Mateo County	City Council	\$10,500
LAFCo (City allocation)	City Council	\$9,000
Workers' Compensation Insurance coverage	CCFD	\$250,000
<b>Total reclassifications</b>		<b>\$467,500</b>

- **These reclassifications result in no change to the City's budget appropriations as a whole. Rather, the reclassification of items to the most suitable department or internal service fund allows for the elimination of the "Non-Departmental Program" budget.**

## RECLASSIFICATION OF OTHER EMPLOYEE BENEFITS PROGRAM COSTS

Similar to the elimination of "Other Non-Departmental Programs," the cost of certain employee benefits, including retiree medical premiums and compensated absences, were previously budgeted within the departmental category of "Other Employee Benefits". These costs, amounting to \$2.9 million citywide in the 2013-14 fiscal year budget, have been reclassified. The change will eliminate the classification "Other Employee Benefits," and the costs of these benefits will be budgeted within the various departments. A budget of \$37,000 has been added to the Finance Department's budget to cover third-party administrative fees associated with the

payment of retiree medical benefits previously budgeted in the “Other Employee Benefits” program. And an \$8,000 budget for the cost of the City’s Employee Assistance Program, administered by the Human Resources Department, is now included in that department’s budget. The remainder of these costs have been allocated based on personnel costs incurred within each department/program budget.

- **These reclassifications have no change on the City’s budget appropriations as a whole. Rather, the reclassification of these employee benefit costs, allocated to the appropriate department based on personnel costs, allows for the elimination of the “Other Employee Benefits” budget.**

#### **RECLASSIFICATION OF “RECOVERIES” OF CERTAIN COSTS ASSOCIATED WITH REVENUES IN OTHER FUNDS**

Another change in the way certain expenditures are classified in the 2014-15 fiscal year budget document is reflected in the reimbursement for certain operational costs incurred in other funds or programs. These reimbursements were classified as “recoveries” in previous years’ budgets, but they will now be shown as transfers in/transfers out between funds/programs. “Recoveries” served to offset a department’s General Fund budget in prior years, and increased the “non-personnel” cost of other funds to achieve a reimbursement to the General Fund. The reimbursement is necessary to include certain administrative and operational expenses in the costs of services provided by enterprise funds. To provide for a clearer picture of the costs of all General Fund operations, free of reimbursements from other funds, such recoveries will, in the 2014-15 fiscal year and future budgets, be made by a “transfer in” to the General Fund. The expense allocation will be reflected as a “transfer out” from the reimbursing fund.

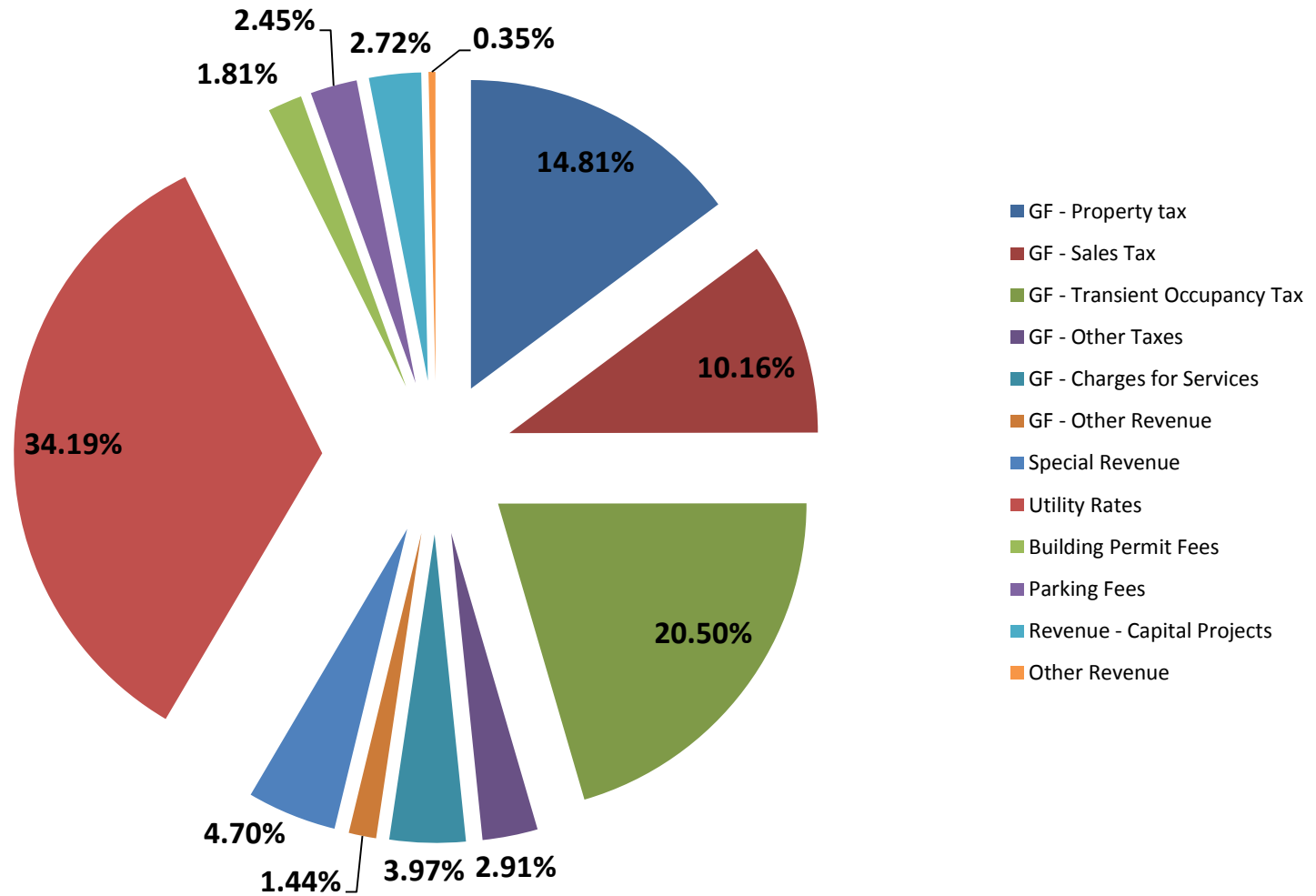
- **These reclassifications have no impact on the City’s budget appropriations as a whole. Rather, the reclassification of “recoveries” from other funds to transfers in/out will provide more clarity on the total cost of each department’s operations prior to reimbursement from other funds.**

#### **CENTRAL COUNTY FIRE DEPARTMENT BUDGET PRESENTATION**

The proposed budget includes a General Fund appropriation for the Central County Fire Department (CCFD). The largest part of this budget reflects Burlingame’s 60% portion of the Fire Department’s budget as adopted by the CCFD Board of Directors, as part of its Joint Powers Agreement with the Town of Hillsborough. Beginning with the FY 2013-14 proposed budget, the presentation was updated to also include the costs associated with the CCFD budget that are NOT reimbursed as part of the agreement. Such costs include maintenance of fire vehicles and facilities, as well as capital outlays, for assets that were the property of the City prior to the merger with the Town of Hillsborough in June 2010, and the cost of workers’ compensation for coverage of claims incurred prior to the merger.

- **As a result, the CCFD budget accurately reflects the total General Fund costs of providing Fire protection and related services for the upcoming fiscal year.**

## Proposed FY 2014-15 Citywide Revenue by Type



**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**ESTIMATED REVENUES AND INTERFUND TRANSFER**

<b>FUND AND DESCRIPTION</b>	<b>2012-2013 ACTUAL</b>	<b>2013-2014 BUDGET</b>	<b>2013-2014 EST. ACTUAL</b>	<b>2014-2015 PROPOSED</b>
<b><u>GENERAL FUND</u></b>				
Current Secured Property Tax	9,664,470	10,110,000	10,280,000	10,900,000
Secured Supplemental Property Tax (SB 813)	226,029	220,000	220,000	270,000
Current Unsecured Property Tax	585,199	600,000	600,000	600,000
Unsecured Personal Property Tax	(4,540)	-	-	-
Secured Supplemental Property Tax (SB 813)-Prior	6,661	9,000	-	-
Proposition 1A Reimbursement from State of CA	1,145,000	-	-	-
Property Tax in-lieu of VLF	2,231,659	2,337,000	2,500,000	2,500,000
Unitary Tax	245,062	265,000	250,000	250,000
ERAF Refund	1,284,602	900,000	1,425,203	730,000
<b>Subtotal - Property Taxes</b>	<b>15,384,141</b>	<b>14,441,000</b>	<b>15,275,203</b>	<b>15,250,000</b>
Sales & Use Tax	6,896,083	7,028,000	7,213,000	7,800,000
Sales Tax Compensation Fund (Triple Flip)	2,168,196	2,277,000	2,277,000	2,520,000
Prop 172 Public Safety Fund (Sales Tax)	134,592	140,000	140,000	140,000
<b>Subtotal - Sales and Use Tax</b>	<b>9,198,871</b>	<b>9,445,000</b>	<b>9,630,000</b>	<b>10,460,000</b>
Transient Occupancy Tax	18,244,310	18,570,000	20,100,000	21,100,000
Transient Occupancy Tax - Penalties	-	-	-	-
<b>Subtotal - Transient Occupancy Taxes</b>	<b>18,244,310</b>	<b>18,570,000</b>	<b>20,100,000</b>	<b>21,100,000</b>
Real Property Transfer Tax	379,542	406,000	375,000	375,000
State Homeowner Property Tax Reimbursement	65,337	64,000	64,000	66,000
Business License Tax	953,416	991,000	991,000	995,000
Business License Tax-Audit	(612)	-	-	-
PG&E - Franchise Tax -- Natural Gas	94,164	107,000	95,000	102,000
PG&E - Franchise Tax -- Surcharge (SB278)	10,139	16,000	10,000	13,400
PG&E - Franchise Tax -- Electricity	181,158	190,000	180,000	195,000
PG&E - Franchise Tax -- Surcharge-Prior Year	18,483	18,000	18,000	21,000
Franchise Tax -- Solid Waste	750,484	569,000	729,000	700,000
Comcast - Franchise Tax -- Cable Television (5%)	409,105	392,000	415,000	420,000
Astound - Franchise Tax -- Cable Television (5%)	24,841	25,000	25,000	25,000
AT&T Video Service Franchise Tax	83,632	103,000	75,000	80,000
<b>Subtotal - Other Taxes</b>	<b>2,969,688</b>	<b>2,881,000</b>	<b>2,977,000</b>	<b>2,992,400</b>
<b>TOTAL TAXES</b>	<b>45,797,009</b>	<b>45,337,000</b>	<b>47,982,203</b>	<b>49,802,400</b>
Overnight Parking Permits	4,608	5,000	5,000	11,000
Taxi Licenses	15,219	20,000	20,000	20,000
Alarm Permit Fees	81,926	85,000	85,000	55,000
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>101,753</b>	<b>110,000</b>	<b>110,000</b>	<b>86,000</b>
Parking Citations	836,026	800,000	667,000	750,000
Vehicle Code Fines	24,240	15,000	25,000	30,000
Redlight Photo Enforcement	210	-	-	-
<b>TOTAL FINES, FORFEITURES AND PENALTIES</b>	<b>860,476</b>	<b>815,000</b>	<b>692,000</b>	<b>780,000</b>
Interest Income	57,249	200,000	200,000	200,000
Use of Money & Property	111,909	105,000	105,000	105,000
Golf Center Lease Payments	87,387	120,000	86,000	86,000
Utility Reimbursements	(110)	1,000	-	-
<b>TOTAL USE OF MONEY AND PROPERTY</b>	<b>256,435</b>	<b>426,000</b>	<b>391,000</b>	<b>391,000</b>
Other Revenue	27,525	-	-	-
<b>TOTAL OTHER REVENUE</b>	<b>27,525</b>	<b>-</b>	<b>-</b>	<b>-</b>
Taxicab Inspections	298	500	-	-

**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**ESTIMATED REVENUES AND INTERFUND TRANSFERS**

<b>FUND AND DESCRIPTION</b>	<b>2012-2013 ACTUAL</b>	<b>2013-2014 BUDGET</b>	<b>2013-2014 EST. ACTUAL</b>	<b>2014-2015 PROPOSED</b>
False Alarm Charges	23,863	23,000	29,000	29,696
Falses Alarm Charges - Collections	623	500	300	307
DUI Charges	123	500	-	-
Special Police Services	9,362	10,000	9,000	9,216
Livescan Fees	4,589	6,000	3,000	3,072
Police Booking Fees - County	5,062	5,000	5,000	5,120
Police Booking Fees - City	1,347	600	2,000	2,048
Vehicle Release Charges	21,261	21,000	21,000	21,504
State Highway Maintenance	24,549	25,000	25,000	25,000
Public Works Fees and Services	281,643	302,000	337,000	345,088
Library Fees and Services	109,978	118,000	113,000	115,712
Library Service to Town of Hillsborough	493,142	500,000	465,000	476,160
Recreation Fees and Services	2,119,444	2,120,000	2,347,180	2,403,512
Parks Special Services	96,068	90,000	100,000	102,400
Arborist Plan Check & Inspections	13,425	11,000	12,000	12,288
Arborist Planning Fees	13,104	11,000	14,000	14,336
Protected Tree Application Fee	9,908	6,000	10,000	10,240
Field Preparation Fee	-	-	-	-
Beautification Commission Appeal Fee	-	-	-	-
Filing and Certification Fees	1,111	500	500	512
Special Event Permit Fee	-	-	-	-
Nomination/Filing/Certification Fees	-	-	-	-
Amusement/Entertainment Permit Fee	306	500	300	307
Zoning & Plan Check Services	125,731	112,000	157,000	160,768
Use Permit Fees (Alamo)	36,500	36,500	36,500	37,376
2nd Unit Amnesty Fee	31	-	31	32
Planning Fees	221,563	217,000	280,000	286,720
Plan Check Fees - Engineering	17,486	16,000	21,000	21,504
SMCCVB Processing Fee	4,000	4,000	4,000	4,000
Leaf Blower Certification Fee	1,495	2,000	100	102
<b>TOTAL CHARGES FOR SERVICES</b>	<b>3,636,011</b>	<b>3,638,600</b>	<b>3,991,911</b>	<b>4,087,021</b>
Police Officer Standards/Training Reimbursement	24,361	10,000	20,000	30,000
SLESF COPS Grant	-	-	-	-
California State Library Reimbursement	-	-	-	-
State Mandated Cost Reimbursements	5,903	-	-	-
AB 1546 C/CAG Vehicle Registration Fees & Measure M	255,782	122,000	69,012	70,000
<b>TOTAL FEDERAL &amp; STATE SUBVENTIONS</b>	<b>286,046</b>	<b>132,000</b>	<b>89,012</b>	<b>100,000</b>
Abandoned Vehicle Abatement Charges	41,707	-	25,000	30,000
Police Auction Proceeds	3,183	-	-	-
Easton Library Branch Community Donations	-	-	-	-
Miscellaneous Revenue	1,331,193	38,500	13,500	-
<b>TOTAL OTHER REVENUE</b>	<b>1,376,083</b>	<b>38,500</b>	<b>38,500</b>	<b>30,000</b>
<b>GENERAL FUND, BEFORE TRANSFERS</b>	<b>\$ 52,341,337</b>	<b>\$ 50,497,100</b>	<b>\$ 53,294,626</b>	<b>\$ 55,276,421</b>
Transfer In (Out) from Sewer Fund	571,481	1,053,622	1,053,622	1,050,764
Transfer In (Out) from Water Fund	571,481	1,096,538	1,096,538	1,280,975
Transfer In (Out) from Traffic Safety Fund	60,000	60,000	60,000	87,000
Transfer In (Out) from Gas Tax Fund	6,000	6,000	6,000	6,000
Transfer In (Out) from Parking Fund	580,231	410,615	410,615	395,263
Transfer In (Out) from Solid Waste Fund	(250,000)	(202,964)	47,036	130,923
Transfer In (Out) from Storm Drain Fund	15,000	15,000	15,000	15,000
Transfer In (Out) from Building Fund	-	121,901	121,901	142,790
Transfer In (Out) from Shuttle Bus Fund	(78,823)	(109,702)	(109,702)	(85,500)
Transfer In (Out) from Burlingame Finance Authority	(5,403,988)	(5,599,051)	(5,599,051)	(6,283,924)

**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**ESTIMATED REVENUES AND INTERFUND TRANSFERS**

<b>FUND AND DESCRIPTION</b>	<b>2012-2013 ACTUAL</b>	<b>2013-2014 BUDGET</b>	<b>2013-2014 EST. ACTUAL</b>	<b>2014-2015 PROPOSED</b>
Transfer In (Out) from Equipment Services Fund	-	(102,512)	(102,512)	-
Transfer In (Out) from Federal & State Grants	89,799	-	-	-
Transfer In (Out) from Local Grants & Donations Fund	-	-	-	(5,000)
Transfer In (Out) from Special Assessment District	290,231	-	-	278,044
Transfer In (Out) from OPEB Trust - CERBT	-	-	(6,600,000)	-
Transfer In (Out) from Capital Projects Fund	(5,696,734)	(3,000,000)	(2,960,000)	(4,450,000)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>(9,245,322)</b>	<b>(6,250,553)</b>	<b>(12,560,553)</b>	<b>(7,437,665)</b>
<b>GENERAL FUND REVENUE, NET OF TRANSFERS</b>	<b>\$ 43,096,014</b>	<b>\$ 44,246,547</b>	<b>\$ 40,734,073</b>	<b>\$ 47,838,756</b>

**SPECIAL REVENUE FUNDS**

**TRAFFIC SAFETY FUND**

Vehicle Code Fines	72,092	60,000	85,000	87,000
Transfer In (Out) from General Fund	(60,000)	(60,000)	(60,000)	(87,000)
<b>TRAFFIC SAFETY FUND, NET OF TRANSFERS</b>	<b>\$ 12,092</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>

**BURLINGAME AVENUE SPECIAL ASSESSMENT DISTRICT**

Special Assessment Revenue	310,097	310,157	310,157	310,157
Interest Income	-	-	4,000	4,000
<b>SPECIAL ASSESSMENT, BEFORE TRANSFERS</b>	<b>310,097</b>	<b>310,157</b>	<b>314,157</b>	<b>314,157</b>

Transfer In (Out) to Burlingame Financing Authority	-	(275,369)	(275,369)	-
Transfer In (Out) to General Fund	(290,231)	-	-	(278,044)
<b>SPECIAL ASSESSMENT, NET OF TRANSFERS</b>	<b>\$ 19,866</b>	<b>\$ 34,788</b>	<b>\$ 38,788</b>	<b>\$ 36,113</b>

**FEDERAL & STATE GRANTS**

SLESF COPS Grant	-	90,000	-	100,000
CA Office of Traffic Safety STEP Grant	-	258,000	-	-
<b>FEDERAL &amp; STATE, BEFORE TRANSFERS</b>	<b>-</b>	<b>348,000</b>	<b>-</b>	<b>100,000</b>

Transfer In (Out) from General Fund	(89,799)	-	-	-
<b>FEDERAL &amp; STATE, NET OF TRANSFERS</b>	<b>\$ (89,799)</b>	<b>\$ 348,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>

**MEASURE A & GAS TAX FUND**

Measure A Sales Tax	703,609	680,000	680,000	737,000
Section 2103 -- Excise Tax	255,180	415,308	415,308	306,733
Section 2107--Maintenance and Construction	204,603	204,078	204,078	173,205
Section 2105--Proposition 111 Gas Tax	129,008	137,072	137,072	140,963
Section 2106--New Construction	113,545	95,668	95,668	114,501
Interest Income	(3,534)	-	24,000	24,000
Section 2107.5 - Administration	6,000	6,000	6,000	6,000
<b>MEASURE A &amp; GAS TAX, BEFORE TRANSFERS</b>	<b>1,408,411</b>	<b>1,538,126</b>	<b>1,562,126</b>	<b>1,502,402</b>

Transfer In (Out) from General Fund	(6,000)	(6,000)	(6,000)	(6,000)
Transfer In (Out) from Capital Projects Fund	(1,409,000)	(1,225,000)	(1,225,000)	(1,340,000)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>(1,415,000)</b>	<b>(1,231,000)</b>	<b>(1,231,000)</b>	<b>(1,346,000)</b>

<b>GAS TAX REVENUE, NET OF TRANSFERS</b>	<b>\$ (6,589)</b>	<b>\$ 307,126</b>	<b>\$ 331,126</b>	<b>\$ 156,402</b>
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**PUBLIC TV ACCESS FUND**

PEG Access Fees	110,744	120,000	110,000	110,000
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**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**ESTIMATED REVENUES AND INTERFUND TRANSFERS**

<b>FUND AND DESCRIPTION</b>	<b>2012-2013 ACTUAL</b>	<b>2013-2014 BUDGET</b>	<b>2013-2014 EST. ACTUAL</b>	<b>2014-2015 PROPOSED</b>
<b>PUBLIC TV REVENUE, BEFORE TRANSFERS</b>	<b>\$ 110,744</b>	<b>\$ 120,000</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>
Transfer In (Out) from Capital Projects Fund	-	(150,000)	(2,000)	-
<b>TOTAL INTERFUND TRANSFERS</b>	<b>-</b>	<b>(150,000)</b>	<b>(2,000)</b>	<b>-</b>
<b>PUBLIC TV ACCESS, NET OF TRANSFERS</b>	<b>\$ 110,744</b>	<b>\$ (30,000)</b>	<b>\$ 108,000</b>	<b>\$ 110,000</b>
<b>DEVELOPMENT FEES FUND</b>				
Public Facilities Impact Fee	-	-	-	-
North Burlingame Development Fee	-	-	-	-
Bayfront Development Fees	-	-	-	-
<b>DEVELOPMENT FEES, BEFORE TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfer In (Out) from Streets CIP	(88,470)	-	-	-
<b>TOTAL INTERFUND TRANSFERS</b>	<b>(88,470)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEVELOPMENT FEES, NET OF TRANSFERS</b>	<b>\$ (88,470)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>STORM DRAIN FUND</b>				
Storm Drainage Fees	2,626,378	2,608,520	2,636,804	2,690,393
Interest Income	(7,040)	60,000	34,000	34,000
<b>STORM DRAIN REVENUE, BEFORE TRANSFERS</b>	<b>2,619,338</b>	<b>2,668,520</b>	<b>2,670,804</b>	<b>2,724,393</b>
Transfer In (Out) from General Fund	(15,000)	(15,000)	(15,000)	(15,000)
Transfer In (Out) from Capital Projects Fund	-	(3,200,000)	-	-
Transfer In (Out) from Burlingame Financing Authority	(1,027,870)	(966,568)	(966,568)	(1,410,304)
<b>TOTAL INTRAFUND TRANSFERS</b>	<b>(1,042,870)</b>	<b>(4,181,568)</b>	<b>(981,568)</b>	<b>(1,425,304)</b>
<b>STORM DRAIN, NET OF TRANSFERS</b>	<b>\$ 1,576,468</b>	<b>\$ (1,513,048)</b>	<b>\$ 1,689,236</b>	<b>\$ 1,299,089</b>

**ENTERPRISE FUNDS**

**WATER ENTERPRISE FUND**

Sales	14,685,563	14,888,508	14,888,508	16,815,568
Penalties	42,602	25,000	25,000	42,000
Flows and Turn-ons	490	1,000	1,000	500
Fire Flow Inspections	-	7,500	7,500	-
Fire Services	28,869	25,000	25,000	29,000
Taps for New Meters	108,875	130,000	130,000	110,000
Interest Income	(28,830)	30,000	116,000	116,000
Miscellaneous Revenue	8,306	-	30,000	8,000
<b>WATER FUND REVENUE, BEFORE TRANSFERS</b>	<b>14,845,874</b>	<b>15,107,008</b>	<b>15,223,008</b>	<b>17,121,068</b>
Transfer In (Out) from Capital Projects Fund	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
Transfer In (Out) from General Fund	(571,481)	(1,096,538)	(1,096,538)	(1,280,975)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>(3,071,481)</b>	<b>(3,596,538)</b>	<b>(3,596,538)</b>	<b>(3,780,975)</b>
<b>WATER FUND, NET OF TRANSFERS</b>	<b>\$ 11,774,393</b>	<b>\$ 11,510,470</b>	<b>\$ 11,626,470</b>	<b>\$ 13,340,093</b>

**SEWER ENTERPRISE FUND**

Service Charges	15,387,982	15,300,000	15,300,000	15,300,000
Charges to Other Agencies	1,293,009	1,300,000	1,300,000	1,300,000
Discharge Permits	107,420	100,000	100,000	100,000

**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**ESTIMATED REVENUES AND INTERFUND TRANSFERS**

<b>FUND AND DESCRIPTION</b>	<b>2012-2013 ACTUAL</b>	<b>2013-2014 BUDGET</b>	<b>2013-2014 EST. ACTUAL</b>	<b>2014-2015 PROPOSED</b>
Connection Fees	3,038	10,500	10,500	10,500
Interest Income	(681)	-	63,000	63,000
Miscellaneous Revenue	-	25,000	25,000	25,000
<b>SEWER FUND REVENUE, BEFORE TRANSFERS</b>	<b>16,790,769</b>	<b>16,735,500</b>	<b>16,798,500</b>	<b>16,798,500</b>
Transfer In (Out) from Capital Projects Fund	(4,900,000)	(4,900,000)	(4,900,000)	(4,700,000)
Transfer In (Out) from General Fund	(571,481)	(1,053,622)	(1,053,622)	(1,050,764)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>(5,471,481)</b>	<b>(5,953,622)</b>	<b>(5,953,622)</b>	<b>(5,750,764)</b>
<b>SEWER FUND, NET OF TRANSFERS</b>	<b>\$ 11,319,288</b>	<b>\$ 10,781,878</b>	<b>\$ 10,844,878</b>	<b>\$ 11,047,736</b>
<b>SOLID WASTE MANAGEMENT FUND</b>				
AB939 Administration	187,621	200,000	181,000	174,000
Management Fee	-	-	57,600	115,200
Franchise Tax - Garbage	314,370	-	-	-
Household Hazardous Waste Fee	-	-	24,600	49,200
Rate Stabilization Fee	-	-	87,000	173,540
Steam Cleaning Downtown	75,000	75,000	75,000	75,000
Street Sweeping Fee	-	-	117,000	234,960
Landfill Closure	262,669	262,000	-	-
Interest Income	(2,696)	-	17,000	17,000
Miscellaneous Revenue	38,732	-	-	-
<b>SOLID WASTE, BEFORE TRANSFERS</b>	<b>875,696</b>	<b>537,000</b>	<b>559,200</b>	<b>838,900</b>
Transfer In (Out) from General Fund	250,000	202,964	(47,036)	(130,923)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>250,000</b>	<b>202,964</b>	<b>(47,036)</b>	<b>(130,923)</b>
<b>SOLID WASTE, NET OF TRANSFERS</b>	<b>\$ 1,125,696</b>	<b>\$ 739,964</b>	<b>\$ 512,164</b>	<b>\$ 707,977</b>
<b>LANDFILL FUND</b>				
Landfill Closure	-	-	348,000	434,000
<b>LANDFILL FUND, BEFORE TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>348,000</b>	<b>434,000</b>
Transfer Out to General Fund	-	-	-	-
<b>TOTAL INTERFUND TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>LANDFILL FUND, NET OF TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 348,000</b>	<b>\$ 434,000</b>
<b>BUILDING INSPECTION FUND</b>				
Construction Permits	959,364	792,000	1,100,000	1,100,000
Building Plan Check Fees	578,756	510,000	700,000	700,000
Microfilm Fees	33,509	32,000	35,000	35,000
Interest Income	(5,098)	-	25,000	25,000
Miscellaneous Income	135,629	-	-	-
<b>BUILDING INSPECTION, BEFORE TRANSFERS</b>	<b>1,702,159</b>	<b>1,334,000</b>	<b>1,860,000</b>	<b>1,860,000</b>
Transfer In (Out) from General Fund	-	(121,901)	(121,901)	(142,790)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>-</b>	<b>(121,901)</b>	<b>(121,901)</b>	<b>(142,790)</b>
<b>BUILDING, NET OF TRANSFERS</b>	<b>\$ 1,702,159</b>	<b>\$ 1,212,099</b>	<b>\$ 1,738,099</b>	<b>\$ 1,717,210</b>
<b>PARKING ENTERPRISE FUND</b>				
Parking Fees	2,139,161	2,063,036	2,138,036	2,223,557

**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**ESTIMATED REVENUES AND INTERFUND TRANSFERS**

<b>FUND AND DESCRIPTION</b>	<b>2012-2013 ACTUAL</b>	<b>2013-2014 BUDGET</b>	<b>2013-2014 EST. ACTUAL</b>	<b>2014-2015 PROPOSED</b>
Monthly Parking Permits	288,360	260,550	290,550	280,000
Interest Income	(915)	-	16,000	16,000
<b>PARKING REVENUE, BEFORE TRANSFERS</b>	<b>2,426,606</b>	<b>2,323,586</b>	<b>2,444,586</b>	<b>2,519,557</b>
Transfer In (Out) to General Fund	(580,231)	(410,615)	(410,615)	(395,263)
Transfer In (Out) to Capital Projects	-	-	-	(50,000)
Transfer In (Out) from Burlingame Financing Authority	-	(276,869)	(276,869)	-
<b>TOTAL INTRAFUND TRANSFERS</b>	<b>(580,231)</b>	<b>(687,484)</b>	<b>(687,484)</b>	<b>(445,263)</b>
<b>PARKING REVENUE, NET OF TRANSFERS</b>	<b>\$ 1,846,376</b>	<b>\$ 1,636,102</b>	<b>\$ 1,757,102</b>	<b>\$ 2,074,294</b>

**INTERNAL SERVICE FUNDS**

Miscellaneous Revenue (Non-City)	146,514	316,322	299,000	303,084
<b>ISF REVENUE, BEFORE TRANSFERS</b>	<b>146,514</b>	<b>316,322</b>	<b>299,000</b>	<b>303,084</b>
Transfer In (Out) from General Fund	-	-	-	-
<b>TOTAL INTERFUND TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ISF REVENUE, NET OF TRANSFERS</b>	<b>\$ 146,514</b>	<b>\$ 316,322</b>	<b>\$ 299,000</b>	<b>\$ 303,084</b>

**CAPITAL PROJECT FUNDS (ALL FUNDS, PROGRAMS & SUB-PROGRAMS)**

Capital Contributions from Other Agencies	301,930	-	-	600,000
Federal, State or Local Grants	20,848	1,397,000	662,225	2,000,000
50/50 Sidewalk Assessment	154,814	-	-	200,000
Public Benefit Fees - Millenium Point	-	1,000,000	-	-
Library PLP Innovation Grant	9,926	-	9,438	-
Miscellaneous Revenue	24,055	-	-	-
<b>CAPITAL PROJ REVENUE, BEFORE TRANSFERS</b>	<b>511,573</b>	<b>2,397,000</b>	<b>671,663</b>	<b>2,800,000</b>
Transfer In (Out) from General Fund	5,696,734	3,000,000	2,960,000	4,450,000
Transfer In (Out) from Gas Tax Fund	1,409,000	1,225,000	1,225,000	1,340,000
Transfer In (Out) from Water Fund	2,500,000	2,500,000	2,500,000	2,500,000
Transfer In (Out) from Sewer Fund	4,900,000	4,900,000	4,900,000	4,700,000
Transfer In (Out) from Public TV Access Fund	-	150,000	2,000	-
Transfer In (Out) from Other Local Grants & Donations	-	1,000,000	-	-
Transfer In (Out) from Parking Fund	-	-	-	50,000
Transfer In (Out) from Storm Drain Fund	-	3,200,000	-	-
Transfer In (Out) from Burlingame Financing Authority	8,390,102	5,000,000	6,550,000	400,000
Transfer In (Out) from Development Fees Fund	88,470	-	-	-
<b>TOTAL INTERFUND TRANSFERS</b>	<b>22,984,306</b>	<b>20,975,000</b>	<b>18,137,000</b>	<b>13,440,000</b>
<b>CAP PROJ REVENUE, NET OF TRANSFERS</b>	<b>\$ 23,495,879</b>	<b>\$ 23,372,000</b>	<b>\$ 18,808,663</b>	<b>\$ 16,240,000</b>

**OTHER FUNDS**

**SHUTTLE BUS PROGRAM FUND**

Grants & Contributions	113,458	114,354	-	62,000
<b>SHUTTLE REVENUE, BEFORE TRANSFERS</b>	<b>113,458</b>	<b>114,354</b>	<b>-</b>	<b>62,000</b>
Transfer In (Out) from General Fund	78,823	109,702	109,702	85,500
<b>TOTAL INTERFUND TRANSFERS</b>	<b>78,823</b>	<b>109,702</b>	<b>109,702</b>	<b>85,500</b>
<b>SHUTTLE REVENUE, NET OF TRANSFERS</b>	<b>\$ 192,281</b>	<b>\$ 224,056</b>	<b>\$ 109,702</b>	<b>\$ 147,500</b>

**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**ESTIMATED REVENUES AND INTERFUND TRANSFERS**

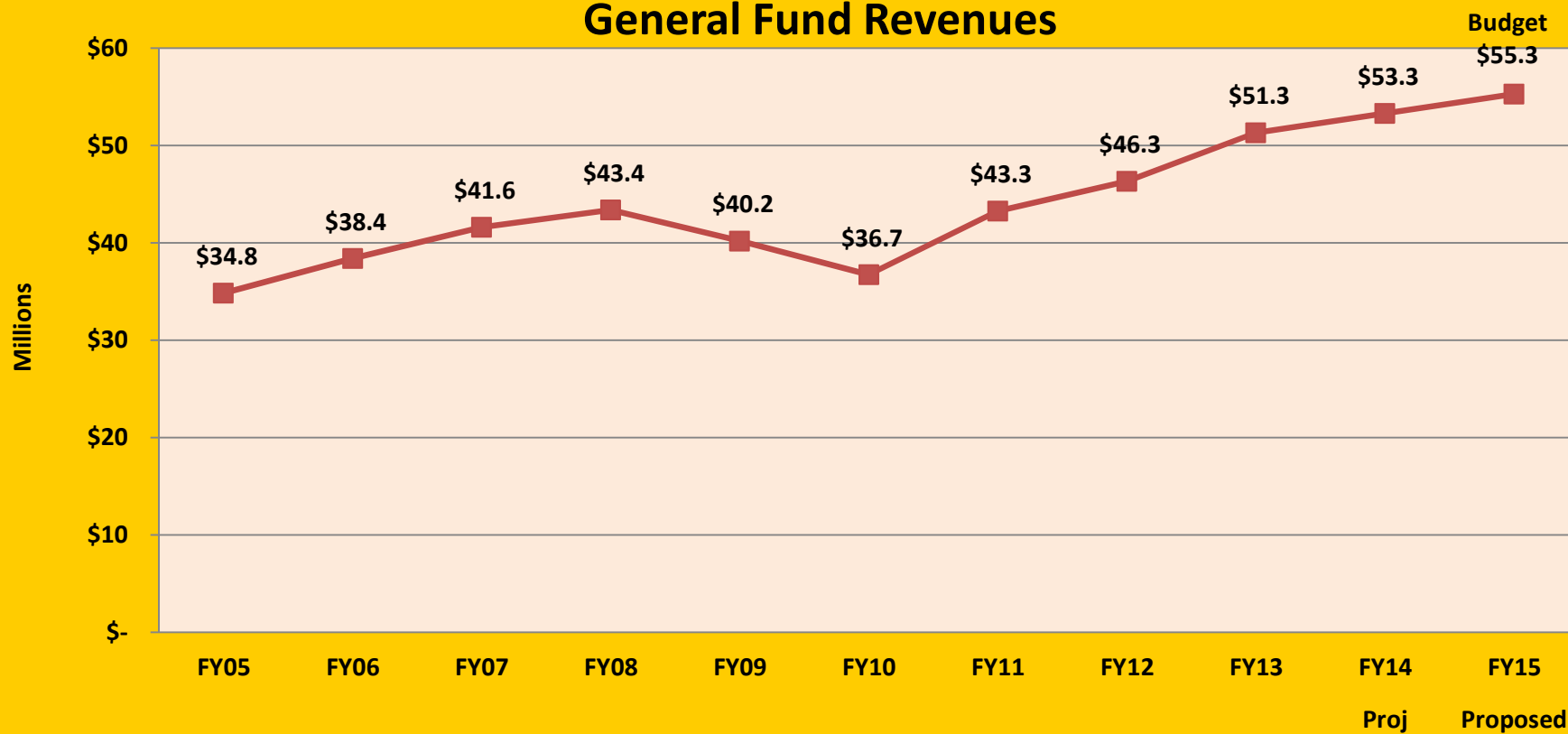
<b>FUND AND DESCRIPTION</b>	<b>2012-2013 ACTUAL</b>	<b>2013-2014 BUDGET</b>	<b>2013-2014 EST. ACTUAL</b>	<b>2014-2015 PROPOSED</b>
<b>OTHER LOCAL GRANTS &amp; DONATIONS</b>				
Library Foundation (Millenium Project)	-	1,000,000	-	-
<b>DONATIONS, BEFORE TRANSFERS</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>
Transfer In (Out) from Capital Projects Fund (Facilities CIP)	-	(1,000,000)	-	-
Transfer In (Out) from General Fund	-	-	-	5,000
<b>TOTAL INTERFUND TRANSFERS</b>	<b>-</b>	<b>(1,000,000)</b>	<b>-</b>	<b>5,000</b>
<b>DONATIONS, NET OF TRANSFERS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>

**DEBT SERVICE FUND**

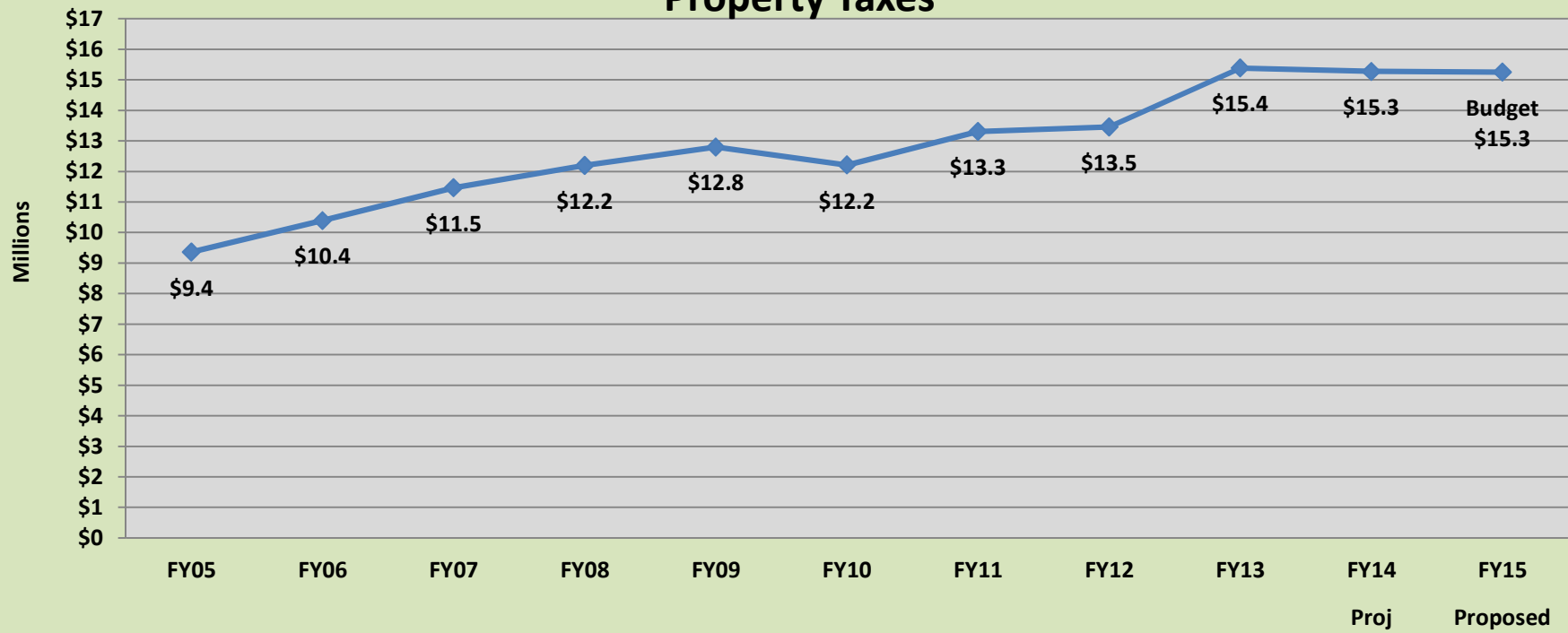
**BURLINGAME FINANCING AUTHORITY**

Transfer In (Out) from Storm Drain Fund	1,027,870	966,568	966,568	1,410,304
Transfer In (Out) from Water Fund	-	-	-	-
Transfer In (Out) from Sewer Fund	-	-	-	-
Transfer In (Out) from Parking Fund	-	276,869	276,869	-
Transfer In (Out) from Burlingame Assessment District	-	275,369	275,369	-
Transfer In (Out) from General Fund	5,403,988	5,599,051	5,599,051	6,283,924
Transfer In (Out) to Capital Project Fund (Facilities CIP)	(235,692)	-	(50,000)	-
Transfer In (Out) to Capital Project Fund (Streets CIP)	(2,350,846)	-	(4,500,000)	-
Transfer In (Out) to Capital Project Fund (Storm Drain CIP)	(5,803,564)	(5,000,000)	(2,000,000)	(400,000)
<b>TOTAL INTERFUND TRANSFERS</b>	<b>(1,958,244)</b>	<b>2,117,857</b>	<b>567,857</b>	<b>7,294,228</b>
<b>FINANCING AUTH, NET OF TRANSFERS</b>	<b>\$ (1,958,244)</b>	<b>\$ 2,117,857</b>	<b>\$ 567,857</b>	<b>\$ 7,294,228</b>
<b>GRAND TOTAL (ALL FUNDS), NET OF TRANSFERS</b>	<b>\$ 94,274,668</b>	<b>\$ 95,304,161</b>	<b>\$ 89,538,158</b>	<b>\$ 102,851,482</b>

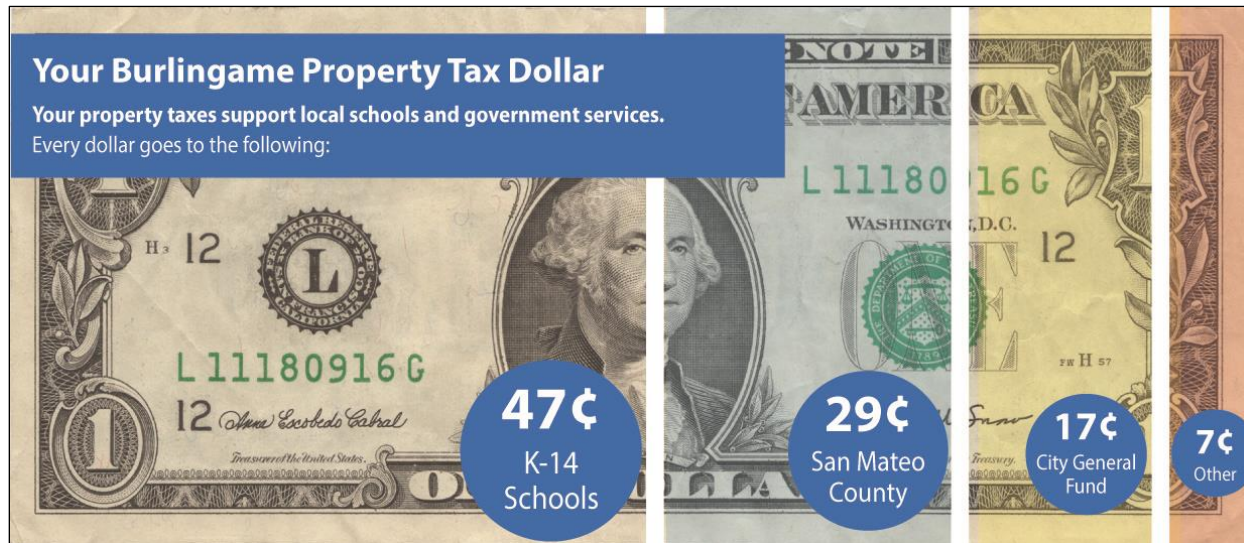
## City of Burlingame, CA General Fund Revenues



## City of Burlingame, CA Property Taxes

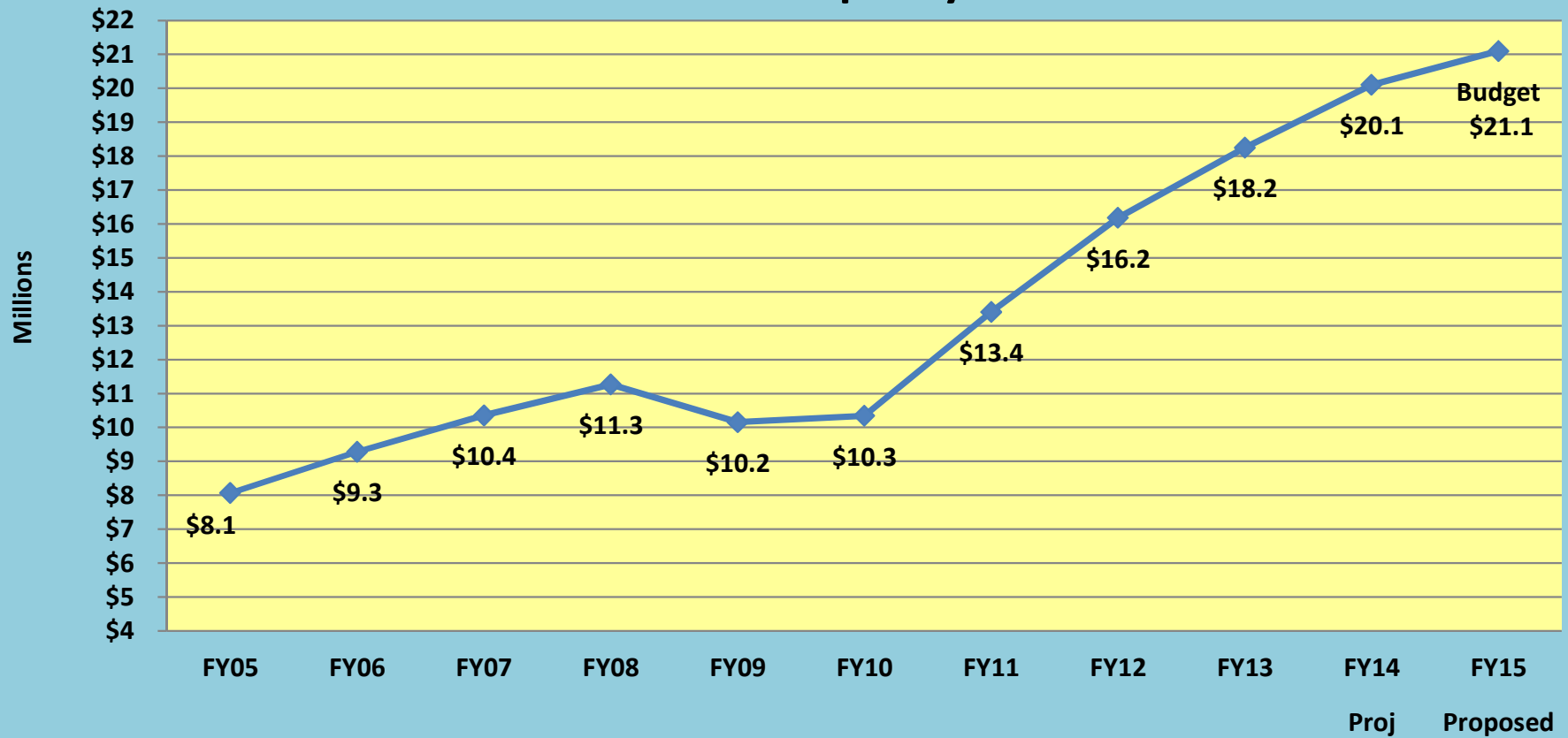


# Where do your Burlingame property tax dollars go?



Burlingame property owners pay approximately 1.1% of the assessed value of their property in taxes each year. This includes the maximum of 1.0% percent allowed under California Proposition 13 plus an additional 0.1% agreed to by voters to support educational districts, including the San Mateo County Junior College District, the High School District, and the Elementary School District. Of the 1.0% collected as allowed under Proposition 13, the County of San Mateo receives 29 cents of every dollar, and educational districts receive 47 cents. The City of Burlingame General Fund, which provides critical public services including public safety, infrastructure maintenance and improvement, operation and maintenance of parks and urban forestry, recreational programming for youth, seniors and families, literacy programs through the City's public libraries, and community development, receives 17 cents. The remaining 7 cents of the property tax dollar supports a variety of programs and special districts, such as the Bay Area Air Quality Management District and the Peninsula Hospital District.

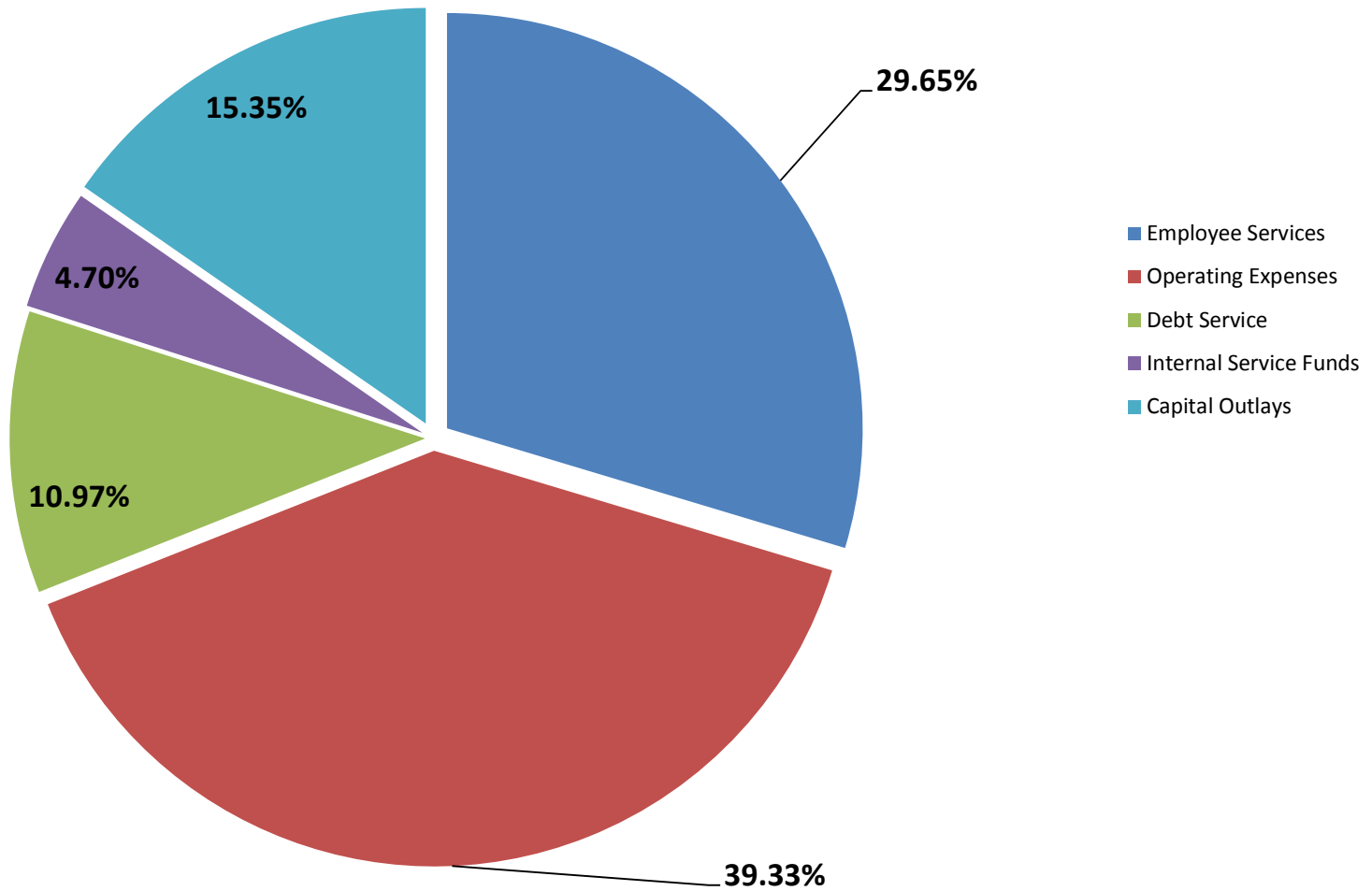
## City of Burlingame, CA Transient Occupancy Taxes



### City of Burlingame, CA Sales and Use Taxes



### Proposed FY 2014-15 Expenses by Type



**CITY OF BURLINGAME**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**EXPENSES BY DEPARTMENT & TYPE**

DEPARTMENT	EMPLOYEE SERVICES	OPERATING EXPENSES	DEBT SERVICE	CAPITAL OUTLAY	INTERNAL SERVICES	RECOVERIES	TOTAL BUDGET
<b><u>GENERAL FUND</u></b>							
Central County Fire Department	\$ -	\$ 10,466,511	\$ -	\$ -	\$ 299,638	\$ -	\$ 10,766,149
City Attorney	482,344	144,289	-	-	28,735	-	655,368
City Clerk	212,129	74,874	-	-	27,990	-	314,993
City Council	160,639	159,808	-	-	648	-	321,095
City Manager	450,839	172,394	-	-	44,670	-	667,903
Community Development - Planning	1,170,668	306,029	-	-	84,266	-	1,560,963
Elections	-	-	-	-	-	-	-
Finance	1,490,859	342,542	-	-	151,830	-	1,985,231
Human Resources	562,560	216,226	-	-	54,680	-	833,466
Library	3,224,395	1,019,516	-	-	414,883	-	4,658,794
Parks	2,434,117	735,023	-	66,000	282,594	-	3,517,734
Police	8,363,369	2,492,284	-	-	563,872	-	11,419,525
Police - Communications	1,112,923	224,800	-	-	12,153	-	1,349,876
Public Works - Engineering	2,121,342	737,379	-	-	204,537	-	3,063,258
Public Works - Street & Storm Drains	1,003,277	795,436	-	16,000	1,324,453	-	3,139,166
Recreation	1,807,673	1,488,187	-	8,000	363,271	-	3,667,131
Recreation - Aquatic Center	-	441,046	-	-	-	-	441,046
Public Works Allocation to CIP	-	-	-	-	-	(900,000)	(900,000)
<b>Total General Fund</b>	<b>24,597,134</b>	<b>19,816,344</b>	<b>-</b>	<b>90,000</b>	<b>3,858,220</b>	<b>(900,000)</b>	<b>47,461,698</b>
<b>BURLINGAME FINANCING AUTHORITY</b>	<b>-</b>	<b>47,640</b>	<b>7,646,588</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,694,228</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>							
Burlingame Ave. Special Assessment	-	32,000	-	-	-	-	32,000
Development Fees	-	-	-	-	-	-	-
Federal & State Grants	100,000	-	-	-	-	-	100,000
Gas Tax	-	-	-	-	-	-	-
Public TV Access	-	80,000	-	-	-	-	80,000
Storm Drain	-	-	-	-	-	-	-
Traffic Safety	-	-	-	-	-	-	-
<b>Total Special Revenue Funds</b>	<b>100,000</b>	<b>112,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>212,000</b>
<b><u>INTERNAL SERVICE FUNDS*</u></b>							
Administrative & Information Technology	73,465	966,173	-	50,000	-	(987,966)	101,672
Facilities Services	724,378	594,175	-	-	46,646	(1,280,251)	84,948

**CITY OF BURLINGAME**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**EXPENSES BY DEPARTMENT & TYPE**

DEPARTMENT	EMPLOYEE SERVICES	OPERATING EXPENSES	DEBT SERVICE	CAPITAL OUTLAY	INTERNAL SERVICES	RECOVERIES	TOTAL BUDGET
Fleet & Equipment Maintenance	437,361	307,736	-	489,000	20,228	(1,109,833)	144,492
OPEB Retiree Medical	-	4,527,422	-	-	-	(4,526,441)	981
Risk Management - General Liability	-	1,176,500	-	-	-	(1,877,205)	(700,705)
Risk Management - Worker's Comp	-	1,255,537	-	-	-	(1,255,537)	-
<b>Total Internal Service Funds</b>	<b>1,235,204</b>	<b>8,827,543</b>	<b>-</b>	<b>539,000</b>	<b>66,874</b>	<b>(11,037,233)</b>	<b>(368,612)</b>

\*Budgets are allocated to operating departments or funded via reserves.

**ENTERPRISE FUNDS**

Solid Waste Enterprise	345,374	152,569	-	-	110,831	-	608,774
Landfill Enterprise	46,891	194,673	-	-	-	-	241,564
Parking Enterprise	1,013,681	341,131	-	-	71,688	-	1,426,500
Building Enterprise	930,832	428,145	-	-	107,656	-	1,466,633
Water Enterprise	2,588,224	9,113,226	2,074,031	10,000	352,733	-	14,138,214
Sewer Enterprise	2,275,794	4,779,906	2,542,660	272,000	687,254	-	10,557,614
<b>Total Enterprise Fund</b>	<b>7,200,796</b>	<b>15,009,650</b>	<b>4,616,691</b>	<b>282,000</b>	<b>1,330,162</b>	<b>-</b>	<b>28,439,299</b>

**CAPITAL PROJECT FUNDS**

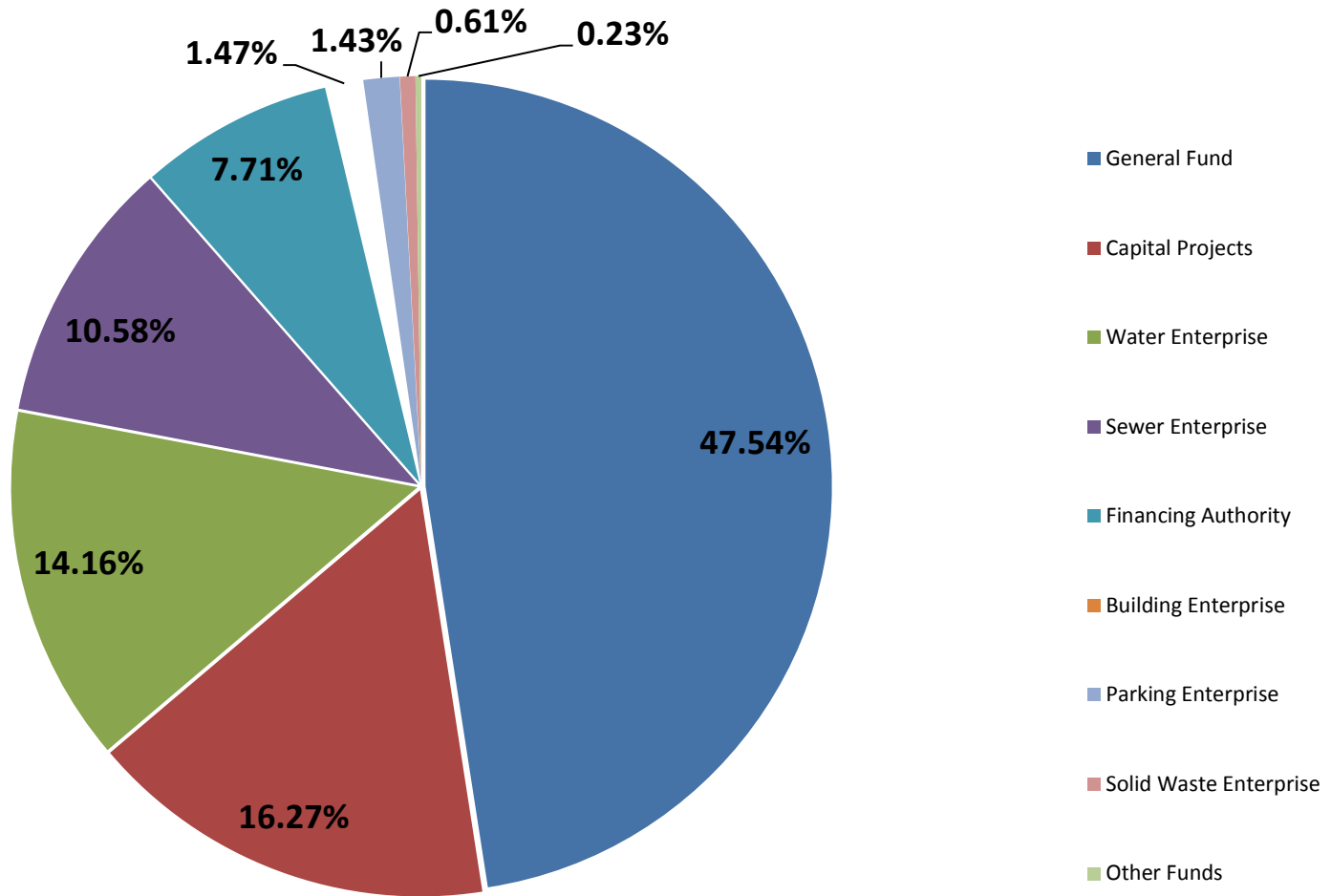
Facilities CIP	-	-	-	2,120,000	-	-	2,120,000
Parking & Garages CIP	-	-	-	500,000	-	-	500,000
Parks & Trees CIP	-	-	-	740,000	-	-	740,000
Sewer CIP	-	-	-	5,300,000	-	-	5,300,000
Storm Drain CIP	-	-	-	400,000	-	-	400,000
Streets CIP	-	-	-	4,680,000	-	-	4,680,000
Water CIP	-	-	-	2,500,000	-	-	2,500,000
<b>Total Capital Project Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,240,000</b>	<b>-</b>	<b>-</b>	<b>16,240,000</b>

**OTHER FUNDS**

Other Local Grants & Donations	-	-	-	-	-	-	-
Shuttle Bus	-	147,500	-	-	-	-	147,500
<b>Total Other Funds</b>	<b>-</b>	<b>147,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>147,500</b>

<b>TOTAL BUDGET - ALL FUNDS</b>	<b>\$ 33,133,134</b>	<b>\$ 43,960,677</b>	<b>\$ 12,263,279</b>	<b>\$ 17,151,000</b>	<b>\$ 5,255,256</b>	<b>\$ (11,937,233)</b>	<b>\$ 99,826,113</b>
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## Proposed FY 2014-15 Appropriations by Major Fund



**CITY OF BURLINGAME**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**BUDGET SUMMARY - SUMMARY OF REVENUES & EXPENSES BY FUND**

FUND AND DESCRIPTION	ESTIMATED REVENUES	TRANSFER IN (OUT)	NET REVENUES	OPERATING EXPENSES	DEBT SERVICE	CAPITAL OUTLAY	TOTAL APPROPRIATION	BUDGET YEAR SURPLUS / (DEFICIT)
<b>GENERAL FUND</b>	\$ 55,276,421	\$ (7,437,665)	\$ 47,838,756	\$ (47,371,698)	\$ -	\$ (90,000)	\$ (47,461,698)	\$ 377,058
<b>SPECIAL REVENUE FUNDS</b>								
Traffic Safety Fund	87,000	(87,000)	-	(32,000)	-	-	(32,000)	(32,000)
Burlingame Ave. Special Assessment	314,157	(278,044)	36,113	-	-	-	-	36,113
Federal & State Grants	100,000	-	100,000	(100,000)	-	-	(100,000)	-
Measure A & Gas Tax Fund	1,502,402	(1,346,000)	156,402	-	-	-	-	156,402
Public TV Access Fund	110,000	-	110,000	(80,000)	-	-	(80,000)	30,000
Development Fees Fund	-	-	-	-	-	-	-	-
Storm Drain Fund	2,724,393	(1,425,304)	1,299,089	-	-	-	-	1,299,089
<b>Total, Special Revenue Funds</b>	<b>4,837,952</b>	<b>(3,136,348)</b>	<b>1,701,604</b>	<b>(212,000)</b>	<b>-</b>	<b>-</b>	<b>(212,000)</b>	<b>1,489,604</b>
<b>BURLINGAME FINANCING AUTHORITY</b>	<b>-</b>	<b>7,294,228</b>	<b>7,294,228</b>	<b>(47,640)</b>	<b>(7,646,588)</b>	<b>-</b>	<b>(7,694,228)</b>	<b>(400,000)</b>
<b>ENTERPRISE FUNDS</b>								
Water Enterprise Fund	17,121,068	(3,780,975)	13,340,093	(12,054,183)	(2,074,031)	(10,000)	(14,138,214)	(798,121)
Sewer Enterprise Fund	16,798,500	(5,750,764)	11,047,736	(7,742,954)	(2,542,660)	(272,000)	(10,557,614)	490,122
Solid Waste Fund	838,900	(130,923)	707,977	(608,774)	-	-	(608,774)	99,203
Landfill Fund	434,000	-	434,000	(241,564)	-	-	(241,564)	192,436
Building Inspection Fund	1,860,000	(142,790)	1,717,210	(1,466,633)	-	-	(1,466,633)	250,577
Parking Enterprise Fund	2,519,557	(445,263)	2,074,294	(1,426,500)	-	-	(1,426,500)	647,794
<b>Total, Enterprise Funds</b>	<b>39,572,025</b>	<b>(10,250,715)</b>	<b>29,321,310</b>	<b>(23,540,608)</b>	<b>(4,616,691)</b>	<b>(282,000)</b>	<b>(28,439,299)</b>	<b>882,011</b>
<b>INTERNAL SERVICE FUNDS</b>								
Administrative & Information Technology ISF	65,828	-	65,828	(51,672)	-	(50,000)	(101,672)	(35,844)
Facilities Maintenance ISF	90,256	-	90,256	(84,948)	-	-	(84,948)	5,308
Fleet & Equipment Maintenance ISF	87,000	-	87,000	344,508	-	(489,000)	(144,492)	(57,492)
OPEB Retiree Medical ISF	-	-	-	(981)	-	-	(981)	(981)
Risk Management - General Liability ISF	12,000	-	12,000	700,705	-	-	700,705	712,705
Risk Management - Worker's Comp ISF	48,000	-	48,000	-	-	-	-	48,000
<b>Total, Internal Service Funds</b>	<b>303,084</b>	<b>-</b>	<b>303,084</b>	<b>907,612</b>	<b>-</b>	<b>(539,000)</b>	<b>368,612</b>	<b>671,696</b>
<b>CAPITAL PROJECT FUNDS</b>								
Facilities CIP	-	2,120,000	2,120,000	-	-	(2,120,000)	(2,120,000)	-
Parking & Garages CIP	-	500,000	500,000	-	-	(500,000)	(500,000)	-
Parks & Trees CIP	-	740,000	740,000	-	-	(740,000)	(740,000)	-
Sewer CIP	600,000	4,700,000	5,300,000	-	-	(5,300,000)	(5,300,000)	-
Storm Drain CIP	-	400,000	400,000	-	-	(400,000)	(400,000)	-
Streets CIP	2,200,000	2,480,000	4,680,000	-	-	(4,680,000)	(4,680,000)	-
Water CIP	-	2,500,000	2,500,000	-	-	(2,500,000)	(2,500,000)	-
<b>Total, Capital Project Funds</b>	<b>2,800,000</b>	<b>13,440,000</b>	<b>16,240,000</b>	<b>-</b>	<b>-</b>	<b>(16,240,000)</b>	<b>(16,240,000)</b>	<b>-</b>
<b>OTHER FUNDS</b>								
Other Local Grants & Donations	-	5,000	5,000	-	-	-	-	5,000
Shuttle Bus Fund	62,000	85,500	147,500	(147,500)	-	-	(147,500)	-
<b>Total, Other Funds</b>	<b>62,000</b>	<b>90,500</b>	<b>152,500</b>	<b>(147,500)</b>	<b>-</b>	<b>-</b>	<b>(147,500)</b>	<b>5,000</b>
<b>TOTAL, ALL FUNDS CITY-WIDE</b>	<b>\$ 102,851,482</b>	<b>\$ -</b>	<b>\$ 102,851,482</b>	<b>\$ (70,411,834)</b>	<b>\$ (12,263,279)</b>	<b>\$ (17,151,000)</b>	<b>\$ (99,826,113)</b>	<b>\$ 3,025,369</b>

**CITY OF BURLINGAME**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**DEBT SERVICE OBLIGATIONS**

	General Fund	Storm Drain	Water Enterprise	Sewer Enterprise	Parking Enterprise	Burlingame Avenue District
<b>REVENUE FOR DEBT SERVICE</b>						
General Fund Revenues	1,873,609	0	0	0	0	0
Storm Drain Fees	0	1,410,304	0	0	0	0
Burlingame Avenue Special Assessment District	278,044	0	0	0	0	278,044
Water Rates	824,535	0	2,898,566	0	0	0
Sewer Rates	824,535	0	0	3,367,195	0	0
Parking Rates - Meters & Permits	278,044	0	0	0	278,044	0
<b>Total Revenue for Debt Service</b>	<b>4,078,766</b>	<b>1,410,304</b>	<b>2,898,566</b>	<b>3,367,195</b>	<b>278,044</b>	<b>278,044</b>
<b>EXPENDITURES FOR DEBT SERVICE</b>						
<b>Principal</b>						
2004 Library Lease Refunding Bonds	695,000	0	0	0	0	0
2006 Pension Obligation Bonds	2,400,000	0	0	0	0	0
2010 Corp Yard Lease Refunding Bonds	915,000	0	0	0	0	0
2010 Storm Drain Revenue Bonds	0	215,000	0	0	0	0
2011 Master Equipment Lease Purchase	213,959	0	0	0	0	0
2011 CEC LED Street Light Loan	45,325	0	0	0	0	0
2012 Burlingame Streetscape Lease Revenue Bonds	200,000	0	0	0	0	0
2012 Storm Drain Revenue Bonds	0	260,000	0	0	0	0
2007 Water & Wastewater Revenue Bonds	0	0	455,000	415,000	0	0
2011 Water & Wastewater Refunding Bonds	0	0	180,000	100,000	0	0
2003 State Water Resources Control Board	0	0	0	518,005	0	0
2010 State Water Resources Control Board	0	0	0	221,007	0	0
2013 Water & Wastewater Refunding Bonds	0	0	460,000	235,000	0	0
<b>Total Principal</b>	<b>4,469,284</b>	<b>475,000</b>	<b>1,095,000</b>	<b>1,489,012</b>	<b>0</b>	<b>0</b>
Transfer (In) Out - 2010 Corp Yard Lease Refunding	(603,900)	0	301,950	301,950	0	0
Transfer (In) Out - 2006 Pension Obligation Bonds	(600,000)	0	300,000	300,000	0	0
Transfer (In) Out - 2012 Streetscape Lease Bonds	(200,000)	0	0	0	100,000	100,000
<b>Subtotal, Transfer (In) / Out</b>	<b>(1,403,900)</b>	<b>0</b>	<b>601,950</b>	<b>601,950</b>	<b>100,000</b>	<b>100,000</b>
<b>Total Adjusted Principal</b>	<b>3,065,384</b>	<b>475,000</b>	<b>1,696,950</b>	<b>2,090,962</b>	<b>100,000</b>	<b>100,000</b>
<b>Interest</b>						
2004 Library Lease Refunding Bonds	53,875	0	0	0	0	0
2006 Pension Obligation Bonds	1,101,345	0	0	0	0	0
2010 Corp Yard Lease Refunding Bonds	248,775	0	0	0	0	0
2010 Storm Drain Revenue Bonds	0	554,120	0	0	0	0
2011 Master Equipment Lease Purchase	26,687	0	0	0	0	0
2011 CEC LED Street Light Loan	9,270	0	0	0	0	0
2012 Burlingame Streetscape Lease Bonds	349,888	0	0	0	0	0
2012 Storm Drain Revenue Bonds	0	358,344	0	0	0	0
2007 Water & Wastewater Revenue Bonds	0	0	487,150	445,733	0	0
2011 Water & Wastewater Refunding Bonds	0	0	0	8	0	0
2003 State Water Resources Control Board	0	0	0	196,071	0	0
2010 State Water Resources Control Board	0	0	0	152,023	0	0
2013 Water & Wastewater Refunding Bonds	0	0	337,038	170,113	0	0
<b>Total Interest</b>	<b>1,789,840</b>	<b>912,464</b>	<b>964,151</b>	<b>1,043,728</b>	<b>0</b>	<b>0</b>
Transfer (In) Out - 2010 Corp Yard Lease Refunding	(164,192)	0	82,096	82,096	0	0
Transfer (In) Out - 2006 Pension Obligation Bonds	(275,336)	0	137,668	137,668	0	0
Transfer (In) Out - 2012 Streetscape Lease Bonds	(349,888)	0	0	0	174,944	174,944
<b>Subtotal, Transfer (In) / Out</b>	<b>(789,416)</b>	<b>0</b>	<b>219,764</b>	<b>219,764</b>	<b>174,944</b>	<b>174,944</b>
<b>Total Adjusted Interest</b>	<b>1,000,424</b>	<b>912,464</b>	<b>1,183,915</b>	<b>1,263,492</b>	<b>174,944</b>	<b>174,944</b>
<b>Debt Administration</b>						
General Long-Term Debt	24,800	0	0	0	0	0
Storm Drain Long-Term Debt	0	22,840	0	0	0	0
Enterprise Long-Term Debt	0	0	14,880	9,920	0	0
<b>Total Debt Administration</b>	<b>24,800</b>	<b>22,840</b>	<b>14,880</b>	<b>9,920</b>	<b>0</b>	<b>0</b>
Transfer (In) Out - 2010 Corp Yard Lease Refunding	(4,092)	0	2,046	2,046	0	0
Transfer (In) Out - 2006 Pension Obligation Bonds	(1,550)	0	775	775	0	0
Transfer (In) Out - 2012 Streetscape Lease Bonds	(6,200)	0	0	0	3,100	3,100
<b>Subtotal, Transfer (In) / Out</b>	<b>(11,842)</b>	<b>0</b>	<b>2,821</b>	<b>2,821</b>	<b>3,100</b>	<b>3,100</b>
<b>Total Adjusted Debt Administration</b>	<b>12,958</b>	<b>22,840</b>	<b>17,701</b>	<b>12,741</b>	<b>3,100</b>	<b>3,100</b>
<b>Total Expenditures for Debt Service</b>	<b>4,078,766</b>	<b>1,410,304</b>	<b>2,898,566</b>	<b>3,367,195</b>	<b>278,044</b>	<b>278,044</b>
<b>Recap of Debt Service-Related Expenditure</b>						
Direct Debt Service	6,259,124	1,387,464	2,059,151	2,532,740	0	0
Debt Administration	24,800	22,840	14,880	9,920	0	0
Contributions / Reimbursements via Transfers (In) Out	(2,205,158)	0	824,535	824,535	278,044	278,044
<b>Total Debt Service-Related Expenditure</b>	<b>4,078,766</b>	<b>1,410,304</b>	<b>2,898,566</b>	<b>3,367,195</b>	<b>278,044</b>	<b>278,044</b>

**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**BUDGET SUMMARIES BY DEPARTMENT**

\*EXCLUDES TRANSFERS & DEPRECIATION

DEPARTMENT	FY 2013-14 REVISED	FY 2014-15 PROPOSED	% Percent of Total	Chg Since PY (\$)	Chg Since PY (%)
<b>General Fund</b>					
Central County Fire District	\$ 9,613,650	\$ 10,766,149	11%	1,152,499	12%
City Attorney	453,519	655,368	1%	201,849	45%
City Clerk	306,602	314,993	0%	8,391	3%
City Council	260,525	321,095	0%	60,570	23%
Elections	40,000	-	0%	(40,000)	-100%
City Manager	444,872	667,903	1%	223,031	50%
Community Development - Planning	1,148,164	1,560,963	2%	412,799	36%
Finance	919,065	1,985,231	2%	1,066,166	116%
Human Resources	636,824	833,466	1%	196,642	31%
Library	3,965,900	4,658,794	5%	692,894	17%
Non-Departmental Programs	522,665	-	0%	(522,665)	-100%
Other Employee Benefits	2,954,142	-	0%	(2,954,142)	-100%
Parks	2,833,887	3,517,734	4%	683,847	24%
Police	9,406,216	11,419,525	11%	2,013,309	21%
Police Communications	1,152,228	1,349,876	1%	197,648	17%
Public Works - Engineering	2,591,376	3,063,258	3%	471,882	18%
Public Works - Streets & Storm Drainage	2,132,260	3,139,166	3%	1,006,906	47%
Recreation	3,200,617	3,667,131	4%	466,514	15%
Recreation - Aquatics Center	356,926	441,046	0%	84,120	24%
Public Works Allocation to CIP	(800,000)	(900,000)	-1%	(100,000)	13%
<b>Subtotal, Operating Budget</b>	<b>42,139,438</b>	<b>47,461,698</b>	<b>48%</b>	<b>5,322,260</b>	<b>13%</b>
<b>Burlingame Financing Authority</b>	<b>7,119,357</b>	<b>7,694,228</b>	<b>8%</b>	<b>574,871</b>	<b>8%</b>
<b>Enterprise Funds</b>					
Building Inspection	1,450,892	1,466,633	1%	15,741	1%
Landfill Fund	-	241,564	0%	241,564	-
Parking Enterprise	1,340,203	1,426,500	1%	86,297	6%
Sewer Enterprise (Maintenance & Treatment)	9,791,287	10,557,614	11%	766,327	8%
Solid Waste Enterprise	819,269	608,774	1%	(210,495)	-26%
Water Enterprise	13,422,383	14,138,214	14%	715,831	5%
<b>Total Operating Budget</b>	<b>26,824,034</b>	<b>28,439,299</b>	<b>28%</b>	<b>1,615,265</b>	<b>6%</b>
<b>Special Revenue Funds</b>					
Traffic Safety	-	-	0%	-	-
Burlingame Ave. Special Assessment	20,000	32,000	0%	12,000	60%
Federal & State Grants	348,000	100,000	0%	(248,000)	-71%
Gas Tax	-	-	0%	-	-
Development Fees	-	-	0%	-	-
Storm Drain	-	-	0%	-	-
Public TV Access	80,000	80,000	0%	-	0%
<b>Total Operating Budget</b>	<b>448,000</b>	<b>212,000</b>	<b>0%</b>	<b>(236,000)</b>	<b>-53%</b>
<b>Other Funds</b>					
Internal Service Funds*	7,201,262	(368,612)	0%	(7,569,874)	-105%
Shuttle Bus	234,424	147,500	0%	(86,924)	-37%
<b>Total Operating Budget</b>	<b>7,435,686</b>	<b>(221,112)</b>	<b>0%</b>	<b>(7,656,798)</b>	<b>-103%</b>
* includes recoveries					
<b>Subtotal, Operating Expenditures</b>	<b>83,966,515</b>	<b>83,586,113</b>	<b>84%</b>	<b>(380,402)</b>	<b>0%</b>
<b>Capital Improvement Programs</b>	<b>23,332,000</b>	<b>16,240,000</b>	<b>16%</b>	<b>(7,092,000)</b>	<b>-30%</b>
<b>TOTAL OPERATING &amp; CAPITAL BUDGET</b>	<b>\$ 107,298,515</b>	<b>\$ 99,826,113</b>	<b>100%</b>	<b>\$ (7,472,402)</b>	<b>-7%</b>

**CITY OF BURLINGAME, CA**  
**PROPOSED BUDGET FISCAL YEAR 2014-15**  
**AUTHORIZED FULL-TIME EQUIVALENT POSITIONS**

<b>Department</b>	<b>2013-2014 Revised</b>	<b>2014-2015 Proposed</b>	<b>Change Since Prior Year</b>
<b>GENERAL FUND</b>			
City Attorney	1.50	2.50	1.00
City Clerk	1.50	1.50	0.00
City Manager	1.50	1.50	0.00
Community Development - Planning	5.00	5.00	0.00
Finance	10.25	10.25	0.00
Human Resources	3.00	3.00	0.00
Library	22.37	22.88	0.51
Parks	18.50	18.50	0.00
Police	41.50	41.50	0.00
Police Communications	6.50	6.50	0.00
Public Works - Engineering	11.50	11.50	0.00
Public Works - Streets & Storm Drain	6.83	7.03	0.20
Recreation	10.80	10.80	0.00
<b>Total General Fund</b>	<b>140.75</b>	<b>142.46</b>	<b>1.71</b>
<b>ENTERPRISE &amp; INTERNAL SERVICE FUNDS</b>			
Sewer Enterprise	15.08	15.48	0.40
Solid Waste Enterprise	3.25	3.25	0.00
Parking Enterprise	8.25	8.25	0.00
Community Development - Building	6.00	6.00	0.00
Facilities Services	5.00	5.00	0.00
Admin & Information Technology	0.25	0.25	0.00
Fleet & Equipment Maintenance	3.00	3.00	0.00
Water Enterprise	17.08	17.48	0.40
<b>Total Enterprise &amp; Int Svc Funds</b>	<b>57.91</b>	<b>58.71</b>	<b>0.80</b>
<b>Grand Totals, City-Wide</b>	<b>198.66</b>	<b>201.17</b>	<b>2.51</b>

## CITY OF BURLINGAME, CA

## PROPOSED BUDGET FISCAL YEAR 2014-2015

## PROJECTED ENDING BALANCE - GENERAL FUND, STORM DRAIN, AND MEASURE A &amp; GAS TAX

	General Fund		Storm Drain (Special Revenue)		Measure A/Gas Tax	
	2013-2014 EST. ACTUALS	2014-2015 PROJECTED	2013-2014 EST. ACTUALS	2014-2015 PROJECTED	2013-2014 EST. ACTUALS	2014-2015 PROJECTED
<b>FUND BALANCE</b>						
Beginning of the year	\$ 19,729,633	\$ 18,324,268	\$ 6,792,597	\$ 8,481,833	\$ 1,653,706	\$ 1,984,832
<b>REVENUES</b>						
Revenues	53,294,626	55,276,421	2,670,804	2,724,393	1,562,126	1,502,402
<b>EXPENSES</b>						
Operating Expenses	(42,019,623)	(47,371,698)	-	-	-	-
Capital Outlay	(119,815)	(90,000)	-	-	-	-
<b>Subtotal, Expenditures</b>	<b>(42,139,438)</b>	<b>(47,461,698)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET AVAILABLE REVENUES</b>	<b>11,155,188</b>	<b>7,814,723</b>	<b>2,670,804</b>	<b>2,724,393</b>	<b>1,562,126</b>	<b>1,502,402</b>
<b>TRANSFERS IN (OUT)</b>						
Transfers - Capital Projects Fund	(2,960,000)	(4,450,000)	-	-	(1,225,000)	(1,340,000)
Transfers - Burlingame Financing Authority	(5,599,051)	(6,283,924)	(966,568)	(1,410,304)	-	-
Other Transfers In (Out)	(4,001,502)	3,296,259	(15,000)	(15,000)	(6,000)	(6,000)
<b>Subtotal, Transfers Out</b>	<b>(12,560,553)</b>	<b>(7,437,665)</b>	<b>(981,568)</b>	<b>(1,425,304)</b>	<b>(1,231,000)</b>	<b>(1,346,000)</b>
<b>CHANGE IN NET ASSETS</b>	<b>(1,405,365)</b>	<b>377,058</b>	<b>1,689,236</b>	<b>1,299,089</b>	<b>331,126</b>	<b>156,402</b>
<b>FUND BALANCE</b>						
End of year	\$ 18,324,268	\$ 18,701,326	\$ 8,481,833	\$ 9,780,922	\$ 1,984,832	\$ 2,141,234
<b>ASSIGNED FUND BALANCE</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2013-2014</b>	<b>2014-2015</b>
Capital Assets (Unspendable)	-	-	-	-	-	-
<b>City Council Reserves (Assignments)</b>						
Economic Stabilization Reserve	6,000,000	6,000,000	-	-	-	-
Catastrophic Reserve	2,000,000	2,000,000	-	-	-	-
General Plan Reserve	500,000	500,000	-	-	-	-
Contingency Reserve	500,000	500,000	-	-	-	-
Operating Reserve	-	-	667,701	681,098	-	-
Storm Drain Rate Stabilization Reserve	-	-	267,080	272,439	-	-
Debt Service Reserve	-	-	1,208,210	1,734,330	-	-
Capital Improvements Reserve	-	-	6,338,842	7,093,054	1,984,832	2,141,234
<b>Subtotal, Assigned Fund Balance</b>	<b>9,000,000</b>	<b>9,000,000</b>	<b>8,481,833</b>	<b>9,780,921</b>	<b>1,984,832</b>	<b>2,141,234</b>
<b>UNASSIGNED FUND BALANCE (DEFICIT)</b>	<b>9,324,268</b>	<b>9,701,326</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL FUND BALANCE (DEFICIT)</b>	<b>\$ 18,324,268</b>	<b>\$ 18,701,326</b>	<b>\$ 8,481,833</b>	<b>\$ 9,780,922</b>	<b>\$ 1,984,832</b>	<b>\$ 2,141,234</b>

CITY OF BURLINGAME, CA  
PROPOSED BUDGET FISCAL YEAR 2014-15  
PROJECTED ENDING BALANCE - WATER, SEWER & PARKING ENTERPRISES

	Water Enterprise		Sewer Enterprise		Parking Enterprise	
	2013-2014 EST. ACTUALS	2014-2015 PROJECTED	2013-2014 EST. ACTUALS	2014-2015 PROJECTED	2013-2014 EST. ACTUALS	2014-2015 PROJECTED
<b>FUND BALANCE</b>						
Beginning of the year	\$ 17,165,481	\$ 16,174,331	\$37,445,018	\$36,991,263	\$ 8,491,195	\$ 9,198,300
<b>REVENUES</b>						
Revenues	15,223,008	17,121,068	16,798,500	16,798,500	2,444,586	2,519,557
<b>EXPENSES</b>						
Operating Expenses	(3,601,905)	(4,385,384)	(7,000,000)	(7,742,954)	(1,271,866)	(1,426,500)
Purchased Water	(5,414,369)	(7,668,799)	-	-	-	-
Depreciation & Amortization	(2,500,000)	(2,500,000)	(3,200,000)	(3,200,000)	(55,000)	(55,000)
<b>Subtotal, Expenditures</b>	<b>(11,516,274)</b>	<b>(14,554,183)</b>	<b>(10,200,000)</b>	<b>(10,942,954)</b>	<b>(1,326,866)</b>	<b>(1,481,500)</b>
<b>NET AVAILABLE REVENUES</b>	<b>3,706,734</b>	<b>2,566,885</b>	<b>6,598,500</b>	<b>5,855,546</b>	<b>1,117,720</b>	<b>1,038,057</b>
<b>INTEREST EXPENSE</b>	<b>(1,101,346)</b>	<b>(964,151)</b>	<b>(1,098,633)</b>	<b>(1,043,728)</b>	-	-
<b>TRANSFERS IN (OUT)</b>						
Transfers - General Fund	(292,808)	(456,440)	(249,892)	(226,229)	(410,615)	(117,219)
Transfers - General Fund - Contributions for Debt Service	(803,730)	(824,535)	(803,730)	(824,535)	-	(278,044)
Transfers - Capital Projects Fund	(2,500,000)	(2,500,000)	(4,900,000)	(4,700,000)	-	(50,000)
Other Transfers In (Out)	-	-	-	-	-	-
<b>Subtotal, Transfers Out</b>	<b>(3,596,538)</b>	<b>(3,780,975)</b>	<b>(5,953,622)</b>	<b>(5,750,764)</b>	<b>(410,615)</b>	<b>(445,263)</b>
<b>CHANGE IN NET POSITION</b>	<b>(991,150)</b>	<b>(2,178,241)</b>	<b>(453,755)</b>	<b>(938,946)</b>	<b>707,105</b>	<b>592,794</b>
<b>NET POSITION</b>						
End of year	\$ 16,174,331	\$ 13,996,090	\$ 36,991,263	\$ 36,052,317	\$ 9,198,300	\$ 9,791,094
<b>DESIGNATION OF NET POSITION</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2013-2014</b>	<b>2014-2015</b>
Net Investment in Capital Assets	7,450,000	7,650,000	29,679,041	30,879,041	6,963,097	6,993,097
Restricted for Future Capital Projects	2,500,000	2,500,000	1,500,000	1,500,000	1,000,000	1,000,000
Rate Stabilization Reserve	1,100,000	1,100,000	500,000	500,000	-	-
Debt Service Reserve	2,564,214	2,470,981	3,076,391	3,039,288	333,653	333,653
<b>Subtotal, Reserves</b>	<b>6,164,214</b>	<b>6,070,981</b>	<b>5,076,391</b>	<b>5,039,288</b>	<b>1,333,653</b>	<b>1,333,653</b>
<b>UNDESIGNATED NET POSITION (DEFICIT)</b>	<b>2,560,117</b>	<b>275,109</b>	<b>2,235,831</b>	<b>133,989</b>	<b>901,550</b>	<b>1,464,345</b>
<b>TOTAL NET POSITION (DEFICIT)</b>	<b>\$ 16,174,331</b>	<b>\$ 13,996,090</b>	<b>\$ 36,991,263</b>	<b>\$ 36,052,317</b>	<b>\$ 9,198,300</b>	<b>\$ 9,791,094</b>



## Operating Departments

Budgets and Narratives, listed alphabetically by Department



## CITY COUNCIL

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### DEPARTMENT MISSION

The City Council of the City of Burlingame is committed to delivering unsurpassed municipal services that enhance the quality of life for Burlingame's residents and business community.



### DEPARTMENT OVERVIEW

The City Council is the City's governing body. It provides political leadership, enacts laws, adopts resolutions, and establishes policies for the City government. The City Council adopts an annual budget and conducts an annual audit of the City's finances. It is composed of five members who are elected at-large on a non-partisan basis for four-year staggered terms. The Mayor is appointed annually by Councilmembers. The Mayor appoints Councilmembers to working committees.

The City Council meets the first and third Monday of each month in formal, public session and holds periodic study sessions. All City Council meetings are open to the public. City Council agendas and minutes of the meetings are posted on the City of Burlingame website for citizens to review. Burlingame residents who subscribe to cable television can view the Council meetings on Comcast Channel 27 or Astound Channel 26. The City also provides a live video stream of the meetings over the Internet.

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

### INITIATIVES FOR FISCAL YEAR 2014-2015

As part of its annual goal setting process, the City Council adopted five goals for the City and an Implementation Action Plan. The adopted Implementation Action Plan can be found on page 6.

- ❖ Ensure that Burlingame is an attractive and safe residential community that honors its history and community character
- ❖ Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserves
- ❖ Enhance and promote Burlingame's downtowns and commercial districts sectors
- ❖ Maintain and enhance Burlingame's high quality services that meet the needs of the community

- ❖ Strive to promote more environmentally sustainable policies and outcomes

## KEY BUDGET CHANGES

The proposed budget for the City Council has risen by approximately \$60,000, or 23.2%. Nearly \$11,000 of the increase is entirely attributable to personnel costs, largely the result of increased health benefit costs. Non-personnel (operating costs) increased nearly \$50,000 as a result of the completion of a re-assignment of costs formerly incurred in other non-departmental programs. Costs re-assigned to the City Council's budget include support for the Peninsula Conflict Resolution contract, the associated annual dues for the County's LAFCO (Local Agency Formation Commission) and HEART (Housing Endowment and Regional Trust) of San Mateo County.

## DEPARTMENT BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	149,854	160,639	10,785	7.2%
Non-Personnel Costs	110,135	159,808	49,673	45.1%
Internal Services	536	648	112	20.9%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>260,525</b>	<b>321,095</b>	<b>60,570</b>	<b>23.2%</b>
<b>Sources of Funds</b>				
General Fund	260,525	321,095	60,570	23.2%
<b>Total Funding</b>	<b>260,525</b>	<b>321,095</b>	<b>60,570</b>	<b>23.2%</b>

## DEPARTMENT STAFF

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
<b>Full-Time Equivalents (FTE)</b>			
Council Members	5.00	5.00	0.00
<b>Total FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>

## OFFICE OF THE CITY MANAGER

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### DEPARTMENT MISSION

The mission of the City Manager's Office is to provide professional leadership in the management and execution of policies and objectives formulated by the City Council; to develop and recommend alternative solutions to community problems for City Council consideration; and to provide comprehensive coordination and direction for City activities, finances, and personnel to deliver effective, efficient, and economical municipal services.



### DEPARTMENT OVERVIEW

The City Manager is appointed by the City Council and serves as the Chief Executive Officer of the City of Burlingame. The City Manager is responsible for the daily administration of the City and appoints and supervises all department directors. The Office of the City Manager assists the City Clerk in providing staff support services to the City Council. The City Manager also directs the administration of personnel relations, participates in intergovernmental relations that affect the City of Burlingame and its constituents, and makes final investigations of citizen complaints. The Executive Assistant to the City Manager provides cross-collaborative support for both the City Manager and the City Attorney.

### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Office of the City Manager as part of the City's FY 2014-15 Implementation Action Plan.

***Goal I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character***

- ❖ Prepare for large and small emergencies
  1. Work with the Burlingame Neighborhood Network to determine how City departments can assist in promoting a safe community
- ❖ Create and implement an active code enforcement program
  1. Research and report back to the City Council on the financial and staff resources required to implement a graffiti abatement program

***Goal II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies***

- ❖ Prioritize capital improvement projects

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

1. Study the current and anticipated capital improvements needs for the City, develop criteria for prioritization, and present plan to the City Council

### *Goal III. Enhance and promote Burlingame's downtown and commercial districts sectors*

- ❖ Address Downtown parking needs
  1. Present the findings of the Parking Structure Location study to the City Council and obtain direction
- ❖ Promote vitality of the Downtown and Broadway commercial districts
  1. Negotiate agreements with identified developer of Lots F and N CA
  2. Negotiate agreements with identified developer for Lot E that reflect the City's desire for a mix of housing, retail, and open space downtown
  3. Work with ATT to enhance the first floor of the company's building on the 1400 block on Burlingame Avenue
  4. Conduct a "Broadway Summit" to explore ways to promote the vitality of the Broadway commercial district
- ❖ Promote opportunities for development in the vicinity of Mills-Peninsula Hospital that support and complement services provided by the Peninsula Health Care District
  1. Work closely with the Peninsula Health Care District to support development of the old hospital site that meets the needs of the community
- ❖ Undertake a comprehensive update to the General Plan
  1. Explore funding sources for update
- ❖ Revisit economic development priorities and program
  1. Conduct an Economic Development strategic planning session to identify goals and objectives for the City's program
  2. Revise program per direction from Council

### *Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community*

- ❖ Develop new agreement with SMUHSD for the Burlingame Aquatic Center
  1. Negotiate a new agreement and bring it to the City Council for approval
- ❖ Look for efficiencies, reduce duplication while maintaining quality Fire and Police services
  1. Continue to explore the feasibility of bringing the Millbrae and San Bruno Fire Departments into the CCFD JPA
- ❖ Explore technology to enhance efficiency and communications
  1. Install and implement agenda management software
  2. Explore the cost and feasibility of taping and streaming additional public meetings
- ❖ Communicate better with residents
  1. Expand the Burlingame television station as a source of community information

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

2. Expand the use of social media, including Nextdoor, Nixle, SMCAAlert, Rapid Notify, Facebook and Twitter

### *Goal V. Strive to promote more environmentally sustainable policies and outcomes*

- ❖ Make City facilities, practices, and emissions more sustainable
  1. Work with PG&E and other entities to explore options for making the City more energy efficient
  2. Present options to the City Council for approval to move forward
- ❖ Explore possibility of expanding staff capacity to address CAP
  1. Identify a potential funding source for a full-time, dedicated Sustainability Coordinator to help implement the Climate Action Plan

## KEY BUDGET CHANGES

Personnel costs in the City Manager's Office have risen \$65,800 due to the inclusion of a budget allocation for retiree medical benefits (\$22,900), plus increases in the cost of retirement and other benefits for active employees, some of which used to be budgeted as "Other Employee Benefits" rather than in the departmental budgets. Approximately \$8,500 of the increase is actual wage adjustments from the prior year budget.

Approximately \$100,000 of funding has been added to the City Manager's non-personnel budget for contingencies arising in the course of City operations. The contingency amount, previously budgeted in "Other Departmental Programs", is for unanticipated needs that may occur in any department, but that do not rise to the level of Council action. Use of the contingency requires a budgetary transfer to the proper department/program/account prior to being expended, and will be reported in the City's mid-year budget update. Another large part of the increase (\$35,000) is due to the inclusion of a budget allocation for past retiree medical benefits. Also included in the City Manager's budget is \$15,000 for either the National Community Survey or consulting help, to assist with establishing and measuring certain performance standards throughout the organization in future budgets.

## DEPARTMENT BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	385,016	450,839	65,823	17.1%
Non-Personnel Costs	15,351	172,394	157,043	1023.0%
Internal Services	44,505	44,670	165	0.4%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>444,872</b>	<b>667,903</b>	<b>223,031</b>	<b>50.1%</b>

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

## Sources of Funds

General Fund	444,872	667,903	223,031	50.1%
<b>Total Funding</b>	<b>444,872</b>	<b>667,903</b>	<b>223,031</b>	<b>50.1%</b>

## DEPARTMENT STAFF

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
<b>Full-Time Equivalents (FTE)</b>			
City Manager	1.00	1.00	0.00
Executive Assistant	0.50	0.50	0.00
<b>Total FTE</b>	<b>1.50</b>	<b>1.50</b>	<b>0.00</b>

## DEPARTMENT STATISTICS

	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13 (last half of FY)</b>	<b>FY 13-14 Estimated</b>
City Council meetings held	14	37	18	31
Staff reports reviewed	N/A	N/A	110	70
Meetings with City Council members held	N/A	N/A	11	45
Meetings with Department Heads held	N/A	N/A	228	230
Community outreach meetings attended	N/A	N/A	69	70
Major initiatives meetings attended	N/A	N/A	18	70

## DEPARTMENT PERFORMANCE MEASURES

	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14 Estimated</b>
Goals and Implementation Action Plan adopted as part of budget process	N/A	N/A	yes	yes
Percent of Implementation Action Plan tasks completed	N/A	N/A	N/A	42%
Budget prepared on schedule	N/A	N/A	yes	yes
Use of civic engagement tools enhanced and expanded	N/A	N/A	yes	yes
Measures taken to increase government transparency	N/A	N/A	yes	yes

## OFFICE OF THE CITY ATTORNEY

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### DEPARTMENT MISSION

The City Attorney's Office strives to provide clear, effective, and cost-efficient legal advice to the City Council and all City functions; to identify and mitigate potential legal risks while supporting the objectives of the City Council and City staff; and to ensure transparent and fair administration of the City's municipal code.

### DEPARTMENT OVERVIEW

The City Attorney provides ongoing legal advice to the Mayor, City Council, boards, commissions, and City staff. The City Attorney manages all City litigation and handles all claims filed against the City of Burlingame under the California Tort Claims Act, which is typically 85 claims per year. The City Attorney also negotiates settlements and contracts and advises on personnel matters.

The City Attorney also manages the risk management program, which includes property, general liability, and excess insurance under the Association of Bay Area Governments (ABAG) Plan. The City Attorney assists the Human Resources Department with the administration of the City's workers' compensation plan. The City Attorney also directs the City's code enforcement program, working with the code compliance officer and coordinating enforcement of the municipal code with various City departments.

The City Council appoints the City Attorney. The Office of the City Attorney includes a recently-created full-time Code Compliance Officer position and shares an Executive Assistant position with the City Manager.

### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Office of the City Attorney as part of the City's FY 2014-15 Implementation Action Plan.

***Goal I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character***

- ❖ Create and implement an active code enforcement program
  1. Research and report back to the City Council on the financial and staff resources required to implement a graffiti abatement program
- ❖ Raise awareness of Burlingame's history through programs and outreach
  1. Create amendments to the Municipal Code intended to implement the "historic resources" policies contained within the "Burlingame Downtown Specific Plan" through creation of a voluntary local historic resource preservation program that provides incentives for property owners to preserve historic properties
  2. Implement/adopt the Mills Act Program/Federal Tax Credits for restoration

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

- ❖ Make the Bayshore area more pedestrian-friendly and attractive
  1. Make efforts to improve the Bay Trail
- ❖ Develop policies to enhance the quality of life in the city
  1. Develop revisions to the City's noise ordinance and the City's construction hour restrictions to help ensure quieter streets
  2. Explore requiring performance bonds for construction projects to guarantee completion

### *Goal II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies*

- ❖ Put in place financial safeguards and controls
  1. Update purchasing policies and provide a systematic roll-out of new procedures to all departments

### *Goal III. Enhance and promote Burlingame's downtown and commercial districts sectors*

- ❖ Establish a comprehensive and improved sign program
  1. Craft amendments to the sign ordinance to improve visibility for the hotels, automobile dealerships, and the business districts
- ❖ Promote vitality of the Downtown and Broadway commercial districts
  1. Negotiate agreements with identified developer of Lots F and N
  2. Negotiate agreements with identified developer for Lot E that reflect the City's desire for a mix of housing, retail, and open space downtown

### *Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community*

- ❖ Develop new agreement with SMUHSD for the Burlingame Aquatic Center
  1. Negotiate a new agreement and bring it to the City Council for approval
- ❖ Look for efficiencies, reduce duplication while maintaining quality Fire and Police services
  1. Continue to explore the feasibility of bringing the Millbrae and San Bruno Fire Departments into the CCFD JPA
- ❖ Communicate better with residents
  1. Expand the use of social media, including Nextdoor, Nixle, SMCAAlert, Rapid Notify, Facebook and Twitter

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

## DEPARTMENT BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	297,932	482,344	184,412	61.9%
Non-Personnel costs	1,329,956	1,320,789	(9,167)	-0.7%
Internal Services	29,829	28,735	(1,094)	-3.7%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>1,657,717</b>	<b>1,831,868</b>	<b>174,151</b>	<b>10.5%</b>

### Sources of Funds

Charges for Services - ISF	1,204,198	1,877,205	673,007	55.9%
Interest Income	12,000	12,000	0	0.0%
General Fund	453,519	655,368	201,849	44.5%
<b>Total Funding</b>	<b>1,669,717</b>	<b>2,544,573</b>	<b>874,856</b>	<b>52.4%</b>

## DEPARTMENT STAFF

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
<b>Full-Time Equivalents (FTE)</b>			
City Attorney	1.00	1.00	0.00
Code Compliance Officer	0.00	1.00	
Executive Secretary	0.50	0.50	0.00
<b>Total FTE</b>	<b>1.50</b>	<b>2.50</b>	<b>1.00</b>

## DEPARTMENT STATISTICS

	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>
Ratio of attorneys to staff	1:194	1:193	1:193	1:199
Ratio of attorneys to population	1:28,806	1:29,106	1:29,458	1:29,685
Active code enforcement cases (at one time)	N/A	N/A	172	90
Attorney's hourly rate (inclusive of benefits) as share of rate of similar outside counsel	N/A	N/A	N/A	37%

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Dollar savings on settlements negotiated relative to insurer's or expert's estimate	N/A	N/A	N/A	\$255,000

## KEY CITY ATTORNEY BUDGET CHANGES

Personnel costs in the City Attorney's budget are up \$184,000, in part due to the addition of a full-time Code Compliance Officer position in the Department, increasing wages by approximately \$92,000. (Code enforcement resources in previous years were limited to a half-time contracted position.) A new budget allocation for retiree medical benefits of over \$28,000 was included in personnel costs. Rate increases in pension, health insurance, and other employee benefits accounted for \$65,000 in personnel cost increases.

Non-personnel costs increased in the City Attorney's budget due to the inclusion of a \$43,000 budget allocation for past retiree medical benefits. This is offset by a reduction in contractual services, as the new Code Compliance Officer will eliminate the need for the previous \$53,000 contract for these services. A \$20,000 increase in contractual expenditures is provided for the anticipated additional costs of outside counsel, and the travel and conference budget is increased \$3,000 to provide appropriate training for the new position.

## CITY ATTORNEY DIVISION BUDGET SUMMARY

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Employee Costs	297,932	482,344	184,412	61.9%
Non-Personnel Costs	125,758	144,289	18,531	14.7%
Internal Services	29,829	28,735	(1,094)	-3.7%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>453,519</b>	<b>655,368</b>	<b>201,849</b>	<b>44.5%</b>
 General Fund	 453,519	 655,368	 201,849	 44.5%
<b>Total Funding</b>	<b>453,519</b>	<b>655,368</b>	<b>201,849</b>	<b>44.5%</b>

## CITY ATTORNEY – RISK MANAGEMENT

The Risk Management fund covers general liability (exclusive of workers' compensation) and risk mitigation activities for the City. The fund is administered by the City Attorney and covers insurance premiums, property losses, claims, settlements or verdicts, and related outside counsel or expert fees. Certain prospective risk mitigation and loss avoidance activities are also covered by the fund.

**KEY RISK MANAGEMENT BUDGET CHANGES**

Costs associated with the mitigation of losses in the City's General Liability program are anticipated to level off in fiscal year 2014-15. Although insurance premiums are expected to be approximately \$60,000 (10.8%) higher, this increase will be offset by reductions in contractual services (\$50,000) and costs (\$40,000) of property damage or loss. This latter expense has been budgeted in the departments incurring the damage or loss.

**RISK MANAGEMENT BUDGET SUMMARY**

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Non-Personnel Costs	1,204,198	1,176,500	(27,698)	-2.3%
<b>Total Appropriation</b>	<b>1,204,198</b>	<b>1,176,500</b>	<b>(27,698)</b>	<b>-2.3%</b>
<b>Sources of Funds</b>				
Charges for Services - ISF	1,204,198	1,877,205	673,007	55.9%
Interest Income	12,000	12,000	0	0.0%
<b>Total Funding</b>	<b>1,216,198</b>	<b>1,889,205</b>	<b>673,007</b>	<b>55.3%</b>

## OFFICE OF THE CITY CLERK

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### DEPARTMENT MISSION

The City Clerk provides timely information regarding City business and the City Council's actions; accurately records, maintains and preserves City records; provides quality customer service and inspires community involvement; fulfills and upholds legal obligations with integrity; supports City Departments by providing high quality and timely information processing; researches and disseminates information to facilitate decision-making; demonstrates professionalism; and continually strives for excellence.

### DEPARTMENT OVERVIEW

The City Clerk is responsible for maintaining custody of City records and serves as clerk for the City Council. The City Clerk records and maintains proceedings of the City Council, maintains custody of the City Seal, administers and files Oaths of Office, notarizes and records specific documents for the City, receives petitions concerning initiatives and referenda, gives notice of public hearings, maintains the Municipal Code Book, accepts subpoenas, and attends bid openings.

The City Clerk also administers City elections and maintains files for all documents related to elections, including but not limited to campaign statements and committee terminations. The City Clerk assists elected officials and designated employees in complying with the requirements of the Fair Political Practices Commission.

### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Office of the City Clerk as part of the City's FY 2014-15 Implementation Action Plan.

#### ***Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community***

- ❖ Explore technology to enhance efficiency and communications
  1. Install and implement agenda management software
  2. Explore the cost and feasibility of taping and streaming additional public meetings
- ❖ Communicate better with residents
  1. Expand the Burlingame television station as a source of community information
  2. Expand the use of social media, including Nextdoor, Nixle, SMCAAlert, Rapid Notify, Facebook and Twitter



# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

## DEPARTMENT BUDGET SUMMARY

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Employee Costs	203,771	212,129	8,358	4.1%
Non-Personnel Costs	83,445	74,874	(8,571)	-10.3%
Internal Services	29,386	27,990	(1,396)	-4.8%
Capital Outlay	30,000	0	(30,000)	0.0%
<b>Total Appropriation</b>	<b>346,602</b>	<b>314,993</b>	<b>(31,609)</b>	<b>-9.1%</b>
<b>Sources of Funds</b>				
Charges for Svc - General Fund	500	512	12	2.4%
General Fund	346,102	314,481	(31,621)	-9.1%
<b>Total Funding</b>	<b>346,602</b>	<b>314,993</b>	<b>(31,609)</b>	<b>-9.1%</b>

## DEPARTMENT STAFF

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in FTE
<b>Full-Time Equivalents (FTE)</b>			
City Clerk	1.00	1.00	0.00
Office Assistant I/II	0.50	0.50	0.00
<b>Total FTE</b>	<b>1.50</b>	<b>1.50</b>	<b>0.00</b>

## DEPARTMENT STATISTICS

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
City council meetings held (regular and special)	14	37	40	11
Staff reports processed	99	241	221	50
Resolutions processed	44	83	96	21
Ordinances published	N/A	15	13	2
Elections managed	0	2	0	1

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Residency certifications	10	10	10	10

## DEPARTMENT PERFORMANCE MEASURES

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Council meeting agendas posted with 72 hours of meeting	100%	100%	100%	100%
Council special meeting agendas posted with 24 hours of meeting	100%	100%	100%	100%
eNews subscriptions expanded	yes	yes	yes	yes

## KEY CITY CLERK BUDGET CHANGES

Personnel costs in the City Clerk's budget are up \$8,000. A new budget allocation for current retiree medical benefits of \$12,000 in personnel costs is offset by a decline in the allocation of other benefit costs. Non-personnel costs increased by \$31,000 partly due to the inclusion of a \$19,000 budget allocation for past retiree medical benefits. The anticipated cost of the Granicus software for the use of agenda management will also add approximately \$24,000 to contractual services. This cost is partially offset by reductions (totaling \$12,000) in newspaper noticing and office supplies.

## CITY CLERK DIVISION BUDGET SUMMARY

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Employee Costs	203,771	212,129	8,358	4.1%
Non-Personnel Costs	43,445	74,874	31,429	72.3%
Internal Services	29,386	27,990	(1,396)	-4.8%
Capital Outlay	30,000	0	(30,000)	0.0%
<b>Total Appropriation</b>	<b>306,602</b>	<b>314,993</b>	<b>8,391</b>	<b>2.7%</b>
<b>Sources of Funds</b>				
Charges for Svc - General Fund	500	512	12	2.4%
General Fund	306,102	314,481	8,379	2.7%
<b>Total Funding</b>	<b>306,602</b>	<b>314,993</b>	<b>8,391</b>	<b>2.7%</b>

**KEY ELECTIONS DIVISION BUDGET CHANGES**

No budget has been proposed because fiscal year 2014-15 is not an election year.

## CENTRAL COUNTY FIRE DEPARTMENT

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### DEPARTMENT MISSION

The Central County Fire Department is dedicated to enhancing the quality of life for Burlingame's residents and business community members by protecting their lives, property, and the environment.

The Department accomplishes this mission through emergency mitigation, fire prevention, community outreach and public education.



### DEPARTMENT OVERVIEW

The Central County Fire Department (CCFD) was established on April 20, 2004 through a Joint Powers Agreement (JPA) between the City of Burlingame and the Town of Hillsborough with essential support services provided by the two cities. This partnership and JPA structure promotes more efficient administration and effective delivery of services without the additional overhead of a completely independent JPA agency.

The Department is governed by a Board of Directors consisting of two City Council representatives from each city, with each representing their respective city in determining the level of fire, emergency medical and disaster preparedness services to be provided by the Department. All major decisions by the Board require ratification by the respective City Councils. The model, together with the joint budget, provides an effective tool in maximizing the delivery of fire services, controlling costs, and maintaining local control in determining service levels.

The Central County Fire Department is an all risk emergency response and community service organization. The Department seeks to minimize risk to people, property and the environment by responding to all fire, medical, rescue and hazardous materials incidents. Administrative and non-emergency safety services include fire prevention and hazardous materials regulations, emergency medical services system management, and disaster preparedness and training. CCFD's personnel (65.95 FTEs) serve the communities with four engine companies, one truck company, a mechanic's division, and administrative offices including fire prevention, public education, training, and emergency preparedness. The total service area is 11.73 square miles with a population of 39,936. The value of property protected is in excess of \$13 billion.

### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Central County Fire Department as part of the City's FY 2014-15 Implementation Action Plan.

*Goal I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character*

❖ Prepare for large and small emergencies

1. Work with the Burlingame Neighborhood Network to determine how City departments can assist in promoting a safe community
2. Work collaboratively with the City of Palo Alto and other partner cities on the Peninsula to identify best practices for preparing neighborhood groups for emergencies and connect them with local governments during emergency response

***Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community***

❖ Look for efficiencies, reduce duplication while maintaining quality Fire and Police services

1. Continue to explore the feasibility of bringing the Millbrae and San Bruno Fire Departments into the CCFD JPA

## **KEY BUDGET CHANGES**

The budget for the cost of fire services provided to the City by the Central County Fire Department is up \$820k compared to the prior year. The costs of CCFD are allocated 60% to the City of Burlingame, and 40% of the Town of Hillsborough. The increased budget is due primarily to the need to purchase a new fire engine and fire staff vehicles, at a total cost of \$800,000. (In prior years, the City of Burlingame and the Town of Hillsborough purchased and retained ownership of fire apparatus and vehicles.) Other increases include rising pension and health care costs, the funding of accrued retiree medical liability, and certain capital costs related to the department's station monitoring and alerting systems. The CCFD budget was passed by the CCFD Board on April 23, 2014. (Additional information about the CCFD budget can be obtained by contacting the Department at 650 558-7600.)

Certain costs are excluded from CCFD's 60/40% allocation formula and remain the responsibility of the individual cities. For Burlingame, these costs include facility, fleet and computer maintenance, all reflected in increased charges to support the City's Internal Service Funds. The large increase for internal service charges is due to accelerated depreciation of the fire engines in the fleet, as these will be replaced by CCFD vehicle purchases in the future. In addition, workers' compensation claims incurred prior to the merger of the two cities' fire departments are borne by the individual cities. For most departments, these costs are included in the personnel budgets, and charged to the departments as a weighted percentage of departmental payroll, based on the frequency and severity of claims. As there are no payroll costs associated with the fire department, the budget for these claims was reflected as "Non-Departmental" program costs, as opposed to within the department. Approximately \$250,000 of the Burlingame-only non-personnel costs is for these workers' comp claims. The remaining non-personnel costs are for disaster preparedness and business recovery programs internal to the City of Burlingame, also reported separately in previous fiscal years.

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

## DEPARTMENT BUDGET SUMMARY

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Contributions to CCFD	9,319,560	10,140,511	820,951	8.8%
Non-Personnel Costs (Burlingame Only)	0	326,000	326,000	-
Internal Services (Burlingame Only)	156,565	299,638	143,073	91.4%
Capital Outlay (Burlingame Only)	0	0	0	-
<b>Total Appropriation</b>	<b>9,476,125</b>	<b>10,766,149</b>	<b>1,290,024</b>	<b>13.6%</b>

## DEPARTMENT STATISTICS

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Total calls for service	4,152	4,313	4,232	4,486
Medical responses	2,453	2,517	2,508	2,618
Fire suppression responses	104	147	145	153
Hazardous conditions responses	343	316	410	329
Other responses	1,252	1,333	1,169	1,386
Special Events - Fund raising events conducted by off-duty firefighters	3	3	3	3
Plans checked	174	161	199	160
Plans reviewed	246	343	365	325
Fire education activities and events (number of children)	1,500	1,500	1,500	1,500
Public education activities	3	6	37	42
Fire origin and cause investigations	9	5	6	5
Underground storage tank removal/modifications	3	0	3	2
Special events inspections	36	53	52	57

CITY OF BURLINGAME | FISCAL YEAR 2014-2015

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Engine Company inspections	714	821	814	837
Construction inspections	341	353	356	404
Fire and life safety inspections	39	71	53	70
Junior Fire Marshal Picnic (number of children)	240	250	255	270
Car seat inspections	90	80	70	77
General public trained for disaster response (CERT)	24	21	37	38
General public trained for disaster response (GET READY)	32	34	40	42
City employees trained in city-wide disaster drills or other classes	10	81	25	26
CPR training (number of adults)	65	118	118	64
Training hours completed	20,263	11,416	11,313	11,987
EMS training hours	2,749	2,848	1,625	2,990
Driver training hours	2,745	2,042	1,207	2,144
EMT recertification, Central County FIRE EMT's only (number of personnel)	27	26	30	27
Paramedic recertification (number of personnel)	16	35	35	33
CPR classes (number of students)	97	192	186	202

**DEPARTMENT PERFORMANCE MEASURES**

	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14 Estimated</b>
Percent of time a first in fire engine arrives on a structure fire scene within six minutes of dispatch	100%	100%	100%	100%
Average response time for Priority 1 calls (emergency)	4:59	4:48	4:19	<6:59
Average response time for Priority 3 calls (non-emergency)	5:48	6:59	5:30	<6:59
Average response time for all calls	5:36	5:34	5:10	<6:59
Fire containment to the room or area of origin (90% target in structural fire incidents)	97%	97%	90%	90%
Percentage of residents rating Emergency Response services as good or excellent based on courtesy and service	100%	100%	100%	100%
Plan checks completed within 10 working days	100%	100%	100%	100%
Plan reviews completed within target	100%	100%	100%	100%
Citizen inquiries responded to within 1 working day	100%	100%	100%	100%
Complete required annual continuing education training for all paramedics and Emergency Medical Technicians (EMTs)	100%	100%	100%	100%

## COMMUNITY DEVELOPMENT DEPARTMENT

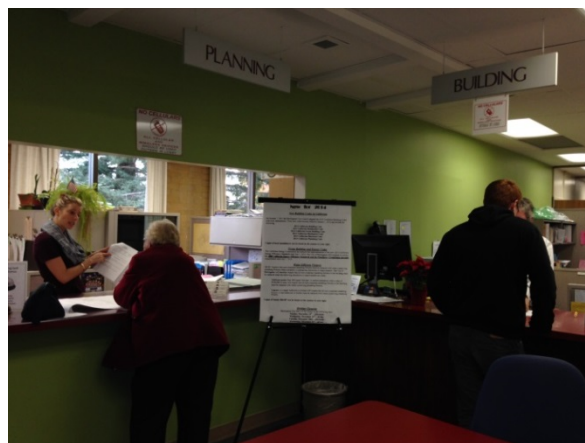
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### DEPARTMENT MISSION

The Community Development Department's mission is to serve as a one-stop source of information and guidance to residents and business owners desiring to engage in development or business activities within the community. The Department's goal is to provide exceptional customer service and to seek creative solutions that will ensure a positive, streamlined customer experience.

### DEPARTMENT OVERVIEW

The Community Development Department consists of the Planning Division (which includes Economic Development) and the Building Division. The Department is responsible for long-range and current planning activities; plan checking, building permit issuance, and field inspections of all buildings and structures in Burlingame; and serving as a resource to assist local businesses and to attract new business to the community.



### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Community Development Department as part of the City's FY 2014-15 Implementation Action Plan.

***Goal I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character***

- ❖ Raise awareness of Burlingame's history through programs and outreach
  1. Create amendments to the Municipal Code intended to implement the "historic resources" policies contained within the "Burlingame Downtown Specific Plan" through creation of a voluntary local historic resource preservation program that provides incentives for property owners to preserve historic properties
  2. Implement/adopt the Mills Act Program/Federal Tax Credits for restoration
  3. Include more historical information on the City's website
  4. Work with the Historical Society to create a Beautification award for best restoration project both residential and commercial
- ❖ Make the Bayshore area more pedestrian-friendly and attractive
  1. Prepare recommendations on how to make Bayshore Blvd and other Bayfront streets more attractive, including the addition of trees
  2. Make efforts to improve the Bay Trail

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

- ❖ Develop policies to enhance the quality of life in the city
  1. Develop revisions to the City's noise ordinance and the City's construction hour restrictions to help ensure quieter streets
  2. Explore requiring performance bonds for construction projects to guarantee completion

### *Goal II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies*

- ❖ Continue to explore shared services, partnerships, and contracting in an effort to reduce costs, increase revenue, and improve services
  1. Work with San Mateo County Convention & Visitors Bureau to bring events to Burlingame that contribute Transient Occupancy and Sales Tax revenue

### *Goal III. Enhance and promote Burlingame's downtown and commercial sectors*

- ❖ Establish a comprehensive and improved sign program
  1. Craft amendments to the sign ordinance to improve visibility for the hotels, automobile dealerships, and the business districts
  2. Analyze options for enhancing gateway signage at the City's entrances
- ❖ Promote vitality of the Downtown and Broadway commercial districts
  1. Negotiate agreements with identified developer of Lots F and N
  2. Negotiate agreements with identified developer for Lot E that reflect the City's desire for a mix of housing, retail, and open space downtown
  3. Work with ATT to enhance the first floor of the company's building on the 1400 block on Burlingame Avenue
  4. Conduct a "Broadway Summit" to explore ways to promote the vitality of the Broadway commercial district
- ❖ Promote opportunities for development in the vicinity of Mills-Peninsula Hospital that support and complement services provided by the Peninsula Health Care District
  1. Work closely with the Peninsula Health Care District to support development of the old hospital site that meets the needs of the community
- ❖ Continue efforts to attract and retain businesses
  1. Support efforts to find a tenant for the Burlingame Point Project
- ❖ Undertake a comprehensive update to the General Plan
  1. Explore funding sources for update
- ❖ Revisit economic development priorities and program
  1. Conduct an Economic Development strategic planning session to identify goals and objectives for the City's program
  2. Revise program per direction from Council

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

## Goal V. Strive to promote more environmentally sustainable policies and outcomes

- ❖ Establish Burlingame as a green and clean business mecca
  1. Work with the Chamber of Commerce to encourage promotion of Burlingame as a great place for “green” businesses to locate
- ❖ Explore possibility of expanding staff capacity to address CAP
  1. Identify a potential funding source for a full-time, dedicated Sustainability Coordinator to help implement the Climate Action Plan

## DEPARTMENT BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	1,811,271	2,101,500	290,229	16.0%
Non-Personnel Costs	591,769	734,174	142,405	24.1%
Internal Services	196,016	191,922	(4,094)	-2.1%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>2,599,056</b>	<b>3,027,596</b>	<b>428,540</b>	<b>16.5%</b>
<b>Sources of Funds</b>				
General Fund	582,833	984,267	401,434	68.9%
Charges for Svc - General Fund	473,531	484,896	11,365	2.4%
Building Enterprise	1,542,692	1,558,433	15,741	1.0%
<b>Total Funding</b>	<b>2,599,056</b>	<b>3,027,596</b>	<b>428,540</b>	<b>16.5%</b>

## DEPARTMENT STAFF

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
<b>Full-Time Equivalents (FTE)</b>			
Administrative Secretary	1.00	1.00	0.00
Associate Planner	1.00	1.00	0.00
Building Inspector	2.00	2.00	0.00
Chief Building Official	1.00	1.00	0.00
Community Development Director	1.00	1.00	0.00
Permit Technician	1.00	1.00	0.00
Permit Technician / Green Building Specialist	1.00	1.00	0.00

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

Planning Manager	1.00	1.00	0.00
Senior Building Inspector	1.00	1.00	0.00
Senior Planner	1.00	1.00	0.00
<b>Total FTE</b>	<b>11.00</b>	<b>11.00</b>	<b>0.00</b>

## DEPARTMENT STATISTICS

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
<b>Planning Division</b>				
Commission Hearings				
Conditional use permits	22	25	30	8
Variances	30	21	15	22
Special permits	20	14	10	12
Hillside area construction permits	3	10	6	4
Design review	52	36	39	44
Design Review Amendments	5	9	11	2
Other agenda items	8	11	15	8
Applications reviewed	144	134	125	121
General plan/zoning code amendments	0	4	1	0
Council agenda items considered	7	5	8	8
Administrative permits issued	13	13	26	15
Sign permits issued	67	57	58	45
Negative declarations and EIRs prepared	5	3	5	4
Home occupation permits reviewed	104	99	78	53
Construction plan checks performed	385	366	499	506
Code enforcement cases processed	16	30	31	22
Final inspections completed	56	49	54	49
Net single-family dwellings approved	9	18	18	19
New affordable dwellings units approved	1	0	4	2
New apt/condo units approved	5	0	31	16

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Major projects in process	1	2	3	7
<b>Building Division</b>				
Building permits issued	952	1,075	1,229	1,300
Building checks performed	651	688	321	550
Building inspections conducted	3,938	5,161	5,662	5,800

<sup>1</sup> Applications that do not require Planning Commission Review; Hillside Area Construction permits, Minor Modifications, Minor Design Review, Second Units, Wireless Facilities, Reasonable Accommodation for Disabled Accessibility

<sup>1</sup> Major Projects require a Negative Declaration or Environmental Impact Report (EIR)

### DEPARTMENT PERFORMANCE MEASURES

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
<b>Planning Division</b>				
Percentage of planning application reviews completed within 30 days	99%	87%	79%	90%
Percentage of plan checks (for new building permits) completed within 10 business days	100%	100%	100%	100%
<b>Building Division</b>				
Percentage of plan checks completed within 15 working days	97.5%	97%	96%	97%
Percentage of permits issued over-the-counter	72.3%	73%	72%	72%
Percentage of "good" or "excellent" customer service ratings (per annual survey)	80%	87%	80%	85%

### COMMUNITY DEVELOPMENT DEPARTMENT - PLANNING DIVISION

The Planning Division is responsible for maintaining the City's General Plan and various specific plans and for maintaining, updating and administering the City's zoning regulations and sign regulations. The zoning regulations contain the specific regulations that inform the design and construction of new development and additions to existing structures, including height limits, floor area ratio, parking requirements, lot coverage, property line setbacks, as well as outlining design review processes for various types of projects (when required).

The City's Economic Development Program is focused on creating a positive business climate in Burlingame. The Division works to address the needs of Burlingame businesses, help retain and expand existing businesses, and promote new development in the city.

## KEY PLANNING DIVISION BUDGET CHANGES

Overall, employee costs have risen in the Planning Division by nearly \$252,000. Salaries and wages have increased \$154,000, due in part to the addition of three part-time, non-benefitted positions: a Senior Planner to support project management for specific development projects, a Senior Planner for code enforcement, and a Sustainability Coordinator Management Analyst. Wage increases were also calculated for current staff, based on negotiated wage increases (3.0% for most non-safety employees at mid-year), and scheduled merit/longevity step increases for qualifying employees. The allocated charge for retiree medical benefits earned by active employees (\$50,300) also accounted for a large portion of the division's personnel cost increase. The remaining increase is due to rising rates for pension, health care premiums and other benefits.

Non-personnel costs in the division appear to have increased even more markedly. However, nearly half of the increase (\$77,000) is due to the added cost of providing for retiree medical benefits earned in prior years. The rest of the increase is due to an accounting change: a \$91,800 reimbursement of certain Planning Division expenditures (previously shown as "recoveries") from Building operations served to decrease the prior year budget. In the 2014-15 fiscal year and future budgets, such recoveries will be made by a transfer from the Building Fund (an enterprise fund) to the General Fund. Note that contractual services within the Planning Division were increased \$125,000 in the 2013-14 fiscal year to fund work on the City's Housing Element; this year's budget provides approximately \$120,000 for consultant services for appraisals and special studies as needed for both public property development and economic development projects.

## PLANNING DIVISION BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	918,694	1,170,668	251,974	27.4%
Non-Personnel Costs	140,200	306,029	165,829	118.3%
Internal Services	89,270	84,266	(5,004)	-5.6%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>1,148,164</b>	<b>1,560,963</b>	<b>412,799</b>	<b>36.0%</b>
<b>Sources of Funds</b>				
General Fund	582,833	984,267	401,434	68.9%
Charges for Svc - General Fund	473,531	484,896	11,365	2.4%
Building Enterprise	91,800	91,800	0	0.0%
<b>Total Funding</b>	<b>1,148,164</b>	<b>1,560,963</b>	<b>412,799</b>	<b>36.0%</b>

## COMMUNITY DEVELOPMENT DEPARTMENT - BUILDING DIVISION

The Building Division is in charge of plan checking, permit issuance, and field inspections of all buildings and structures in Burlingame. The Division enforces the minimum requirements of the State Building Codes, State and Federal laws, and local ordinances. The Building Division also acts as a central clearinghouse, distributing plans to other departments to ensure that a project complies with all of the City's requirements. Once plans are approved and building begins, the Division inspects the work in progress, assuring that minimum code compliance is achieved.

### KEY BUILDING DIVISION BUDGET CHANGES

The proposed budget for the Building Division, accounted for in the City's Building Fund (an enterprise fund), remains fairly level with the prior year's budget. Employee costs are up only incrementally, as the fund was charged with retiree medical costs earned by active employees in both years. A budget of \$77,000 is included in non-personnel costs for the added cost of providing for retiree medical benefits earned in prior years. This is almost completely offset by the exclusion of a \$91,800 "recovery" (reimbursement) of certain Planning Division expenditures from Building operations in the prior year budget. In the 2014-15 fiscal year and future budgets, such recoveries will be made via a transfer from the Building Fund (an enterprise fund) to the General Fund.

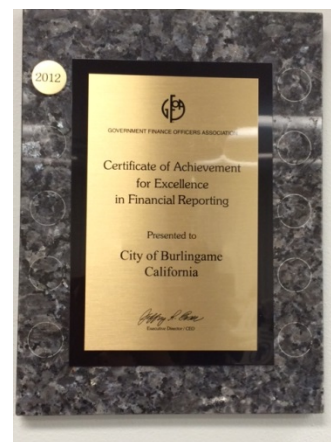
### BUILDING DIVISION BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	892,577	930,832	38,255	4.3%
Non-Personnel Costs	451,569	428,145	(23,424)	-5.2%
Internal Services	106,746	107,656	910	0.9%
Capital Outlay	0	0	0	-
<b>Total Appropriation</b>	<b>1,450,892</b>	<b>1,466,633</b>	<b>15,741</b>	<b>1.1%</b>
<b>Sources of Funds</b>				
Building Enterprise	1,450,892	1,466,633	15,741	1.1%
<b>Total Funding</b>	<b>1,450,892</b>	<b>1,466,633</b>	<b>15,741</b>	<b>1.1%</b>

## FINANCE

### DEPARTMENT MISSION

The Finance Department ensures that the City's assets are safeguarded, preserved, maximized and maintained through effective financial management in order to provide a sound financial base to deliver City services. This mission is supported through the maintenance of a modern, efficient and effective set of information tools that provide accurate and timely information access. The Administrative Services and Information Technology Division provides advice on applications of new technology and strives to provide responsive service and support to City staff in the fulfillment of their varied missions.



### DEPARTMENT OVERVIEW

The Finance Department manages the financial affairs of the City. The Department is responsible for oversight of the annual budget and financial statement audit and reports, debt management, financial stewardship, information technology, utility billing and collections, business license administration, payroll, disbursements, and administrative support for the City's three business improvement districts: Downtown Burlingame Avenue, Broadway Avenue, and the San Mateo County/Silicon Valley Convention and Visitors Bureau. The Finance Director and Treasurer serves as the City's Chief Financial Officer. The Finance Director also administers the City's various franchise agreements and represents the City on the South Bayside Waste Management Joint Powers Authority Technical Advisory Committee and the San Mateo County Telecommunications Authority.



### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Finance Department as part of the City's FY 2014-15 Implementation Action Plan.

***Goal II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies***

- ❖ Institute cost-control measures and recover more costs
  1. Examine the possibility of reducing certain administrative costs (office supplies, copier contracts, overnight services) through exclusive or regional service provider agreements
  2. Update City's Cost Allocation Plan to inform the establishment of fees for all City Services; begin development of Cost Recovery Policy

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

- ❖ Prioritize capital improvement projects
  1. Study the current and anticipated capital improvements needs for the City, develop criteria for prioritization, and present plan to the City Council
  2. Prepare 5-year CIP schedule
- ❖ Put in place financial safeguards and controls
  1. Update purchasing policies and provide a systematic roll-out of new procedures to all departments
- ❖ Explore options for expanding revenues
  1. Conduct an analysis of revenue sources (SWOT-type of review)
- ❖ Develop a policy for reserves that addresses how much to reserve and for which events
  1. Conduct research into options, including a review of other cities' practices
  2. Prepare policy for Council's review and adoption

### *Goal III. Enhance and promote Burlingame's downtown and commercial sectors*

- ❖ Undertake a comprehensive update to the General Plan
  1. Explore funding sources for update

### **GOAL V. STRIVE TO PROMOTE MORE ENVIRONMENTALLY SUSTAINABLE POLICIES AND OUTCOMES**

- ❖ Explore possibility of expanding staff capacity to address CAP
  1. Identify a potential funding source for a full-time, dedicated Sustainability Coordinator to help implement the Climate Action Plan

## DEPARTMENT BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	1,279,727	1,490,859	211,132	16.5%
Non-Personnel Costs	95,469	342,542	247,073	258.8%
Internal Services	174,349	151,830	(22,519)	-12.9%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>1,549,545</b>	<b>1,985,231</b>	<b>435,686</b>	<b>28.1%</b>
<b>Sources of Funds</b>				
Charges for Svc - General Fund	4,000	4,000	0	0.0%
General Fund	915,065	1,376,604	461,539	50.4%
Water Enterprise	365,864	365,864	0	0.0%

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	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
Sewer Enterprise	181,163	181,163	0	0.0%
Solid Waste Fund	58,184	57,600	(584)	-1.0%
Parking Fund	25,269	0	(25,269)	-100.0%
<b>Total Funding</b>	<b>1,549,545</b>	<b>1,985,231</b>	<b>435,686</b>	<b>28.1%</b>

## DEPARTMENT STAFF

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
<b>Full-Time Equivalents (FTE)</b>			
Accountant	1.00	1.00	0.00
Accounting Assistant I/II	2.00	2.00	0.00
Accounting Assistant III	2.00	1.00	(1.00)
Accounting Technician	2.00	3.00	1.00
Finance Director & Treasurer	1.00	1.00	0.00
Financial Services Manager	1.00	1.00	0.00
Office Assistant I/II	0.25	0.25	0.00
Senior Accountant	1.00	1.00	0.00
<b>Total FTE</b>	<b>10.25</b>	<b>10.25</b>	<b>0.00</b>

## DEPARTMENT STATISTICS

	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>
Total computers citywide	N/A	N/A	300	312
Number of water utility accounts billed (annually)	56,196	56,316	56,304	56,412
Number of business license accounts (annually)	4,987	5,417	5,379	5,821
Over the counter Inquiries (annually)	N/A	N/A	10,800	9,600
Utility service phone calls received (annually)	N/A	N/A	16,200	8,700
General main line phone inquiries received (annually)	N/A	N/A	9,600	7,696

**DEPARTMENT PERFORMANCE MEASURES**

	<b>FY 10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	<b>FY13-14 Estimated</b>
Prepare a 5 year forecast for use by decision-makers	N/A	N/A	Yes	Yes
Prepare a comprehensive budget summary for the City's webpage and general public	N/A	N/A	Yes	Yes
Forecast annual General Fund revenues within 5%	N/A	N/A	Yes	Yes
Provide monthly financial reports to internal departments by the 10th business day of the following month	N/A	N/A	Yes	Yes
Prepare a clear and comprehensive annual Financial Results Summary for the City's webpage and general public	N/A	N/A	Yes	Yes
Receive an unqualified opinion on all financial audits	N/A	N/A	Yes	Yes
Achieve greater than the 12 month average of 2 year T-bill rate on investments	N/A	N/A	Yes	Yes
Post 95% of water account payments received by mail within 24 hours	N/A	N/A	Yes	Yes
Deposit all customer payments received within 1 business day	N/A	N/A	Yes	Yes
Identify and issue 30 new business licenses annually	N/A	N/A	Yes	Yes
Obtain the maximum discount provided by the City's Cal Card Purchasing Program each month	N/A	N/A	Yes	Yes
Provide accurate and timely debt service payments	N/A	N/A	Yes	Yes
Maintain the City's AA+ bond rating	N/A	N/A	Yes	Yes

**FINANCE - ADMINISTRATIVE SERVICES DIVISION**

Administrative Services is a division of the Finance Department. It is operated as an internal service fund and provides services solely to City departments. Accordingly, its costs are allocated to City departments.

The Division manages and maintains an information technology network for all departments, including computer hardware and software for running mission-critical business applications, technology disaster recovery, telecommunications systems, financial information management systems, utility billing systems, email, and connectivity to the Internet and Intranet.

The Division also provides administrative support to City Hall by maintaining a staff reception desk and front-line customer service, clerical and document management, and intra-City mailroom service. The City of Burlingame currently contracts with Redwood City for its information technology services. The City of Burlingame owns its software and hardware, but monitors and directs Redwood City in-house staff to maintain defined levels of service. Periodic meetings with representatives from all departments allows for discussion of data and voice network issues, and the development of long-term technology plans and strategies.

**KEY ADMINISTRATIVE SERVICES DIVISION BUDGET CHANGES**

Personnel costs in the Administrative Services budget are up \$5,000. This is due to a new budget allocation for retiree medical benefits of \$1,000 and an increase in temporary salaries of \$4,000 to accommodate customer service demands while permanent staff works on technical upgrades.

Non-personnel costs have declined by a net \$6,000. Increases include a \$2,000 budget allocation for past retiree medical benefits, \$13,000 of minor cost increases associated with the City's computer replacement program, software subscriptions, and maintenance of hardware and an increase of 4% (\$21,000) to the City's information technology service contract with Redwood City. These increases were offset by a \$42,000 reduction in postage costs now charged directly to departments.

Capital outlay costs relate to major repair and replacement of the file storage server and other information technology projects as identified throughout the year that are not otherwise included in the operating budgets of departments.

**ADMINISTRATIVE SERVICES DIVISION BUDGET SUMMARY**

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	68,365	73,465	5,100	7.5%
Non-Personnel Costs	972,012	966,173	(5,839)	-0.6%
Capital Outlay	30,000	50,000	20,000	66.7%
<b>Total Appropriation</b>	<b>1,070,377</b>	<b>1,089,638</b>	<b>19,261</b>	<b>1.8%</b>
<b>Sources of Funds</b>				
Charges for Services – Admin Svc	57,353	61,828	4,475	7.8%
Charges for Services – ISF	1,009,024	987,966	(21,058)	-2.1%
Interest Income – Admin Svc	4,000	4,000	0	0.0%
<b>Total Funding</b>	<b>1,070,377</b>	<b>1,053,794</b>	<b>(16,583)</b>	<b>-1.5%</b>

**FINANCE DEPARTMENT - FINANCE DIVISION**

The Finance Department manages the financial affairs of the City and invests idle cash. The Finance Director and Treasurer serves as the Chief Financial Officer. The Department follows sound financial recording and reporting techniques in accordance with applicable laws and generally accepted accounting principles as approved by the Governmental Accounting Standards Board.

## HUMAN RESOURCES

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### DEPARTMENT MISSION

The Human Resources Department is dedicated to providing quality service to the City organization and attracting, retaining, and supporting a qualified, diverse workforce. The department promotes a work environment that is based on fair treatment, open communications, personal accountability, trust and respect. The goal of the Human Resources Department is to provide accurate and timely support to the City's valued employees by providing information and solutions to workplace issues related to employment, benefits, compensation, safety and personal and professional growth.

### DEPARTMENT OVERVIEW

The Human Resources Department provides a full array of employment services in support of the needs of the City and community at large. The department is responsible for recruitment and retention, classification and compensation systems, workers' compensation and safety, labor and employee relations, employment policies and procedures, benefit administration, employee development, and maintaining positive working relationships with labor groups, staff and the public. The Human Resources Department also ensures compliance with federal, state and local laws and administers programs within the City's Memoranda of Understanding, the Personnel Rules and Regulations, and Administrative Procedures.

### INITIATIVES FOR FISCAL YEAR 2014-2015

As part of its annual goal setting process, the City Council set the following priorities for the Human Resources Department:

***Goal II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies***

- ❖ Develop a plan for addressing unfunded liabilities
  - 1. Explore ways to further limit employee and retiree medical costs

***Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community***

- ❖ Attract and retain good staff
  - 1. Re-evaluate/revise employee performance review process

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

## DEPARTMENT BUDGET SUMMARY

	Revised Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Employee Costs	457,674	562,560	104,886	22.9%
Non-Personnel Costs	1,349,030	1,471,763	122,733	9.1%
Internal Services	57,150	54,680	(2,470)	-4.3%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>1,863,854</b>	<b>2,089,003</b>	<b>225,149</b>	<b>12.1%</b>

### Sources of Funds

Charges for Services - ISF	563,209	1,255,537	692,328	122.9%
General Fund	636,824	833,466	196,642	30.9%
Reserves	663,821	0	(663,821)	-
<b>Total Funding</b>	<b>1,863,854</b>	<b>2,089,003</b>	<b>225,149</b>	<b>12.1%</b>

## DEPARTMENT STAFF

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in FTE
<b>Full-Time Equivalents (FTE)</b>			
Human Resources Assistant	1.00	1.00	0.00
Human Resources Director	1.00	1.00	0.00
Human Resources Specialist II	1.00	1.00	0.00
<b>Total FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>

## DEPARTMENT STATISTICS

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Number of Workers' Compensation claims filed	33	23	30	11
Number of lost work days due to Workers' Compensation injuries	3,937	1,049	818	336
Number of regular recruitments completed	10	12	21	14
Number of regular new hires	7	7	23	15

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	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Number of labor associations	8	8	6	6
Number of labor agreements (MOU's) negotiated and approved	N/A	N/A	4	2

## DEPARTMENT PERFORMANCE MEASURES

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Average number of business days for a recruitment process to establish an eligible list	40	38	35	14
Number of employee participants in City training	N/A	N/A	92	150
Percentage of employees participating in the wellness program	0.5%	0%	2.6%	2.0%

## KEY HUMAN RESOURCES DIVISION BUDGET CHANGES

The increase in the budget for employee costs within Human Resources for the 2014-15 fiscal year is due partly to the inclusion of a \$30,200 budget allocation for retiree medical benefits earned by current employees. Rate increases for pension, health and other benefits account for approximately \$35,000 of the increases. Actual wage increases of \$23,000 are included in the budget, calculated based on negotiated wage increases (3.0% for most non-safety employees at mid-year), and premium pay for qualifying employees. In addition, the \$8,000 Employee Assistance Program, previously included in the "Other Non-Departmental Programs" budget, has been moved to Human Resources, and the city-wide training program budget has been augmented by \$5,000.

The remainder of the budget increase (non-personnel costs) is to provide adequate funding for contractual services: a \$50,000 increase for professional contracts to support employee recruitment, negotiation efforts, and legal consultation on taxation and post-retirement issues. The remaining budgetary increase for non-personnel costs is due to the inclusion of a budget allocation for the amortization of retiree medical benefits earned in prior years (\$46,200).

## HUMAN RESOURCES DIVISION BUDGET SUMMARY

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Employee Costs	457,674	562,560	104,886	22.9%
Non-Personnel Costs	122,000	216,226	94,226	77.2%
Internal Services	57,150	54,680	(2,470)	-4.3%

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>636,824</b>	<b>833,466</b>	<b>196,642</b>	<b>30.9%</b>

**Sources of Funds**

General Fund	636,824	833,466	196,642	30.9%
<b>Total Funding</b>	<b>636,824</b>	<b>833,466</b>	<b>196,642</b>	<b>30.9%</b>

**HUMAN RESOURCES – WORKERS’ COMPENSATION**

The Human Resources Department administers a workers’ compensation program that complies with Federal and State law. Workers’ compensation programs provide benefits in the event an employee is injured at work and other conditions are met. Workers’ compensation benefits cover medical care and treatment, temporary disability benefits, permanent disability benefits, vocational rehabilitation benefits and death benefits for sustained work-related injuries and illnesses. Benefits are administered through a process of self-administration with a right of appeal to the Workers’ Compensation Appeals Board, the California Appellate Courts and the California Supreme Court. The law also provides for preventive measures in the form of safety laws and administrative rules.

The Human Resources Department oversees both the benefit administration and the preventive measure components of workers’ compensation law. The preventive measures are found in the City’s Injury and Illness Prevention Program (IIPP). The IIPP includes a system for ensuring that employees comply with safe and healthy work practices, for communicating with employees the policies on safe work practices, for maintaining forms for reporting unsafe conditions, and for establishing labor/management safety committee meetings. The Human Resources Department ensures safety training programs are conducted, workplace inspections are performed annually, unsafe work conditions and potential hazards are corrected, and the safety committee meets regularly.

**KEY WORKERS’ COMPENSATION DIVISION BUDGET CHANGES**

The costs of maintaining the City’s workers’ compensation programs in fiscal year 2014-15 should remain fairly stable when compared to the prior fiscal year. In total, the \$28,000 operating budget increase (2.3%) is mainly attributable to an increase in premiums for excess insurance. A rise in charges to departments (revenues to the Workers’ Compensation Fund) reflects prior year increases in the actuarially determined costs of claims that have been incurred, but not yet recorded and/or paid. As a result of the higher revenues, the fund should regain a more appropriate level of fund balance.

**WORKERS' COMPENSATION DIVISION BUDGET SUMMARY**

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Non-Personnel Costs	1,227,030	1,255,537	28,507	2.3%
<b>Total Appropriation</b>	<b>1,227,030</b>	<b>1,255,537</b>	<b>28,507</b>	<b>2.3%</b>
<b>Sources of Funds</b>				
Charges for Services - ISF	563,209	1,255,537	692,328	122.9%
Reserves	663,821	0	(663,821)	-100.0%
<b>Total Funding</b>	<b>1,227,030</b>	<b>1,255,537</b>	<b>28,507</b>	<b>2.3%</b>

## LIBRARY

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### DEPARTMENT MISSION

The Burlingame Public Library is the cultural and learning center for the community, encouraging the joy and wonder of reading, the wisdom of diverse ideas, and the power of lifelong learning. Within and beyond its walls, the Library strives to preserve the past, serve the present, and shape the future with opportunities to connect people and the world of information.



### DEPARTMENT OVERVIEW

The Library has four major program areas: Adult Public Services; Circulation; Children, Teen, and Easton Branch; and Technical Services and IT. The Adult Public Services division provides professional guidance and access to information via library collections, electronic resources, and instruction. The division selects print, media, and electronic resources to meet library user needs and offers technical education, including basic computer education and instruction on library databases, library e-services, and the online catalog. Adult Public Services staff members also provide a variety of programming, including career planning, history, author events, book clubs, and art docent lectures. Additional services include outreach to the homebound, volunteer programs, and inter-library loans.



Circulation Services provides customer service in the loaning and returning of library materials; maintains circulation, billing records and inventory control; and provides centralized hiring, training and managing of Library pages.

The Children's, Teen, and Easton Branch Services provides reader's advisory and access to information for children and teens and promotes effective use of the Library through a wide variety of programs, including Baby, Toddler, and Pre-School story-times, author events, special programs, college preparation programs for teens, and Summer Reading. Staff members promote the Library's services through outreach to local schools and community groups and select materials for children and teens. Additional services include support to the schools by providing class visits in the Library and in the schools and by providing special privilege teacher cards.



Technical Services acquires, catalogs, processes, and maintains print and media collections in all formats. Staff oversee vendor outsourcing for cataloging and processing. The Library maintains

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online databases: local (PLS), regional (State), national (OCLC). IT Support includes overseeing and maintaining computer hardware, software, database access, and local area networks for the Library's 100+ PC network. IT staff liaison with Peninsula Library Area Network (PLAN) and City IT contractors and train staff in technology protocols.



A highlight this year is the Millennium Project, a \$3.5 million project that will provide a new media/tech lab, four study rooms, an additional conference room with built-in technology, an expanded teen area with dedicated computers and a study room, a café, an expanded and more visible Foundation Book Store, and an automated materials handling system for checking in materials.

### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Burlingame Library as part of the City's FY 2014-15 Implementation Action Plan.

***Goal I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character***

- ❖ Make Burlingame more bike friendly
  1. Expand bicycle parking in front of the Library

***Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community***

- ❖ Explore technology to enhance efficiency and communications
  1. Explore Indoor Google maps to improve way-finding in the library
  2. Explore iPad and applications such as Square for financial transactions
- ❖ Make progress on Library Millennium project
  1. Send entire project out to bid
  2. Begin construction of project
  3. Complete fundraising efforts to support the project

### KEY BUDGET CHANGES

Only a small part of the 12% increase in the Library's employee costs were actual wage increases. The allocated charge for retiree medical benefits earned by active employees (\$150,000) accounted for a large portion of the Library's personnel cost increase. Approximately \$88,000 of the increase is due to rising rates for pension, health care premiums and other benefits. Only \$90,400 of the increased budget is the result of actual wage increases, calculated based on negotiated wage increases (3.0% for most non-safety employees at mid-year), and scheduled merit/longevity step increases for qualifying employees. Wages also went up slightly with the addition of 0.51 FTEs (full-time equivalent positions), representing several small increases to existing positions. Hours were increased to provide coverage for part-time

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help previously provided by retirees; hours were also added to the Library's graphic artist position, needed due to the large increase in programming at the Library.

As in other departments, a large portion of the non-personnel cost increase in the Library is due to the added cost of providing for retiree medical benefits earned in prior years. The Library's allocation of this expense for the fiscal year 2014-15 is nearly \$230,000. The budget also provides for an increase in the cost of the Peninsula Library System (PLS) Shared Services contract and cataloging costs (\$38,000). Minor increases were also made in travel and training budgets to reflect current year needs.

### DEPARTMENT BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	2,878,548	3,224,395	345,847	12.0%
Non-Personnel Costs	747,369	1,019,516	272,147	36.4%
Internal Services	339,983	414,883	74,900	22.0%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>3,965,900</b>	<b>4,658,794</b>	<b>692,894</b>	<b>17.5%</b>
<b>Sources of Funds</b>				
General Fund	3,387,900	4,066,922	679,022	20.0%
Charges for Svc - Hillsborough	465,000	476,160	11,160	2.4%
Charges for Svc - General Fund	113,000	115,712	2,712	2.4%
<b>Total Funding</b>	<b>3,965,900</b>	<b>4,658,794</b>	<b>692,894</b>	<b>17.5%</b>

### DEPARTMENT STAFF

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
<b>Full-Time Equivalents (FTE)</b>			
Administrative Secretary	0.98	1.00	0.02
Building Maintenance Worker	0.63	1.00	0.37
Circulation Supervisor	1.00	1.00	0.00
City Librarian	1.00	1.00	0.00
Graphic Artist	0.63	0.75	0.12
Librarian I/II	6.13	6.13	0.00

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	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
Librarian III	2.00	2.00	0.00
Library Assistant I/II	7.00	7.00	0.00
Library Assistant III	2.00	2.00	0.00
Library Technology Supervisor	1.00	1.00	0.00
<b>Total FTE</b>	<b>22.37</b>	<b>22.88</b>	<b>0.51</b>

## DEPARTMENT STATISTICS

	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14 Estimated</b>
Population served	36,294	36,443	36,836	37,000
Registered borrowers	29,746	28,616	26,477	27,000
Population registered	80%	79%	72%	73%
Items circulated	696,090	721,132	761,795	766,000
Media items	233,941	226,817	248,052	240,000
Children's items	271,220	313,186	338,254	340,000
Circulation per capita	19	20	21	21
Circulation per child	40	45	48	49
Library visits	443,700	451,941	437,516	400,000
Internet/virtual visits	234,942	162,767	123,422	61,464
Programs offered	503	589	602	610
Program attendance	19,799	25,767	24,634	25,000
Items added	16,154	16,239	14,672	15,000
Self-check use	78%	78%	79%	79%

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**DEPARTMENT PERFORMANCE MEASURES**

	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14 Estimated</b>
Kindergarten card drive	N/A	160	220	224
Story time attendance	10,760	13,143	13,199	N/A
Children's summer reading club	779	888	915	1,095

## PARKS AND RECREATION DEPARTMENT

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### DEPARTMENT MISSION

The Burlingame Parks and Recreation Department is creating a better place to live, work and play by providing well-maintained playgrounds, street trees, park spaces and recreational facilities; offering a high-quality, diversified program of recreational activities; and supporting local community groups.

### DEPARTMENT OVERVIEW

The Parks and Recreation Department is composed of the Parks, Recreation, and Aquatics Divisions. The Department is responsible for offering a wide variety of programs, classes and events and maintaining open spaces, parks, athletic fields, playgrounds, and the landscape of City facilities and the City's Urban Forest, which is comprised of City park trees and City street trees.



Through the hard work of Department staff and support from the City Council and community, the City has retained the distinction of being named a Tree City USA for 35 consecutive years by the Arbor Day Foundation. The Department manages the contracts for the Golf Center, Burlingame Aquatics Club, Lion's Club, the Depot and the Carriage House and supports the Beautification Commission, the Parks and Recreation Commission, the Youth Advisory Committee, and the Parks and Recreation Foundation.

### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Parks and Recreation Department as part of the City's FY 2014-15 Implementation Action Plan.

***Goal I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character***

- ❖ Make the Bayshore area more pedestrian-friendly and attractive
  1. Prepare recommendations on how to make Bayshore Blvd and other Bayfront streets more attractive, including the addition of trees

***Goal II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies***

- ❖ Continue to explore shared services, partnerships, and contracting in an effort to reduce costs, increase revenue, and improve services
  1. Explore options and/or partnerships for special events and specific program areas

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2. Work with San Mateo County Convention & Visitors Bureau to bring events to Burlingame that contribute Transient Occupancy and Sales Tax revenue

### *Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community*

- ❖ Continue efforts to improve or replace the Rec Center
  1. Update the existing Master Plan for the Recreation Center
- ❖ Develop new agreement with SMUHSD for the Burlingame Aquatic Center
  1. Negotiate a new agreement and bring it to the City Council for approval
- ❖ Expand and improve City playing fields and parks
  1. Develop options for a dedicated dog park west of Highway 101
  2. Improve the existing Bayside Dog Park
- ❖ Communicate better with residents
  1. Expand the use of social media, including Nextdoor, Nixle, SMCAAlert, Rapid Notify, Facebook and Twitter

## DEPARTMENT BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	3,790,917	4,241,790	450,873	11.9%
Non-Personnel Costs	2,003,551	2,664,256	660,705	33.0%
Internal Services	554,462	645,865	91,403	16.5%
Capital Outlay	42,500	74,000	31,500	74.1%
<b>Total Appropriation</b>	<b>6,391,430</b>	<b>7,625,911</b>	<b>1,234,481</b>	<b>19.3%</b>
<b>Sources of Funds</b>				
Charges for Svcs - General Fund	2,483,480	2,543,084	59,604	2.4%
General Fund	3,895,977	5,070,854	1,174,877	30.2%
Parking Fund	11,973	11,973	0	0.0%
<b>Total Funding</b>	<b>6,391,430</b>	<b>7,625,911</b>	<b>1,234,481</b>	<b>19.3%</b>

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

## DEPARTMENT STAFF

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
<b>Full-Time Equivalents (FTE)</b>			
Administrative Secretary	1.00	2.00	1.00
Building Attendant	0.60	0.60	0.00
Grounds Equipment Repair Worker	1.00	1.00	0.00
Irrigation Repair Specialist	1.00	1.00	0.00
Office Assistant I/II	2.00	2.00	0.00
Park Maintenance Worker I/II	7.00	7.00	0.00
Park Supervisor / City Arborist	1.00	1.00	0.00
Parks & Recreation Director	1.00	1.00	0.00
Parks Maintenance Leadworker	3.00	3.00	0.00
Program Coordinator	1.00	0.00	(1.00)
Recreation Coordinator	3.00	4.00	1.00
Recreation Supervisor	2.70	2.70	0.00
Secretary	1.00	0.00	(1.00)
Tree Leadworker	1.00	1.00	0.00
Tree Maintenance Worker	1.00	1.00	0.00
Tree Worker	2.00	2.00	0.00
<b>Total FTE</b>	<b>29.30</b>	<b>29.30</b>	<b>0.00</b>

## DEPARTMENT STATISTICS

	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14 Estimated</b>
<b>Recreation Program Participants</b>				
Preschool	1,544	1,553	1,898	2,126
Youth/Teen Enrichment	5,268	5,355	5,348	5,694
Youth/Teen Sports	2,275	2,334	2,456	2,671
Adult Enrichment/Sports	2,433	2,763	2,952	2,973
Mature Adult	630	645	766	798

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
<b>Recreation Rentals</b>				
Picnic	175	207	216	230
Building	257	232	288	287
Tennis Courts	11	11	11	13
Community Garden Beds	N/A	N/A	N/A	22
Bocce Ball Courts	N/A	N/A	N/A	58
<b>Parks Services</b>				
Tree Plantings	229	164	271	211
Tree Removals	186	154	203	145
Tree Trimmings	1,785	1,712	1,621	1,699
Permit Applications	72	72	82	80
Emergency Call Outs	166	179	159	58

### PARKS AND RECREATION DEPARTMENT - PARKS DIVISION

The Parks Division's responsibilities are broken down into four areas: Administration, Facilities and Equipment Maintenance, Landscape Maintenance, and Tree Maintenance.

The Parks Division works with the Public Works Department on the sidewalk replacement program and the Community Development Department on planning and building projects; updates and maintains the street tree inventory management system; coordinates the issuance and inspection of private tree removals; represents the City on tree-related issues with Caltrain and Caltrans; and meets and works with the City Council, the Parks and Recreation Commission, the Beautification Commission, other public agencies, City departments and the general public.

The Parks Division's Facilities and Equipment Maintenance Crew installs, inspects, and maintains playground equipment hardscape and site furnishings; installs and repairs irrigation systems and maintains the City's computerized central irrigation system; prepares City athletic fields for use by numerous softball, baseball, soccer, lacrosse and football leagues; and performs routine and emergency maintenance on the Department's small engine equipment.

The Landscape Crew maintains turf and landscaping in all parks, medians, parking lots and other City-owned facilities; provides seasonal landscaping in selected locations; maintains plant materials in the nursery; services restrooms, trash receptacles and pathways in City parks;

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

prepares and maintains athletic fields for user groups; and provides weed and exterior pest control at all City facilities.

The Facilities and Equipment Maintenance Crew and the Landscape Crew maintain the following areas and equipment:

- 58 acres of landscape maintenance
- 20 City parking lot landscapes
- 48 street median islands
- 6 City building landscapes
- 6 large parks with athletic fields
- 6 neighborhood parks and tot lots
- Mills Canyon Wildlife Area
- Bayside Community Garden
- Bayside Dog Park
- Burlingame Shorebird Sanctuary
- Burlingame and Broadway Aves. landscaping
- Bayfront Bird Sanctuary
- Sanchez Creek
- 3 bocce ball courts
- 8 tennis courts
- 6 basketball courts
- 11 baseball and softball fields
- 16 miscellaneous game courts
- 125 + pieces of playground equipment
- 7 double restrooms
- 13 grandstands and bleachers
- 21+ pieces of rolling equipment
- 50+ pieces of power tools/equipment
- 15+ miscellaneous areas

The Tree Crew ensures the protection of people and property through the maintenance or removal of hazardous trees; promotes the health and vigor of City-owned trees through a program of inspection, grid pruning and pest control; and plants trees where others have been removed and in areas where the need for a new tree exists. The crew maintains 14,783 City street trees and 4,640 open space/City park trees with over 294 distinct tree species. The City tree canopy covers approximately 274 acres or 7.8% of the total land area and 71% of the total street and sidewalk area in the City.

### KEY PARKS DIVISION BUDGET CHANGES

The budget for personnel costs in the Parks Division has increased \$289,000, largely due to the allocated charge for retiree medical benefits earned by active employees (\$118,000). Increases in CalPERS (pension) costs, health premiums and other benefits account for an additional \$116,000. Only \$44,000 of the increase is due to a rise in the costs of salaries and wages based on salary step increases and negotiated (contractual) pay rate increases of approximately 3.0% for most full-time non-safety employees effective January 1, 2015.

Non-personnel costs are up nearly \$316,000 from the prior year, in large part due to the inclusion of a \$180,000 budget allocation for past retiree medical benefits. A \$60,000 increase reflects requirements of the Burlingame School District contract (an amount based on a threshold of receipts for use of the playing fields previously paid out of gross revenues). Approximately \$20,000 has been added for any property damage or loss incurred in the course of maintenance operations, a charge that was previously budgeted in the City's Risk Management Program.

The division's allocation for the costs of the General Liability internal service fund is up \$27,000 based on frequency and severity of claims attributable to Parks operations. A total capital

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

outlay budget of \$66,000 will allow for the replacement of tree-trimming equipment, a wood chipper, and a ballfield groomer that has been in service since 2001.

### PARKS DIVISION BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	2,144,884	2,434,117	289,233	13.5%
Non-Personnel Costs	419,227	735,023	315,796	75.3%
Internal Services	254,276	282,594	28,318	11.1%
Capital Outlay	15,500	66,000	50,500	325.8%
<b>Total Appropriation</b>	<b>2,833,887</b>	<b>3,517,734</b>	<b>683,847</b>	<b>24.1%</b>
<b>Sources of Funds</b>				
General Fund	2,553,667	3,378,470	824,803	32.3%
Charges for Svcs - General Fund	136,000	139,264	3,264	2.4%
Parking Fund	11,973	11,973	0	0.0%
<b>Total Funding</b>	<b>2,701,640</b>	<b>3,529,707</b>	<b>828,067</b>	<b>30.7%</b>

### PARKS AND RECREATION DEPARTMENT - RECREATION DIVISION

The Recreation Division provides a variety of recreation and leisure opportunities to the Burlingame community. The Division offers programs for all sectors of the population, from pre-school children to senior citizens, as well as families, schools and local non-profit agencies. The Recreation Division's programs provide individuals with opportunities to improve their health and fitness; pursue life-long learning; enjoy outdoor areas within the city; and socialize with other members of the community.

The Recreation Division's responsibilities are broken down into eight areas: Administration, Pre-school, School-age/Teen Enrichment, School-age/Teen Sports, Adult Enrichment and Sports, Mature Adults, Facilities, and Special Programs/Events. In addition to City General Fund support, the Department relies on user fees, volunteers, donations, and the support of other community groups to provide facilities, activities and programs that make Burlingame a special place to live, work and play.

The Division works closely with both school districts and local community organizations in order to provide excellent programs and facilities in an effort to "Create a Better Place to Live, Work and Play." These organizations include the American Youth Soccer Association, Burlingame Youth Baseball Association, Coyotes Youth Lacrosse, Burlingame School District, Our Lady of Angels school, Adult Education, Burlingame Girls Softball, Burlingame Soccer

Club, Burlingame High School, Mercy High School, St. Catherine school, the Chamber of Commerce, the San Mateo County Silicon Valley Convention and Visitor's Bureau, the Lion's Club, and the AARP.

The Recreation Division offers a very popular array of pre-school age activities, including the Village Park Pre-school program, camps, music, art, foreign language, sports, theater, fitness, ballet, and gymnastics. With the ability to use Burlingame School District facilities in addition to City facilities, the Recreation Division is also able to offer a wide range of programming for school-age students and teens, including camps, sports programs, and classes. In addition, the Recreation Division supports the Youth Advisory Committee (YAC), which advises the Parks and Recreation Commission on matters pertaining to the youth and teen populations in Burlingame.

Programming for adults comprises a smaller, but essential programming area with many diverse offerings for the community. Programs are offered in the following areas: softball, basketball, golf, kickball, tennis, first aid/CPR, music, art, performing arts, foreign languages, ping pong, fitness, bridge, self-defense, specialty workshops, and aquatics.

For mature or active adults, the Division offers weekly free bingo and bag lunch on Tuesdays, free drop-in movies on Fridays, a variety of tours and trips, free blood pressure screenings, computer classes, a driver safety program, cooking classes, specialty workshops, fitness programs, aquatics classes, the Senior Showcase, and free tax preparation.

Finally, the Recreation Division organizes and manages several special events, such as the Annual Holiday Tree Lighting, Movies in the Park, Music in the Park, Family Campout, Middle School Dances, Streets Alive, and the Annual YAC Spaghetti Dinner Fundraiser. More recently, the Recreation Division has supported the annual Pet Parade. The Recreation Center staff administers the Lobby Gallery, which displays the work of local artists.

## **KEY RECREATION DIVISION BUDGET CHANGES**

Personnel costs in the Recreation Division have risen \$161,000 due to the inclusion of a budget allocation for retiree medical benefits (\$71,000), plus increases (approximately \$120,000) in the cost of retirement and other benefits for active employees. Actual wage increases of about \$42,000 are calculated based on negotiated wage increases (3.0% for most full-time non-safety employees at mid-year), as well as scheduled merit/longevity step increases for qualifying employees. These are more than offset by an anticipated decrease in the use of part-time workers.

A large part of the \$261,000 increase in non-personnel costs (\$109,000) is due to the inclusion of a budget allocation for past retiree medical benefits. Other increases are reflected in the cost of contractual services and transportation (combined \$83,000) for the City's recreation classes, trips and camps for youth, teen programs and community projects. Appropriation increases in both building (\$30,000) and equipment (\$19,000) maintenance are proposed. In addition, the budget now includes \$10,350 for postage.

**RECREATION DIVISION BUDGET SUMMARY**

	<b>Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	1,646,033	1,807,673	161,640	9.8%
Non-Personnel Costs (Recreation)	1,227,398	1,488,187	260,789	21.2%
Internal Services	300,186	363,271	63,085	21.0%
Capital Outlay	27,000	8,000	(19,000)	-70.4%
<b>Total Appropriation</b>	<b>3,200,617</b>	<b>3,667,131</b>	<b>466,514</b>	<b>14.6%</b>
<b>Sources of Funds</b>				
General Fund	853,137	1,263,619	410,482	48.1%
Charges for Svc - General Fund	2,347,480	2,403,820	56,340	2.4%
<b>Total Funding</b>	<b>3,200,617</b>	<b>3,667,439</b>	<b>466,822</b>	<b>14.6%</b>

**PARKS AND RECREATION DEPARTMENT - AQUATICS DIVISION**

The Aquatics Division contracts with the Burlingame Aquatics Club (BAC) to provide a full range of aquatic programming opportunities to the Burlingame community and works with the San Mateo Union High School District on the operation of the Burlingame High School pool.

The BAC offers swimming lessons, masters and youth swim teams, water polo, water safety classes, arthritis classes, fitness classes, lap and recreational swimming, and community events.

In 1997, the City of Burlingame and the San Mateo Union High School District collaborated to build a 25-yard swimming pool on the Burlingame High School campus. In 1999, during the planning of the facility, a private individual donated sufficient funds to increase the size of the pool to 50 meters. The City contributed \$1,166,695; the private donor contributed \$1,210,000; and the District contributed \$300,000.

The City of Burlingame entered into a joint use agreement with the San Mateo Union High School District for the maintenance, operation and use of the Burlingame High School pool. Currently, the City supports the facility by paying for 70% of the annual operating expenses and 50% of capital expenses, with much of the annual operating costs paid by the BAC.

**KEY AQUATICS DIVISION BUDGET CHANGES**

The Aquatics Center budget has been separated out from other Recreation Programs for greater transparency as to the City's support of aquatics programs. As the cost to maintain this facility can be high and unpredictable, this separation will provide more clarity and control over the budgets of all recreational programs.

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

The fiscal year 2014-15 operating budget for the Aquatics Division shows an \$84,000 increase: approximately \$12,000 has been added to the facility maintenance budget; the amount for equipment maintenance has been increased by \$27,000; and the cost of utilities (largely the cost of purchased water) reflects an increase of approximately \$30,000. In addition, \$14,000 has been added for replacement of pool equipment, pump, and motors as needed.

### AQUATICS DIVISION BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Non-Personnel Costs	356,926	441,046	84,120	23.6%
<b>Total Appropriation</b>	<b>356,926</b>	<b>441,046</b>	<b>84,120</b>	<b>23.6%</b>
<b>Sources of Funds</b>				
General Fund	356,926	441,046	84,120	23.6%
<b>Total Funding</b>	<b>356,926</b>	<b>441,046</b>	<b>84,120</b>	<b>23.6%</b>

## POLICE DEPARTMENT

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### DEPARTMENT MISSION

The members of the Burlingame Police Department are dedicated to serving the community by providing safety, security and confidence through excellence in policing.



### DEPARTMENT OVERVIEW

The Police Department has 37 sworn officers and 19 professional full-time staff positions within numerous operating units and divisions, including Patrol, Investigations, Traffic, Parking, Communications, Records, Property and Evidence. The Department is responsible for protecting the City's residents, property owners, and businesses by patrolling roughly five square miles using cars, bicycles, motorcycles and foot patrols. The Department fosters a problem-solving, community policing philosophy and works collaboratively with the City Council, the City Manager's Office, other City departments and the community to address problems of crime and property damage.



### INITIATIVES FOR FISCAL YEAR 2014-2015

The City Council assigned the following tasks to the Police Department as part of the City's FY 2014-15 Implementation Action Plan.

***Goal I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character***

- ❖ Prepare for large and small emergencies
  1. Work with the Burlingame Neighborhood Network to determine how City departments can assist in promoting a safe community
- ❖ Create and implement an active code enforcement program
  1. Research and report back to the City Council on the financial and staff resources required to implement a graffiti abatement program

***Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community***

- ❖ Communicate better with residents

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

1. Expand the use of social media, including Nextdoor, Nixle, SMCAAlert, Rapid Notify, Facebook and Twitter

## DEPARTMENT BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	9,579,183	10,489,973	910,790	9.5%
Non-Personnel Costs	1,727,103	3,058,215	1,331,112	77.1%
Internal Services	951,361	647,713	(303,648)	-31.9%
Capital Outlay	70,000	0	(70,000)	0.0%
<b>Total Appropriation</b>	<b>12,327,647</b>	<b>14,195,901</b>	<b>1,868,254</b>	<b>15.2%</b>
<b>Sources of Funds</b>				
General Fund	10,468,744	12,578,038	2,109,294	20.1%
Charges for Svc - General Fund	69,300	70,963	1,663	2.4%
State Grants	429,000	100,000	(329,000)	-76.7%
Monthly Parking Permits	290,550	280,000	(10,550)	-3.6%
Other Revenue	16,000	16,000	0	0.0%
Parking Fees	2,138,036	2,223,557	85,521	4.0%
Water Enterprise	10,200	10,200	0	0.0%
Sewer Enterprise	10,200	10,200	0	0.0%
<b>Total Funding</b>	<b>13,432,030</b>	<b>15,288,958</b>	<b>1,856,928</b>	<b>13.8%</b>

## DEPARTMENT STAFF

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
<b>Full-Time Equivalents (FTE)</b>			
Administrative Secretary	1.00	1.00	0.00
Communications & Records Supervisor	1.00	1.00	0.00
Communications Dispatcher I	1.00	3.00	2.00
Communications Dispatcher II	6.00	4.00	(2.00)
Parking Enforcement Officers	4.00	4.00	0.00
Parking System Technician	2.00	2.00	0.00
Police Captain	2.00	2.00	0.00

# CITY OF BURLINGAME | FISCAL YEAR 2014-2015

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in FTE</b>
Police Chief	1.00	1.00	0.00
Police Clerk II	3.00	4.00	1.00
Police Officer	27.00	27.00	0.00
Police Sergeant	7.00	7.00	0.00
Records Clerk	1.00	0.00	(1.00)
Transportation Engineer	0.25	0.25	0.00
<b>Total FTE</b>	<b>56.25</b>	<b>56.25</b>	<b>0.00</b>

## DEPARTMENT STATISTICS

<b>*Calendar Year</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Calls for service	27,484	29,355	28,756	27,646
Total crimes reported	1,733	1,917	1,879	1,799
Total arrests	471	348	508	560
Total vehicle accidents	435	370	451	425
Moving citations issued	3,772	3,700	3,911	5,688
Average calls per officer	742	793	777	747
Average calls per dispatcher	4,580	4,893	5,283	3,923
Five year average calls for service	26,606	279,112	28,996	29,061
Five year average annual calls per officer	643	694	741	765
Five year average annual calls per dispatcher	2,319	2,645	4,564	3,736
Traffic stops	6,232	4,971	5,692	8,057
Incident reports	1,328	1,581	1,308	1,421

## POLICE DEPARTMENT - POLICE DIVISION

The Police program includes Patrol, Traffic, Investigations, Records, and Property and Evidence.

Patrol provides core law enforcement functions, including uniform patrol, crime prevention, traffic enforcement, preliminary criminal investigations, special weapons and tactics, and overall public safety, through enforcement of state laws and local ordinances. Officers



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respond to calls for service, provide self-initiated activity, and interact with citizens on respective beats.

The Traffic Unit is responsible for traffic enforcement, investigations of traffic collisions, Driving Under the Influence (DUI) enforcement, parking enforcement, vehicle abatement, and supervision of the crossing guard program. The Traffic program promotes the safe and orderly flow of traffic throughout Burlingame, and ensures compliance with the City's posted speed limits, truck routes, and traffic safety signs. The Traffic Unit also oversees grants from the Office of Traffic Safety.



The Investigation Unit works with other divisions in the Police Department to provide quality service to Burlingame's residents and business community by conducting follow-up investigations designed to identify responsible persons involved in committing crimes. The Investigations Unit also spearheads the Department's efforts against human trafficking.

The Records Unit is responsible for maintaining custody of official police records and reports, including making the appropriate entries into the Records databases. The unit provides public access to police records according to State law and administers the clerical functions relative to updating arrest warrant status and recording and responding to civil and criminal subpoenas and Subpoena Duces Tecum (production of evidence). The Unit also provides crime analysis and telephone operator functions for the Department.

The Property and Evidence Section is responsible for all items the Department holds as evidence or seized property. This unit ensures that property and evidence is returned to its rightful owner or is auctioned as required by law.

### KEY POLICE DIVISION BUDGET CHANGES

It should be noted that the adjusted budget for fiscal year 2013-14 includes appropriations for certain costs that are reimbursed from state grants for DUI saturation, traffic safety and sobriety checkpoints. The budget was revised to allow \$128,000 in employee costs, \$145,000 in non-personnel costs, and \$70,000 in capital outlays. These costs are not assumed in the proposed budget for fiscal year 2014-15.

The increase in employee services in the Police Division is largely the result of a \$466,000 allocated charge for retiree medical benefits earned by active employees. Increases in CalPERS (pension) costs and health premiums and other benefits account for an additional \$449,000. An increase in salaries and wages based on salary step increases and negotiated (contractual) pay rate increases (approximately \$63,000) are funded as approved, including the most recent Memoranda of Understanding that were revised on January 21, 2014 for the Police Officers Association and Police Administration. Overtime costs reflect a reduction of approximately \$54,000. The budget assumes continued funding from the state Supplemental Law Enforcement Services Fund, which has been used to partially fund a police officer.

Most of the increase in the Police budget for non-personnel costs is due to a \$1.2 million budget allocation for past retiree medical benefits. Other increases include approximately \$100,000 in

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

contractual services: \$30,000 for County crime lab fees, which have increased with the use of DNA testing; \$26,000 for the animal control services contract that was under-budgeted in the prior year; \$20,000 for increased hours needed in the shared cost of crossing guard services; and \$20,000 in technical services and state mandated costs claim processing. Approximately \$30,000 has been included for the cost of any property damage or loss incurred in the course of public safety operations, previously budgeted in the City's Risk Management Program.

Although most internal service charges to departments were increased, the significant drop for these charges to Police represents a decrease in the department's allocation for the cost of the General Liability program. Allocations for this program are based on the frequency and severity of claims attributable to the department's operations.

### POLICE DIVISION BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	7,579,281	8,363,369	784,088	10.3%
Non-Personnel Costs	1,288,066	2,492,284	1,204,218	93.5%
Internal Services	897,869	563,872	(333,997)	-37.2%
Capital Outlay	70,000	0	(70,000)	0.0%
<b>Total Appropriation</b>	<b>9,835,216</b>	<b>11,419,525</b>	<b>1,584,309</b>	<b>16.1%</b>
<b>Sources of Funds</b>				
General Fund	9,336,916	11,248,562	1,911,646	20.5%
Charges for Svc - General Fund	69,300	70,963	1,663	2.4%
State Grants	429,000	100,000	(329,000)	-76.7%
<b>Total Funding</b>	<b>9,835,216</b>	<b>11,419,525</b>	<b>1,584,309</b>	<b>16.1%</b>

### POLICE DEPARTMENT - COMMUNICATIONS

The Communications program is responsible for all functions related to receiving, prioritizing, monitoring, and facilitating the response to externally generated emergency and non-emergency calls for public safety services. Communications personnel utilize a computer-aided dispatch-based system to enter, categorize, and dispatch all Department calls for service and record keeping activities and to store pertinent law enforcement information. Other Communications Center functions include data entry into appropriate National Crime Information Center (NCIC) and California Law Enforcement Telecommunications System (CLETS) based systems used for tracking wanted or missing persons, stolen property, warrant verification, and local databases related to court orders. Communications Center personnel are also responsible for activating the Rapid Notify emergency notification system and SMCAAlert.

## KEY COMMUNICATIONS BUDGET CHANGES

The budget for personnel costs in the Communications Division has increased \$94,000, largely due to the \$44,000 allocated charge for retiree medical benefits earned by active employees. An anticipated rise in CalPERS (pension) costs, health premiums and other benefits account for an additional \$36,000. The remaining increase is due to a rise in the costs of salaries and wages based on salary step increases and negotiated (contractual) pay rate increases, including a \$6,000 increase in the division's overtime budget, based on current year experience.

The non-personnel budget for Communications has increased \$93,500, largely due to the \$67,500 inclusion of a budget allocation for past retiree medical benefits. A \$20,000 increase relates to an accounting change: recovery of 911 emergency support and routing of non-emergency after-hours calls for the Water and Sewer Enterprises served to decrease the prior year budget. In the 2014-15 fiscal year and future budgets, such recoveries will be made by a transfer from the enterprise funds to the General Fund. The remaining increase includes planned work on communications dispatch servers and modest increases in the cost for the integration of communication with the County's dispatch system and materials and supplies.

## COMMUNICATIONS BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	1,018,723	1,112,923	94,200	9.2%
Non-Personnel Costs	131,332	224,800	93,468	71.2%
Internal Services	2,173	12,153	9,980	459.3%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>1,152,228</b>	<b>1,349,876</b>	<b>197,648</b>	<b>17.2%</b>
<b>Sources of Funds</b>				
General Fund	1,131,828	1,329,476	197,648	17.5%
Water Enterprise	10,200	10,200	0	0.0%
Sewer Enterprise	10,200	10,200	0	0.0%
<b>Total Funding</b>	<b>1,152,228</b>	<b>1,349,876</b>	<b>197,648</b>	<b>17.2%</b>

## POLICE DEPARTMENT – PARKING ENTERPRISE

Parking Enforcement Officers provide enforcement for all parking-related issues such as permit parking, parking for the disabled, and fire lane violations as well as respond to requests for services. The Parking Enforcement personnel help ensure safe and orderly parking around

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schools, in commercial districts, and on all city streets. Removal of abandoned vehicles is also a primary responsibility of the Parking Enforcement Officers.

### KEY PARKING ENTERPRISE BUDGET CHANGES

The budget for personnel costs has increased by 3.3% due primarily to an anticipated rise in CalPERS (pension) costs, health premiums and other benefits of approximately \$50,000. The budget includes a negotiated (contractual) pay rate increase of 3% effective January 2015. These increases are offset by a \$17,000 combined reduction in salaries and overtime costs based on needs in the current year.

The non-personnel budget for the Parking Enterprise has increased by \$33,000, or 10.9%, largely due to the inclusion of a \$76,000 budget allocation for past retiree medical benefits. Approximately \$35,000 is assumed for armored car service related to the secure pick-up and delivery of meter coin deposits to the City's bank, which was previously charged as a component of revenue. An additional \$11,000 is assumed for minor cost increases for maintenance contracts, materials, and supplies, as well as property taxes relating to storm drain assessments on City-owned parking lots. Also included in the Parking Enterprise is \$35,000 to upgrade internal meter mechanisms and wheel motors, and enable credit card processing at pay-by-space machines. These increases were offset by a significant accounting change: a \$129,000 recovery of certain General Fund costs (including maintenance of City-owned parking lots and daily processing and balancing of route-coin, pay-by-space and smart meter revenues) served to increase the prior year operating budget for the Parking Fund. In the 2014-15 fiscal year and future budgets, such recoveries will be made by a transfer from this enterprise fund to the General Fund.

### PARKING ENTERPRISE BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	981,179	1,013,681	32,502	3.3%
Non-Personnel Costs	307,705	341,131	33,426	10.9%
Internal Services	51,319	71,688	20,369	39.7%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>1,340,203</b>	<b>1,426,500</b>	<b>86,297</b>	<b>6.4%</b>
<b>Sources of Funds</b>				
Monthly Parking Permits	290,550	280,000	(10,550)	-3.6%
Parking Fees	2,138,036	2,223,557	85,521	4.0%
Other Revenue	16,000	16,000	0	0.0%
<b>Total Funding</b>	<b>2,444,586</b>	<b>2,519,557</b>	<b>74,971</b>	<b>3.1%</b>

## **PUBLIC WORKS DEPARTMENT**

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### **DEPARTMENT MISSION**

The Public Works Department's mission is to provide quality services with commitment, courtesy and pride. In partnership with the Burlingame community, the Department strives to offer cost-effective and environmentally responsible services in the areas of design, construction, operation, and maintenance of public works infrastructure critical to the health and safety of the community and to making Burlingame a beautiful and vibrant city in which to live and work.

### **DEPARTMENT OVERVIEW**

The Public Works Department is composed of seven major divisions: Engineering; Facilities; Sewer; Streets and Storm Drainage; Vehicle and Equipment; Water; and Waste Water Treatment Plant.

The primary function of the Department is to provide essential public health and safety services to the community including:

- High-quality drinking water
- Sewer collection system maintenance
- Wastewater treatment
- Safe roads and sidewalks
- Storm drainage improvements and flood protection
- Traffic signals maintenance
- Street lights maintenance
- Parking facilities maintenance
- Building facilities maintenance
- Fleet maintenance



The Public Works Department is responsible for implementing the City's Capital Improvement Program in order to upgrade aging infrastructure. In addition, the Department reviews plans and inspects construction of public improvements to serve new private residential, commercial, and industrial developments. The Department also reviews and processes encroachment permits for work done in the City right-of-way by private contractors and utility companies.

### **INITIATIVES FOR FISCAL YEAR 2014-2015**

The City Council assigned the following tasks to the Public Works Department as part of the City's FY 2014-15 Implementation Action Plan.

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### ***Goal I. Ensure that Burlingame is an attractive and safe residential community that honors its history and community character***

- ❖ Make the Bayshore area more pedestrian-friendly and attractive
  1. Prepare recommendations on how to make Bayshore Blvd and other Bayfront streets more attractive, including the addition of trees
  2. Make efforts to improve the Bay Trail

### ***Goal II. Sustain long-term financial strength with increased and diverse revenue sources, greater expenditure controls, and strong reserve policies***

- ❖ Prioritize capital improvement projects
  1. Study the current and anticipated capital improvements needs for the City, develop criteria for prioritization, and present plan to the City Council
  2. Prepare 5-year CIP schedule

### ***Goal III. Enhance and promote Burlingame's downtown and commercial districts sectors***

- ❖ Establish a comprehensive and improved sign program
  1. Analyze options for enhancing gateway signage at the City's entrances
- ❖ Address Downtown parking needs
  1. Present the findings of the Parking Structure Location study to the City Council and obtain direction
  2. Explore options to increase the use of parking lots located out of the core Downtown area, including the use of incentives to promote employee parking in these lots

### ***Goal IV. Maintain and enhance Burlingame's high quality services that meet the needs of the community***

- ❖ Expand and improve City playing fields and parks
  1. Improve the existing Bayside Dog Park

### ***Goal V. Strive to promote more environmentally sustainable policies and outcomes***

- ❖ Make City facilities, practices, and emissions more sustainable
  1. Work with PG&E and other entities to explore options for making the City more energy efficient
  2. Present options to the City Council for approval to move forward

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## DEPARTMENT BUDGET SUMMARY

	FY2014 Adopted Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Employee Costs	8,733,529	9,542,641	809,112	9.3%
Non-Personnel Costs	15,324,681	16,822,600	1,497,919	9.8%
Debt Service	4,700,504	4,616,691	(83,813)	-1.8%
Internal Services	1,732,733	2,746,682	1,013,949	58.5%
Capital Outlay	1,050,800	787,000	(263,800)	-25.1%
<b>Total Appropriation</b>	<b>31,542,247</b>	<b>34,515,614</b>	<b>2,973,367</b>	<b>9.4%</b>
<b>Sources of Funds</b>				
Capital Projects Fund	800,000	900,000	100,000	12.5%
Charges for Svc - General Fund	383,100	391,694	8,594	2.2%
Charges for Svc - ISF	1,931,056	2,390,084	459,028	23.8%
Charges for Svc - Landfill	348,000	434,000	86,000	24.7%
Charges for Svc - Sewer	15,410,500	15,410,500	0	0.0%
Charges for Svc - Solid Waste	559,200	821,900	262,700	47.0%
Charges for Svc - Water	15,077,008	16,997,068	1,920,060	12.7%
Charges for Svc - Outside Agencies	1,427,969	1,431,256	3,287	0.2%
General Fund	3,585,861	4,874,253	1,288,392	35.9%
Grants & Contributions	114,354	62,000	(52,354)	-45.8%
Interest Income	238,000	242,000	4,000	1.7%
Other Revenue	55,000	33,000	(22,000)	-40.0%
Parking Fund	64,377	64,377	0	0.0%
Reserves	385,262	57,492	(327,770)	-85.1%
Revenue - Sale of Vehicles	25,000	0	(25,000)	-100.0%
Solid Waste Fund	0	57,600	57,600	-
<b>Total Funding</b>	<b>40,404,687</b>	<b>44,167,224</b>	<b>3,762,537</b>	<b>9.3%</b>

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DEPARTMENT STAFF

	FY2014 Adopted Budget	FY2015 Budget Request	+ / - Change in FTE
<b>Full-Time Equivalents (FTE)</b>			
Administrative Secretary	1.00	1.00	0.00
Assistant Civil Engineer	1.00	1.00	0.00
Asst Facilities Superintendent	1.00	1.00	0.00
Asst Public Works Director	1.00	1.00	0.00
Asst Street & Sewer Superintendent	1.00	1.00	0.00
Asst Water Operations Superintendent	1.00	1.00	0.00
Assistant Civil Engineer	1.00	1.00	0.00
Associate Civil Engineer	1.00	1.00	0.00
Automotive Mechanic	2.00	2.00	0.00
CCTV Leadworker	1.00	1.00	0.00
Director of Public Works	1.00	1.00	0.00
Environmental Regulatory Compliance Coordinator	0.00	1.00	1.00
Facilities Leadworker	1.00	1.00	0.00
Facilities Maintenance Worker	2.00	2.00	0.00
Fleet Manager	1.00	1.00	0.00
Maintenance Electrician	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Office Assistant I/II	1.00	1.00	0.00
Program Manager	1.00	1.00	0.00
Public Works Inspector	1.00	1.00	0.00
Public Works Superintendent	1.00	1.00	0.00
Pump Station Leadworker	1.00	1.00	0.00
Secretary	1.00	1.00	0.00
Senior Civil Engineer	3.00	3.00	0.00
Senior Public Works Inspector	1.00	1.00	0.00
Street & Sewer Leadworker	3.00	3.00	0.00
Street & Sewer Maintenance Worker	13.00	13.00	0.00
Street & Sewer Supervisor	2.00	2.00	0.00
Traffic Sign & Paint Leadworker	1.00	1.00	0.00
Transportation Engineer	0.75	0.75	0.00
Water Maintenance Leadworker	2.00	2.00	0.00
Water Maintenance Worker	7.00	7.00	0.00
Water Meter Reader	1.00	1.00	0.00
Water Quality & Meter Technician	1.00	1.00	0.00
Water Quality Supervisor	1.00	1.00	0.00
Water Service & Operations Technician	1.00	1.00	0.00
Water Supervisor	1.00	1.00	0.00
<b>Total FTE</b>	<b>61.75</b>	<b>62.75</b>	<b>1.00</b>

## DEPARTMENT STATISTICS

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
<b>Engineering</b>				
Major studies conducted	12	14	15	14
Streets, sidewalks, and storm drainage projects undertaken	9	11	14	14
Sewer projects undertaken	6	6	8	9
Water projects undertaken	5	4	5	7
Parks projects undertaken	3	2	2	2
Miscellaneous projects undertaken	10	9	6	5
Private development projects reviewed	80	100	110	125
<b>Facilities</b>				
Buildings maintained	19	19	19	21
Help desk tickets addressed	454	555	460	486
Square footage of buildings painted	7,875	13,703	10,000	25,000
<b>Sewer</b>				
Customer service calls	408	370	344	243
Mains cleaned (non-easement in feet)	250,675	203,706	249,908	210,000
Mains cleaned (easement in feet)	118,517	95,506	80,678	60,000
Laterals repaired and replaced	345	380	58	96
Mains repaired and replaced (feet)	11,759	3,990	5,789	5,289
Pumps repaired	2	1	3	5
Private laterals inspected	196	170	180	175
Closed circuit television (miles of mains)	41	29	28	28
Manholes replaced	58	54	24	40
Lateral maintenance completed (each)	3,710	4,061	3,973	4,939
Lateral maintenance completed (feet)	148,050	123,639	119,190	148,170
Root foaming completed (mains in feet)	33,656	33,151	34,554	33,571

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	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
<b>Streets and Storm Drainage</b>				
Streets swept (miles)	9,775	9,683	7,800	7,750
Debris removed (cubic yards)	4,006	4,069	4,000	3,800
Streets repaired (square feet)	14,154	10,678	15,560	12,600
Regulatory signs repaired and replaced	2,293	1,146	551	550
Striping (feet)	29,499	36,938	5,501	5,500
Pavement markings	2,281	1,668	1,340	1,600
Sidewalk and curbs repaired (concrete in square feet)	4,233	2,539	1,985	2,100
Temporary sidewalks repaired (asphalt in square feet)	4,724	2,929	2,723	2,400
Storm drain pipes cleaned (feet)	1,968	2,000	3,200	3,000
Catch basins cleaned	1,935	2,500	2,140	2,000
Crack sealing (feet)	54,348	40,000	59,523	58,000
Creeks cleaned and debris removed (each/tons)	4/ 533	6 / 646.41	6/ 480	6 / 496
<b>Vehicle and Equipment</b>				
Vehicles serviced (preventive maintenance)	393	393	393	400
Miscellaneous repairs made (minor repairs)	379	379	379	390
Vehicles smog tested	24	24	24	26
Vehicles and equipment maintained	293	260	260	268
Emergency road service calls	21	30	30	30
<b>Water</b>				
Water purchased (in billion gallons)	1.47	1.19	1.519	1.635
Customer service calls made	979	773	1250	768
Meters replaced	1,150	953	966	889
Main and valves repaired	18	19	15	15
Valves exercised	417	666	680	450
Services repaired	20	6	43	23
New services installed	41	20	10	12
Fire hydrants serviced or repaired	275	391	16	8
Fire hydrants replaced	2	1	2	6
Water quality tests conducted	1,340	556	556	619
Water mains flushed (miles)	20	26.1	16.7	17.3
Backflow devices tested	32	35	35	35
Fire flow test performed	24	20	52	65

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	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
<b>Wastewater Treatment Plant</b>				
Minimum flows - million gallons day (MGD)	2.6	2.6	2.6	2.6
Average flows - (MGD)	3.3	3.25	3.28	3.28
Maximum flows - (MGD)	12	11	11	13
Biological oxygen demand (BOD) – average lbs/day	8,600	8,126	8,489	8,500
Total suspended solids (TSS) – avg lbs/day	6,700	6,911	7,224	7,300

## DEPARTMENT PERFORMANCE MEASURES

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 Estimated
Limit construction change orders to 10% or less of the contract for 80% of the CIP projects (not including increases in scope of work)	93%	91%	100%	100%
Maintain a citywide average PCI (Pavement Condition Index) score of at least 65	76	75	76	76
Complete 70% of Facilities Help Desk tickets within 3 days of receipt, excluding requests that require ordering specialty parts	97%	97%	97%	97%
Make initial response to Streets/Sewer/Water service calls within an average of 30 minutes or less.	21 mins	21 mins	21 mins	21 mins
Make initial response to investigate and prioritize pothole and sidewalk complaints within 48 hours 90% of the time.	100%	100%	100%	100%
Complete 95% of the vehicle services and minor repairs within one working day	95%	96%	96%	96%
Complete 90% of scheduled preventative maintenance for vehicles in the month they are due	94%	97%	97%	97%
Complete 95% of the water service installation requests within 10 working days	95%	95%	100%	100%
Meet State and Federal regulatory water quality standards for drinking water by attaining a minimal of 95% of samples free from total coliform	100%	100%	100%	100%

## **PUBLIC WORKS DEPARTMENT- ENGINEERING DIVISION**

The Engineering Division is responsible for providing engineering services and implementing the following key programs: Capital Improvement Program (CIP), Development Review for Impacts on City Infrastructure, Traffic Safety, and Administration.

The Engineering Division is responsible for developing and implementing the CIP. The Division ensures that CIP projects are planned, designed and constructed in a timely, safe, functional, aesthetic and economical manner for the following infrastructure areas: water system, sanitary sewer system, storm drainage system, street resurfacing program, sidewalk/ADA ramp program, street lighting system, traffic signal, signage and pavement markings, facility improvements, and the Wastewater Treatment Plant.

The Engineering Division works closely with the Community Development Department to perform plan-checking services for private development projects that impact City infrastructure to ensure compliance with codes and regulations. The Division reviews plans and processes encroachment permits for work within the public right-of-way. The Division is also responsible for reviewing and processing subdivision and parcel maps.

The Engineering Division serves as liaison to the Traffic Safety and Parking Commission and the Bicycle Pedestrian Advisory Committee to address traffic safety and parking-related matters. The Division also performs traffic studies and analyses to address traffic-related problems and is also responsible for applying for and administering grant funding for transportation-related projects.

The Division provides general engineering services to the City Council, City departments and Commissions as needed. The Division coordinates with the Peninsula Congestion Relief Alliance to manage the City shuttle program; maintains City maps and utility records; and coordinates work performed by Caltrain, Caltrans, and the San Mateo County Transportation Authority within the City jurisdiction to ensure compliance with City requirements.

### **KEY ENGINEERING DIVISION BUDGET CHANGES**

The significant increase in employee costs in Engineering is largely the result of an \$112,000 allocated charge for retiree medical benefits earned by active employees. Increases in CalPERS (pension) costs and health premiums and other benefits account for an additional \$93,000. The remaining increases represent a rise in salaries and wages based on salary step increases and negotiated (contractual) pay rate increases of approximately 3.0% effective January 1, 2015.

The non-personnel budget has increased by a net \$200,000. Approximately \$172,000 of this increase is due to a budget allocation for past retiree medical benefits. A budget of \$32,000 is added to cover the expected rise in the City/County Association of Governments (C/CAG) assessment, and a re-assignment of costs previously included in the other non-departmental fund, which is no longer used, such as the State of California Street Report.

**ENGINEERING DIVISION BUDGET SUMMARY**

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	1,849,259	2,121,342	272,083	14.7%
Non-Personnel Costs	526,296	737,379	211,083	40.1%
Internal Services	215,821	204,537	(11,284)	-5.2%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>2,591,376</b>	<b>3,063,258</b>	<b>471,882</b>	<b>18.2%</b>
<b>Sources of Funds</b>				
General Fund	1,408,276	1,713,964	305,688	21.7%
Charges for Svc - General Fund	383,100	391,694	8,594	2.2%
Capital Projects Fund	800,000	900,000	100,000	12.5%
Solid Waste Fund	0	57,600	57,600	-
<b>Total Funding</b>	<b>2,591,376</b>	<b>3,063,258</b>	<b>471,882</b>	<b>18.2%</b>

**PUBLIC WORKS – FACILITIES MAINTENANCE DIVISION**

The Facilities Division is responsible for providing maintenance services to City building facilities, including City Hall, Fire Stations, Libraries, the Parks Yard, the Police Station, the Public Works Corporation Yard, and the Recreation Center. The Division is also responsible for the oversight and administration of the custodial services contract.

The Division operates as an internal service fund. The Division manager is a resource on facilities remodeling, rehabilitation, and new construction projects and helps determine the need for and recommend capital improvements for City facilities. The Division performs preventive maintenance on major building systems on a regular, predetermined schedule. The maintenance components include heating, ventilation, and air conditioning systems (HVAC), electrical distribution for lighting and control systems, security and fire systems, building pumps, and building generators.

**KEY FACILITIES MAINTENANCE DIVISION BUDGET CHANGES**

Personnel costs have risen by \$109,000 due in part to an allocated charge of \$34,000 for retiree medical benefits earned by active employees. Increases in CalPERS (pension) costs and health premiums and other benefits account for an additional \$34,000. Also included is an additional

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\$26,000 in temporary salaries to assist with facilities maintenance programs and special projects. Much of the remaining increases represent a rise in salaries and wages based on salary step increases and negotiated (contractual) pay rate increases of approximately 3.0% effective January 1, 2015.

The non-personnel budget has increased by \$86,000, due in part to a budget allocation of \$51,000 for past retiree medical benefits. Much of the remaining \$35,000 relates to various contractual cost increases for elevator maintenance service contracts, HVAC services, building security, as well as an additional appropriation to allow for required testing on the 23 backflow devices at City facilities.

### FACILITIES MAINTENANCE DIVISION BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	615,087	724,378	109,291	17.8%
Non-Personnel Costs	508,389	594,175	85,786	16.9%
Internal Services	37,131	46,646	9,515	25.6%
Capital Outlay	60,000	0	(60,000)	-100.0%
<b>Total Appropriation</b>	<b>1,220,607</b>	<b>1,365,199</b>	<b>144,592</b>	<b>11.8%</b>
<b>Sources of Funds</b>				
Charges for Services - ISF	1,055,638	1,280,251	224,613	21.3%
Charges for Svc - Outside Agencies	107,969	86,256	(21,713)	-20.1%
Interest Income	0	4,000	4,000	-
Reserves	57,000	0	(57,000)	-
<b>Total Funding</b>	<b>1,220,607</b>	<b>1,370,507</b>	<b>149,900</b>	<b>12.3%</b>

### PUBLIC WORKS – SEWER MAINTENANCE DIVISION

The Sewer Maintenance Division is responsible for providing operation and maintenance services related to the sewer collection system. The sewer collection system consists of 100 miles of gravity sewers, 31 miles of lower laterals, five miles of force mains and seven lift stations. The Division also provides services to convey sewage from Hillsborough to the WasteWater Treatment Plant for its treatment and disposal.

The Sewer Division crew responds to complaints in connection with sewer problems and attempts to address the problems as required. This includes emergency response related to the sewer main and lower lateral blockage relief.

The Sewer Division performs preventative cleaning of the entire collection system on a regular basis every three years to prevent line blockages due to grease, roots and other debris. The Division performs regular inspections of the sewer system using Closed Circuit Television (CCTV) cameras. Data captured from CCTV inspection is entered into a Computerized Maintenance Management System and is evaluated for maintenance needs and Capital Improvement Projects.

The Sewer Division is responsible for performing repairs of broken sewer mains and lower laterals as part of the Sewer System Overflows Reduction Program. The Division also performs rehabilitation of manholes and cleanouts in order to prevent storm water infiltration into the system.

The Sewer Division performs daily checks of pump stations and performs preventative maintenance as required. This includes replacing damaged parts and performing repairs. In addition, the Division cleans the pump wet wells by utilizing bacteria cultures for dissolving grease deposits in wet wells and connecting pipe systems.

The Sewer Division is also responsible for the oversight and certification of Sewer Lateral Tests involved in the sale of private properties or remodel of residential and commercial properties. The Division also inspects underground sewer lateral installations, main connections, and cleanout installations by private contractors for residential, commercial and industrial properties.

## **KEY SEWER MAINTENANCE DIVISION BUDGET CHANGES**

Personnel costs have risen by \$219,000, or 10.7%. The budget includes an increase of \$51,000 in allocated charges for retiree medical benefits earned by active employees. Salaries and benefits are increased by \$64,000 to fund an additional 0.40 FTE for an Environmental Regulatory Compliance Coordinator. The position will manage federal and state regulatory compliance for the Water, Sewer, and Storm Drain programs. Increases in CalPERS (pension) costs and health premiums and other benefits account for an additional \$100,000. The remaining increases represent a rise in salaries and wages based on salary step increases and negotiated (contractual) pay rate increases of approximately 3.0% effective January 1, 2015.

The non-personnel budget for the Division has declined by a net \$36,000, even though it includes a budget allocation of \$160,000 for past retiree medical benefits. An offsetting decline of \$192,000, due primarily to a change in accounting for certain cost recoveries for General Fund services, is now reflected as a transfer out, rather than as an operating cost to the Sewer Enterprise. Aside from the new allocation for past retiree medical benefits and this accounting change, the non-personnel budget has remained stable. In November 2012, budgetary estimates were re-aligned to reflect the results of the City's most recent water and sewer rate study, which includes assumptions about funding needs for fiscal year 2014-15.

The proposed capital outlay budget includes \$46,500 in funding for a backup submersible pump to be used at sewer lift stations during emergencies or repairs, replacement of aging gas monitors and detectors as required by CalOSHA; a replacement head for a sewer lateral CCTV

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camera, and a hydraulic device for the City's Vac-Con truck to haul debris to the Burlingame Wastewater Treatment Plant. The funding request also includes \$10,000 for ArcGIS Server Web Mapping software and hardware.

### SEWER MAINTENANCE DIVISION BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	2,056,043	2,275,794	219,751	10.7%
Non-Personnel Costs	1,058,620	1,022,279	(36,341)	-3.4%
Debt Service	2,563,659	2,542,660	(20,999)	-0.8%
Internal Services	328,556	687,254	358,698	109.2%
Capital Outlay	15,000	56,500	41,500	276.7%
<b>Total Appropriation</b>	<b>6,021,878</b>	<b>6,584,487</b>	<b>562,609</b>	<b>9.3%</b>
<b>Sources of Funds</b>				
Charges for Svc - Sewer	12,941,091	12,737,373	(203,718)	-1.6%
Interest Income	63,000	63,000	0	0.0%
Other Revenue	25,000	25,000	0	0.0%
<b>Total Funding</b>	<b>13,029,091</b>	<b>12,825,373</b>	<b>(203,718)</b>	<b>-1.6%</b>

### PUBLIC WORKS – SHUTTLE BUS PROGRAM

The Burlingame Shuttle Bus Program provides public transportation services to reduce traffic congestion during the peak commute hours. The City coordinates with regional transportation agencies to provide shuttle services. The Shuttle Program consists of four shuttles and is administered by the Public Works Department's Engineering Division. As part of a regional traffic congestion management effort for San Mateo County, the Peninsula Traffic Congestion Relief Alliance provides management and contract administration services. A summary of the four shuttles follows.

The Bayside Commuter Shuttle serves employers in the Rollins Road and Bayshore-Airport Boulevard areas, connecting them with the BART Intermodal Station in Millbrae during peak commute hours. The Bayside Commuter Shuttle is funded 75% by the San Mateo County Transportation Authority and 25% by City funds.

The North Burlingame Shuttle connects residents in the north Burlingame area, the Sisters of Mercy, and Mills-Peninsula Hospital to the Millbrae BART station during peak commute hours. The North Burlingame Shuttle is funded 50% by a City/County Association of Governments grant and 50% by the Sisters of Mercy and Mills-Peninsula Hospital.

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The Hotel/Downtown Shuttle provides daily service to Burlingame hotels during lunch and dinner hours by transporting hotel patrons to the Burlingame Avenue and Broadway commercial areas for dining and shopping, and back to the hotels. The shuttle is funded by contributions from hotels, the Business Improvement Districts, and the City. The shuttle is managed by the San Mateo County/Silicon Valley Convention and Visitors Bureau.

The Broadway Train Station Shuttle provides service to commuters between the Broadway Train Station and the Millbrae BART station during peak commute hours and is funded by the Peninsula Corridor Joint Powers Board.

### KEY SHUTTLE PROGRAM BUDGET CHANGES

The proposed budget for the Shuttle program has declined overall by \$77,000 due primarily to a grant that will be administered by the Peninsula Traffic Congestion Relief Alliance (rather than by the City). This grant is expected to decrease the allocated net billing to the City. (Grant revenue for this special revenue fund is correspondingly decreased.)

### SHUTTLE PROGRAM BUDGET SUMMARY

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Employee Costs	6,180	0	(6,180)	-100.0%
Non-Personnel Costs	217,876	147,500	(70,376)	-32.3%
<b>Total Appropriation</b>	<b>224,056</b>	<b>147,500</b>	<b>(76,556)</b>	<b>-34.2%</b>
<b>Sources of Funds</b>				
General Fund	109,702	85,500	(24,202)	-22.1%
Grants & Contributions	114,354	62,000	(52,354)	-45.8%
<b>Total Funding</b>	<b>224,056</b>	<b>147,500</b>	<b>(76,556)</b>	<b>-34.2%</b>

## **PUBLIC WORKS – SOLID WASTE AND LANDFILL FUNDS**

The City of Burlingame is a member of the South Bayside Waste Management Authority (SBWMA), a joint powers authority that contracts with Recology and South Bay Recycling for solid waste collection and disposal, inert recyclable materials collection, and yard and organic waste collection and composting. A Councilmember represents the City on the SBWMA Board, while the Finance Director serves on the Technical Advisory Committee. Door-to-door hazardous waste pickup is a program funded by the Solid Waste Fund. The Solid Waste Fund also covers the cost of cleaning downtown sidewalks, parking lots, and garbage cans. A portion of the fees charged for garbage collection and disposal is used to fund the Solid Waste Fund.

The Landfill Fund finances the costs associated with the long-term monitoring requirements of the closed City landfill located on Airport Boulevard. The State requires that a dedicated fund be set aside for the purposes of landfill monitoring and maintenance. The Regional Water Quality Control Board and the Bay Area Air Quality Management District require regular sampling and analysis of ground water and monitoring of methane gas around the landfill site. The Public Works Department's Engineering Division provides the oversight and management of landfill post closure monitoring services. A portion of the solid waste franchise fees is transferred into this fund to pay for performing state-required testing and monitoring of water quality and volatile gases from the landfill.

## **KEY SOLID WASTE AND LANDFILL FUNDS BUDGET CHANGES**

In the 2013-14 fiscal year, the Solid Waste Fund was separated to account for two distinct activities: solid waste operations and landfill post-closure maintenance. The fiscal year 2013-14 budgets shown below were the result of dividing the combined budget to provide (estimated) amounts needed to support each of these activities. Personnel costs were slightly over-estimated for both of these enterprise funds. The proposed fiscal year 2014-15 budget is built on actual payroll costs by position, and so more accurately reflects employee costs for each fund. In addition, certain contractual expenses pertaining to the landfill enterprise fund were initially associated with solid waste activities.

The personnel budget for the Solid Waste Enterprise Fund reflects an increase of less than \$10,000, largely due to increases in the cost of retirement and other benefits for active employees. Despite the inclusion of a \$26,000 budget allocation for past retiree medical benefits, the non-personnel budget for the fund shows a net decrease of \$54,000. The change is reflected in a decreased budget for contractual services, where certain contracts associated with the landfill fund were initially included in the solid waste fund budget.

The budget for employee costs in the landfill enterprise budget for the 2014-15 fiscal year reflects a decrease due to the over-estimation of personnel costs when the fund was first established. The non-personnel budget reflects an increase for cost of contractual services that were initially budgeted in the solid waste fund. Overall, the contract services in this area have not been as costly as originally anticipated, due to the optimal utilization of monitoring systems at the landfill site.

**SOLID WASTE AND LANDFILL FUNDS BUDGETS SUMMARY***Solid Waste Enterprise*

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	335,701	345,374	9,673	2.9%
Non-Personnel Costs	207,100	152,569	(54,531)	-26.3%
Internal Services	110,760	110,831	71	0.1%
Capital Outlay	0	0	0	0.0%
<b>Total Appropriation</b>	<b>653,561</b>	<b>608,774</b>	<b>(44,787)</b>	<b>-6.9%</b>

**Sources of Funds**

Charges for Svc - Solid Waste	559,200	821,900	262,700	47.0%
Interest Income	17,000	17,000	0	0.0%
<b>Total Funding</b>	<b>576,200</b>	<b>838,900</b>	<b>262,700</b>	<b>45.6%</b>

*Landfill Post-Closure Maintenance Fund*

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	66,567	46,891	(19,676)	-29.6%
Non-Personnel Costs	149,470	194,673	45,203	30.2%
Internal Services	0	0	0	-
Capital Outlay	0	0	0	-
<b>Total Appropriation</b>	<b>216,037</b>	<b>241,564</b>	<b>25,527</b>	<b>11.8%</b>
<b>Sources of Funds</b>				
Charges for Svc - Landfill	348,000	434,000	86,000	24.7%
<b>Total Funding</b>	<b>348,000</b>	<b>434,000</b>	<b>86,000</b>	<b>24.7%</b>

## **PUBLIC WORKS – STREETS AND STORM DRAINAGE DIVISION**

The Streets and Storm Drainage Division is responsible for providing operation and maintenance services related to the streets and storm drainage system, which includes 84 lane miles of streets, 116 miles of sidewalks, 45 miles of storm drain systems and creeks, and five pump station facilities.

The Division performs street repair services including excavations, backfills, restorations and pothole repairs. The Division also performs regularly scheduled crack sealing street repairs in order to increase infrastructure longevity prior to resurfacing. The Division works closely with the Engineering Division to identify sidewalk, curb, and gutter problems to be addressed as part of the Capital Improvement Program. The Division performs temporary sidewalk repairs using asphalt patching and grinding of uneven surfaces to prevent tripping hazards.

The Division also works closely with Engineering Division to install street signage, striping and pavement markings as required by regulations. The Division coordinates with City of San Mateo Public Works Department for traffic signal services.

The Division maintains and performs regular cleaning of creeks, channels, catch basins, trash capture devices and pipe systems. In addition, the Division performs maintenance services to pump stations to ensure proper functioning during rain storms to prevent flooding.

The Division also performs street sweeping services for all residential, commercial and industrial areas. The street sweeping is performed six days a week in the Downtown and commercial areas. The street sweeping in the residential areas is performed once a week during the winter (leaf) season, and every other week during the summer season. The Division also cleans City-owned parking lots in the Downtown and Broadway commercial areas and power washes sidewalks in the Downtown and Broadway districts.

## **KEY STREETS AND STORM DRAINAGE DIVISION BUDGET CHANGES**

Personnel costs in the Streets and Storm Drain Division have risen approximately \$152,000, due in part to the inclusion of a budget allocation for retiree medical benefits (\$50,000), plus increases (approximately \$60,000) in the cost of retirement and other benefits for active employees. An additional \$8,000 has been added to part-time salaries to allow more utilization of summer help for curb painting, as well as maintenance of trash capture devices and catch basin cleaning to comply with permit requirements. Wage increases are calculated based on negotiated wage increases (3.0% for most non-safety employees at mid-year), as well as scheduled merit/longevity step increases for qualifying employees. In addition, a 0.20 FTE (full time equivalent position) for an Environmental Regulatory Compliance Coordinator is added.

The budget for non-personnel costs in the Division has increased over \$300,000. Increases include the addition of a \$76,000 budget allocation for past retiree medical benefits. Approximately \$50,000 has been added to the contractual services budget due to the need for increased frequency of power washing of Burlingame pavers, which will be partially offset by

## CITY OF BURLINGAME | FISCAL YEAR 2014-2015

the Streetscape Assessment Fund. Increased appropriations are also requested to cover higher costs of equipment maintenance for the Division as well as property taxes from exempt entities – the revenues benefitting the storm drain fund. These taxes were previously budgeted as “non-departmental” costs, a designation which is no longer used. In addition, \$7,000 has been added to this budget for any property damage or loss incurred in the course of streets and storm drain operations. This latter charge was previously budgeted in the City’s Risk Management Program. The remainder relates to modest increases in the cost of service contracts and materials and supplies.

Although charges to departments went up in most of the City’s internal service funds, the largest increase for the Division is the allocation for the costs of the General Liability internal service fund, up \$547,000 based on frequency and severity of claims attributable to Streets and Storm Drainage operations.

### STREETS AND STORM DRAINAGE DIVISION BUDGET SUMMARY

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	851,424	1,003,277	151,853	17.8%
Non-Personnel Costs	493,710	795,436	301,726	61.1%
Internal Services	756,126	1,324,453	568,327	75.2%
Capital Outlay	31,000	16,000	(15,000)	-48.4%
<b>Total Appropriation</b>	<b>2,132,260</b>	<b>3,139,166</b>	<b>1,006,906</b>	<b>47.2%</b>
<b>Sources of Funds</b>				
General Fund	2,067,883	3,074,789	1,006,906	48.7%
Parking Fund	64,377	64,377	0	0.0%
<b>Total Funding</b>	<b>2,132,260</b>	<b>3,139,166</b>	<b>1,006,906</b>	<b>47.2%</b>

## **PUBLIC WORKS – VEHICLE AND EQUIPMENT MAINTENANCE DIVISION**

The Vehicle and Equipment Maintenance Division is responsible for providing vehicle maintenance services to the City fleet system. The City fleet consists of a total of 118 vehicles and trucks and 132 pieces of equipment operated by the Public Works, Parks, Police, Library, and Community Development Departments.

The Division is also responsible for managing the City fleet of vehicles and rolling stock. The Division purchases vehicles and rolling equipment based on replacement criteria and schedule. Vehicle and Equipment Maintenance is operated as an internal service fund.

The Division also provides vehicle maintenance services to the Town of Hillsborough Public Works Department fleet, which consists of 43 vehicles.

### **KEY VEHICLE AND EQUIPMENT MAINTENANCE BUDGET CHANGES**

The budget for personnel costs in this Public Works Division has increased nearly \$27,000, largely due to the \$23,000 allocated charge for retiree medical benefits earned by active employees, and increases (totaling \$10,600) in CalPERS (pension) costs, health premiums and other benefits. A rise in the costs of salaries and wages based on salary step increases and negotiated (contractual) pay rate increases of approximately 3.0% effective January 1, 2015 necessitates a \$7,000 increase in personnel costs, but the budget for the use of temporary help to cover for vacation and sick leave has been reduced by \$14,000.

Non-personnel costs are up nearly \$42,000 from the prior year, in large part due to the inclusion of a \$35,000 budget allocation for past retiree medical benefits. The remaining \$7,000 budget is needed to replace equipment that is over 10 years old and not able to handle the thicker metals associated with current fabrication needs.

The capital outlay request consists primarily of planned replacement of vehicles and major equipment which are significantly beyond their useful life. The request for fiscal year 2014-15 reflects scheduled replacement, which is less than the prior year due to a total lower estimated replacement value.

## VEHICLE &amp; EQUIPMENT MAINTENANCE BUDGET SUMMARY

	FY2014 Revised Budget	FY2015 Budget Request	+ / - Change in \$	+ / - Change in %
<b>Appropriations</b>				
Employee Costs	410,574	437,361	26,787	6.5%
Non-Personnel Costs	265,800	307,736	41,936	15.8%
Internal Services	17,306	20,228	2,922	16.9%
Capital Outlay	597,000	489,000	(108,000)	-18.1%
<b>Total Appropriation</b>	<b>1,290,680</b>	<b>1,254,325</b>	<b>(36,355)</b>	<b>-2.8%</b>
<b>Sources of Funds</b>				
Charges for Svc - ISF	875,418	1,109,833	234,415	26.8%
Interest Income	42,000	42,000	0	0.0%
Charges for Svc - Outside Agencies	20,000	45,000	25,000	125.0%
Revenue - Sale of Vehicles	25,000	0	(25,000)	-100.0%
Reserves	328,262	57,492	(270,770)	-82.5%
<b>Total Funding</b>	<b>1,290,680</b>	<b>1,254,325</b>	<b>(36,355)</b>	<b>-2.8%</b>

## PUBLIC WORKS – WATER MAINTENANCE DIVISION

The Water Maintenance Division is responsible for providing services related to the operations and maintenance of the City's drinking water distribution system. The drinking water distribution system consists of 100 miles of pipes, six metered connections with the San Francisco Public Utilities Commission, four pump stations, and seven storage reservoirs and appurtenances. The City receives its drinking water from the Hetch Hetchy Regional Water System and distributes it to the Burlingame community through the local distribution system. The City also provides drinking water to a portion of the San Mateo County unincorporated area known as Burlingame Hills.

In compliance with California Department of Health Services regulations, the Water Division regularly collects and analyzes water quality samples and ensures that the City's water meets or exceeds State and Federal water quality standards. The Division also coordinates with the San Mateo County Health Department to manage the Backflow Prevention Testing Program and ensures that the City owned backflow devices meet the County Department of Health standards.

The Water Division conducts a bi-annual program to clean the water distribution system to remove sediment from the water mains and improve water quality. The Division performs inspections and repairs of fire hydrants, and makes repairs as a result of water main leaks, and

replaces pipes if in bad condition. The Division exercises and indexes all water main valves and installs larger residential services for new development projects.

The Division performs daily pump station inspections; checks water leaks on public and private properties; rechecks meter readings; and performs turn-offs and turn-ons and other related investigations. The Division is also responsible for performing water-meter reads in the city every two months, and performs tests of water meters and calibrates them every other year to ensure accurate meter readings.

The Division inspects the pump systems, pressure reducing valves (PRVs) and pump control valves to ensure they are properly functioning and performs maintenance as needed.

## **KEY WATER MAINTENANCE DIVISION BUDGET CHANGES**

Personnel costs have risen modestly by a net \$45,000. The Water Enterprise budget has historically included an allocation for the current cost of retiree medical benefits, which rose incrementally by \$5,000. The budget also includes \$90,000 in cost increases associated with CalPERS (pension) costs, health premiums, and other benefits for existing employees. Approximately \$64,000 in salaries and benefits for the proposed addition of 0.40 FTE for an Environmental Regulatory Compliance Coordinator is also assumed, as well as an additional \$20,000 in temporary staffing based upon historical needs for system maintenance and coverage. An offsetting amount of \$205,000 reflects a reduction in the amount of accrued leave needed for separating employees. This amount was over-estimated in fiscal year 2013-14. An increased appropriation of \$71,000 is provided for existing employees based on salary step increases and negotiated (contractual) pay rate increases of approximately 3.0% effective January 1, 2015.

The non-personnel budget has increased by a net \$765,000, and includes a budget allocation of \$190,000 for past retiree medical benefits. In addition, based upon the latest information from the San Francisco Public Utilities Commission, the City is requesting an additional appropriation of \$861,000 in purchased water to account for a 19.6% increase in the cost of wholesale water. A change in accounting for budgeted cost recoveries for General Fund services is now reflected as a transfer out to the General Fund, rather than as an operating cost to the Water Enterprise. This accounting treatment resulted in a \$361,000 decline in operating costs when compared to the fiscal year 2013-14 budget. Approximately \$14,000 has been provided for property damage and losses typically incurred by the Water Enterprise, but formerly funded out of the City's risk management program. Minor allowances for increases in the cost of service contracts, small tools, and materials and supplies are also included. Aside from these changes, the non-personnel budget has remained stable, due to the implementation of the results of the City's most recent water and sewer rate study which included assumptions about funding needs for fiscal year 2014-15.

The proposed capital outlay budget of \$10,000 relates to the Water Enterprise's allocated cost for ArcGIS Server Web Mapping software and hardware, which will be shared by the Water, Sewer, and Storm Drain programs.

**WATER MAINTENANCE DIVISION BUDGET SUMMARY**

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
<b>Appropriations</b>				
Employee Costs	2,542,694	2,588,224	45,530	1.8%
Non-Personnel Costs	8,348,098	9,113,226	765,128	9.2%
Debt Service	2,136,845	2,074,031	(62,814)	-2.9%
Internal Services	264,196	352,733	88,537	33.5%
Capital Outlay	130,550	10,000	(120,550)	-92.3%
<b>Total Appropriation</b>	<b>13,422,383</b>	<b>14,138,214</b>	<b>715,831</b>	<b>5.3%</b>
<b>Sources of Funds</b>				
Charges for Svc – Water	15,077,008	16,997,068	1,920,060	12.7%
Interest Income	116,000	116,000	0	0.0%
Other Revenue	30,000	8,000	(22,000)	-73.3%
<b>Total Funding</b>	<b>15,223,008</b>	<b>17,121,068</b>	<b>1,898,060</b>	<b>12.5%</b>

**PUBLIC WORKS – WASTEWATER TREATMENT**

The City's Wastewater Treatment Plant treats domestic, commercial and industrial wastewater by removing hazardous elements and pollutants and then disposes the treated effluent in a manner that does not harm the environment. The Wastewater Treatment Plant treats wastewater discharged by all City customers including residential, commercial and industrial properties. The Wastewater Treatment Plant also treats the Town of Hillsborough wastewater conveyed through the Burlingame sewer collection system.

The Wastewater Treatment plant is a Class IV activated sludge plant. The Regional Water Quality Control Board issues a discharge permit that sets forth minimum treatment requirements. The current NPDES permit was issued in May 2013. The plant is operated through a contract with Veolia Water North America Operating Services, Inc. After treatment, the effluent is pumped to a sub-regional, de-chlorination plant in South San Francisco and released into the San Francisco Bay using a deep water outfall located north of San Francisco International Airport. The dewatered sludge is trucked off site to a sanitary landfill or a land application.

**KEY WASTEWATER TREATMENT BUDGET CHANGES**

The proposed non-personnel budget has risen by \$208,000, or 5.9%. This is due to a 3% CPI increase in the cost of the Veolia contract for the operation and maintenance of the Burlingame Wastewater Treatment Plant, which is budgeted at \$3.1 million. Approximately \$140,000 is requested for painting and corrosion protection for critical equipment, which is partially offset by a \$73,000 reduction in professional service contracts and special studies based on anticipated needs for the forthcoming year. An additional \$215,000 in funding for capital outlays is requested for the rebuilding and replacement of special machinery and critical infrastructure, such as various pumps located throughout the treatment plant, filters for use of digester gas, and equipment for odor control.

**WASTEWATER TREATMENT BUDGET SUMMARY****Appropriations**

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
Non-Personnel Costs	3,549,322	3,757,627	208,305	5.9%
Internal Services	2,837	0	(2,837)	-100.0%
Capital Outlay	217,250	215,500	(1,750)	-0.8%
<b>Total Appropriation</b>	<b>3,769,409</b>	<b>3,973,127</b>	<b>203,718</b>	<b>5.4%</b>

**Sources of Funds**

	<b>FY2014 Revised Budget</b>	<b>FY2015 Budget Request</b>	<b>+ / - Change in \$</b>	<b>+ / - Change in %</b>
Charges for Svc - Sewer	2,469,409	2,673,127	203,718	8.2%
Charges for Svc - Outside Agencies	1,300,000	1,300,000	0	0.0%
<b>Total Funding</b>	<b>3,769,409</b>	<b>3,973,127</b>	<b>203,718</b>	<b>5.4%</b>



## Capital Improvement Program – Five Year Capital Plan

Capital Improvement Plan Definitions

Citywide Five Year Summary Plan by Major and Minor Program

Facilities Capital Improvement Plan

Parks and Trees Capital Improvement Plan

Parking and Garages Capital Improvement Plan

Sewer Capital Improvement Plan

Streets Capital Improvement Plan

Storm Drain Capital Improvement Plan

Water Capital Improvement Plan



## **FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**

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The citizens of Burlingame depend on a reliable City infrastructure that fosters a safe environment to live and work. The Public Works Department is tasked with the creation of long-lasting improvements to aging infrastructure, facilities, and streets in order to sustain the quality of life that all residents can enjoy. The Parks and Recreation Department coordinates major renovations to city parks and trees.

The Capital Improvement Program (CIP) is a multi-phase, multi-year endeavor consisting of seven subprograms:

### **PARKS AND TREES**

The Parks and Trees Capital Improvement Program allows the Parks and Recreation Department to ensure the safety and quality of the 16 parks, playgrounds and sports facilities throughout the city. Projects include playground improvements, street tree reforestation, improvements to safety and sports lighting, park fencing and paving, and replacement of Village Park restrooms.

### **PARKING AND GARAGES**

The City maintains approximately 24 parking lots and one parking structure. The Parking and Garages Capital Improvement Program includes improvements and upgrades to parking surfaces; meters and pay stations; striping; landscaping; and ancillary equipment such as wheel stops, parking banners and signage.

### **STREETS**

The City operates and maintains 84 miles of streets along with 116 miles of sidewalks, 1,700 streetlights and over 20 traffic signals. This includes several miles of bike lanes and pedestrian facilities. The Streets Capital Improvement Program includes annual improvements to streets; sidewalks; curb and gutter; and ADA ramps. Traffic-related improvements such as signal upgrades, signage and pavement markings are part of this program. This year's program includes major projects such as the Burlingame Avenue Streetscape project and the reconstruction of the Broadway Interchange project, which is being developed in a joint effort by the City, San Mateo County Transportation Authority and Caltrans.

### **STORM DRAIN**

The City operates and maintains approximately 50 miles of storm drainage system including seven creeks/watershed areas with open and closed channel systems with over 2,000 catch basins. The Storm Drain Capital Improvement Program will replace and upgrade the City's aging storm drainage facilities including pipes, pumps and catch basins to provide long-lasting flood protection, improve public safety and reduce pollution.

## **WATER**

The City operates and maintains over 100 miles of potable water system with six storage reservoirs. The City provides water services to Burlingame residents and businesses as well as the residents of Burlingame Hills in the unincorporated areas of San Mateo County. The Water Capital Improvement Program improves the water distribution system and ensures system reliability, water quality, fire protection flows and storage capacity.

## **SEWER COLLECTION AND TREATMENT**

The City operates and maintains approximately 100 miles of sanitary sewer system and seven pump stations. The City provides sewer collection and treatment services to Burlingame residents and businesses as well as conveys and treats the wastewater for the Town of Hillsborough and portions of Burlingame Hills (unincorporated areas of San Mateo County). The Sewer Capital Improvement Program focuses on improvements to the aging collection system and Wastewater Treatment Plant to improve overall system reliability and operation; reduce future maintenance; and to provide environmental benefits by minimizing the occurrence of overflows.

## **CITY FACILITIES AND OTHER MULTI-YEAR PROJECTS**

The City maintains approximately 20 building facilities covering a 200,000 square footage area. The Facilities Capital Improvement Program includes improvements to City owned buildings such as City Hall, the Parks and Recreation Building, the Public Works Corporation Yard, the Police Station and City libraries. The Facilities Capital Improvement Program focuses on both minor and major repair and replacement of these significant City owned buildings.

From time to time, the City will embark on projects that may span multiple years, such as the update of the City's General Plan. Appropriations and multi-year budget needs are also accounted for in this program.

CITYWIDE CIP BY MAJOR & MINOR PROGRAM	5 YEAR CIP PLAN																				
	General Fund	Other Revenue & Grants	Gas Tax	Measure A and M	Sewer Rates (City)	Sewer Rates (Other Districts)	Storm Drain Bonds	Water Rates (City)	Parking Fund	Total New FY15 Appropriations	Available Existing Funding	Transfers	Total Available Existing, Net of Transfers	Total FY14 Need (Existing + New)	FY16 Need	FY17 Need	FY18 Need	FY19 Need	FY15-19 Need Total	FY19+ Need	Total FY15-19+ Need
*in thousands	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)
<b>A. FACILITIES CAPITAL IMPROVEMENT PROGRAM</b>																					
Improvements	250	0	0	0	0	0	0	0	0	250	116	90	206	456	216	2,010	266	490	3,438	51,048	54,486
Minor Upgrades	1,370	0	0	0	0	0	0	0	0	1,370	3,540	(90)	3,450	4,820	0	0	0	0	4,820	0	4,820
Miscellaneous Improvements	500	0	0	0	0	0	0	0	0	500	0	0	0	500	500	0	0	0	1,000	0	1,000
<b>SUBTOTAL</b>	<b>2,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,120</b>	<b>7,312</b>	<b>9,432</b>	<b>10,148</b>	<b>8,502</b>	<b>2,992</b>	<b>2,766</b>	<b>10,014</b>	<b>60,796</b>	<b>120,612</b>	<b>111,354</b>	<b>60,306</b>
<b>B. PARKING &amp; GARAGES CAPITAL IMPROVEMENT PROGRAM</b>																					
Improvements	450	0	0	0	0	0	0	0	50	500	323	0	323	823	450	450	450	450	2,623	0	2,623
Meters	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>500</b>	<b>323</b>	<b>0</b>	<b>323</b>	<b>823</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>2,623</b>	<b>0</b>	<b>2,623</b>
<b>C. PARKS &amp; TREES CAPITAL IMPROVEMENT PROGRAM</b>																					
Tree Management and Replacement	60	0	0	0	0	0	0	0	0	60	62	0	62	122	61	61	62	63	369	0	369
Citywide Parks Paving, Courts, Pathways	150	0	0	0	0	0	0	0	0	150	129	(7)	122	272	55	180	122	85	714	0	714
Citywide Playgrounds and Resilient Resurfacing	50	0	0	0	0	0	0	0	0	50	0	0	0	50	600	1,010	0	350	2,010	0	2,010
Citywide Parks Fencing	50	0	0	0	0	0	0	0	0	50	0	0	0	50	50	120	60	0	280	0	280
Citywide Parks Lighting	0	0	0	0	0	0	0	0	0	0	38	(20)	18	18	0	220	0	0	238	0	238
Parks Safety, Maintenance and Improvements	120	0	0	0	0	0	0	0	0	120	137	29	166	286	228	35	28	0	577	0	577
Aquatics Facility	0	0	0	0	0	0	0	0	0	0	90	0	90	90	0	0	0	0	90	0	90
Major Improvements	310	0	0	0	0	0	0	0	0	310	305	(2)	303	613	0	0	0	3,880	4,283	0	4,283
<b>SUBTOTAL</b>	<b>740</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>740</b>	<b>761</b>	<b>0</b>	<b>761</b>	<b>1,501</b>	<b>994</b>	<b>1,626</b>	<b>272</b>	<b>4,378</b>	<b>8,561</b>	<b>0</b>	<b>8,561</b>
<b>D. SEWER CAPITAL IMPROVEMENT PROGRAM</b>																					
Studies	0	0	0	0	150	0	0	0	0	150	463	50	513	663	350	270	270	270	1,823	0	1,823
Sewer Main Rehabilitation	0	0	0	0	3,200	600	0	0	0	3,800	5,767	134	5,901	9,701	3,040	2,980	2,825	3,200	21,746	45,000	66,746
Miscellaneous Sewer Repairs	0	0	0	0	100	0	0	0	0	100	4	0	4	104	100	100	100	100	504	1,500	2,004
Pump Stations	0	0	0	0	50	0	0	0	0	50	89	0	89	139	0	0	200	0	339	0	339
Treatment	0	0	0	0	1,200	0	0	0	0	1,200	1,530	(127)	1,403	2,603	1,210	1,255	1,305	1,055	7,428	10,180	17,608
Miscellaneous	0	0	0	0	0	0	0	0	0	0	71	(57)	14	14	0	95	0	75	184	0	184
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,700</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,300</b>	<b>7,924</b>	<b>0</b>	<b>7,924</b>	<b>13,224</b>	<b>4,700</b>	<b>4,700</b>	<b>4,700</b>	<b>4,700</b>	<b>32,024</b>	<b>56,680</b>	<b>88,704</b>
<b>E. STORM DRAIN CAPITAL IMPROVEMENT PROGRAM</b>																					
Studies	0	0	0	0	0	0	0	0	0	0	182	0	182	182	100	100	100	100	682	200	882
Capacity Improvements - Easton Creek	0	0	0	0	0	0	0	0	0	0	1,078	(700)	378	378	0	0	0	0	378	0	378
Capacity Improvements - Mills Creek	0	0	0	0	0	0	0	0	0	0	200	0	200	200	0	0	0	200	400	600	1,000
Capacity Improvements - Burlingame Creek	0	0	0	0	0	0	0	0	0	0	7,819	0	7,819	7,819	3,600	5,300	1,500	0	18,219	0	18,219
Capacity Improvements - Sanchez Creek, Terrace & Laguna	0	0	0	0	0	0	0	0	0	0	1,998	0	1,998	1,998	0	0	1,800	0	3,798	0	3,798
Capacity Improvements - El Portal Creek, Trousdale & Gilbreath	0	0	0	0	0	0	0	0	0	0	116	0	116	116	0	0	0	345	461	0	461
Neighborhood Area	0	0	0	0	0	0	0	0	0	0	994	700	1,694	1,694	700	700	700	700	4,494	722	5,216
Bridge & Storm Culvert Improvements	0	0	0	0	0	0	200	0	0	200	278	0	278	478	200	0	0	0	678	0	678
Pump Stations	0	0	0	0	0	0	200	0	0	200	356	0	356	556	100	100	100	100	956	500	1,456
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>13,021</b>	<b>0</b>	<b>13,021</b>	<b>13,421</b>	<b>4,700</b>	<b>6,200</b>	<b>4,200</b>	<b>1,445</b>	<b>30,066</b>	<b>2,022</b>	<b>32,088</b>
<b>F. STREETS CAPITAL IMPROVEMENT PROGRAM</b>																					
Studies	50	0	0	0	0	0	0	0	0	50	12	25	37	87	100	50	100	100	437	500	937
Paving & Reconstruction	80	0	440	670	0	0	0	0	0	1,190	7,415	(245)	7,170	8,360	1,125	1,145	1,125	1,145	12,900	77,150	90,050
Traffic Signals	180	0	0	0	0	0	0	0	0	180	97	220	317	497	150	150	150	150	1,097	500	1,597
Railroad Improvements	0	1,000	0	0	0	0	0	0	0	1,000	261	0	261	1,261	225	0	0	0	1,486	214,000	215,486
Downtown Improvements	0	0	0	0	0	0	0	0	0	0	6,611	0	6,611	6,611	300	0	0	0	6,911	0	6,911
Bike & Pedestrian Improvements	60	1,000	200	0	0	0	0	0	0	1,260	443	0	443	1,703	200	0	0	0	1,903	5,000	6,903
Lighting & Poles	0	0	0	0	0	0	0	0	0	0	408	0	408	408	200	200	200	200	1,208	3,000	4,208
Sidewalks, Curbs & Gutters	700	200	100	0	0	0	0	0	0	1,000	1,287	0	1,287	2,287	600	600	600	600	4,687	0	4,687
Bridges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	0	0	0	1,000	0	1,000
<b>SUBTOTAL</b>	<b>1,070</b>	<b>2,200</b>	<b>740</b>	<b>670</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,680</b>	<b>16,534</b>	<b>0</b>	<b>16,534</b>	<b>21,214</b>	<b>3,900</b>	<b>2,145</b>	<b>2,175</b>	<b>2,195</b>	<b>31,629</b>	<b>300,150</b>	<b>331,779</b>
<b>G. WATER CAPITAL IMPROVEMENT PROGRAM</b>																					
Planning	0	0	0	0	0	0	0	100	0	100	179	44	223	323	200	150	200	150	1,023	2,170	3,193
Storage	0	0	0	0	0	0	0	0	0	0	440	0	440	440	0	400	700	900	2,440	24,750	27,190
Transmission Pipelines	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,530	7,530
Pipelines Rehabilitation	0	0	0	0	0	0	0	2,000	0	2,000	4,080	(4)	4,076	6,076	1,900	1,850	1,520	1,250	12,596	32,350	44,946
Pump Stations	0	0	0	0	0	0	0	0	0	0	60	(60)	0	0	0	0	0	0	0	0	0
Water Quality & Dechloramination	0	0	0	0	0	0	0	0	0	0	5	(5)	0	0	0	0	0	0	0	0	0
Supervisory Control & Data Acquisition (SCADA)	0	0	0	0	0	0	0	100	0	100	0	65	65	165	0	50	50	50	315	140	455
Miscellaneous Improvements	0	0	0	0	0	0	0	300	0	300	214	(40)	174	474	400	50	130	150	1,204	1,010	2,214
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>2,500</b>	<b>4,978</b>	<b>0</b>	<b>4,978</b>	<b>7,478</b>	<b>2,500</b>	<b>2,500</b>	<b>2,600</b>	<b>2,500</b>	<b>17,578</b>	<b>67,950</b>	<b>85,528</b>
<b>TOTAL, CITYWIDE CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$4,380</b>	<b>\$2,200</b>	<b>\$740</b>	<b>\$670</b>	<b>\$4,700</b>	<b>\$600</b>	<b>\$400</b>	<b>\$2,500</b>	<b>\$50</b>	<b>\$16,240</b>	<b>\$47,197</b>	<b>\$0</b>	<b>\$47,197</b>	<b>\$63,437</b>	<b>\$17,960</b>	<b>\$19,631</b>	<b>\$14,663</b>	<b>\$16,158</b>	<b>\$131,739</b>	<b>\$477,850</b>	<b>\$609,589</b>

## 5 YEAR CIP PLAN

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PARKING & GARAGES CAPITAL IMPROV PROGRAM									5 YEAR CIP PLAN									
									General Fund	Other Revenue & Grants	Parking Fund	Total New FY15 Appropriations	Available Existing Funding	Transfers	Total Available Existing, Net of Transfers	Total FY15 Need (Existing + New)	FY16 Need	FY17 Need
*in thousands									(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)
A. IMPROVEMENTS																		
a-1	City Parking Lot Resurfacing		450	0	0	450	250	0	250	700	450	450	450	450	2,500	0	2,500	
a-2	Lot O Re-Configuration		0	0	0	0	73	0	73	73	0	0	0	73	0	73		
a-3	Wayfinding Signage Improvements		0	0	50	50	0	0	0	50	0	0	0	0	50	0	50	
SUBTOTAL			450	0	50	500	323	0	323	823	450	450	450	450	2,623	0	2,623	
B. METERS																		
b-1	Burlingame Avenue District Meter Replacement		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SUBTOTAL			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL, PARKING & GARAGES CAPITAL IMPROVEMENT PROGRAM			\$450	\$0	\$50	\$500	\$323	\$0	\$323	\$823	\$450	\$450	\$450	\$450	\$2,623	\$0	\$2,623	

PARKS & TREES CAPITAL IMPROV PROGRAM									5 YEAR CIP PLAN								
									General Fund	Parking Fund	Measure A & M	Total New FY15 Appropriations	Available Existing Funding	Transfers	Total Available Existing, Net of Transfers	Total FY15 Need (Existing + New)	FY16 Need
*in thousands									(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)
<b>A. TREE MANAGEMENT AND REPLACEMENT</b>																	
a-1	Eucalyptus Tree Management	54	0	0	54	55	0	55	109	55	55	55	55	329	0	329	
a-2	Annual Tree Replacement	6	0	0	6	7	0	7	13	6	6	7	8	40	0	40	
SUBTOTAL		60	0	0	60	62	0	62	122	61	61	62	63	369	0	369	
<b>B. CITYWIDE PARKS PAVING, COURTS, PATHWAYS</b>																	
b-1	Washington Park Tennis Court	50	0	0	50	0	0	0	50	0	20	0	0	70	0	70	
b-2	Citywide Parks Pathways Improvements and Repairs	100	0	0	100	122	0	122	222	55	55	55	55	442	0	442	
b-3	Ray Park Resurfacing Rehabilitation	0	0	0	0	0	0	0	0	0	25	0	0	25	0	25	
b-4	Pershing Court Resurfacing	0	0	0	0	0	0	0	0	0	0	15	0	15	0	15	
b-5	Laguna Tennis Court Repairs	0	0	0	0	0	0	0	0	0	0	12	0	12	0	12	
b-6	Washington Park Basketball Court Resurfacing	0	0	0	0	0	0	0	0	0	20	0	0	20	0	20	
b-7	Ray Park Basketball Resurfacing	0	0	0	0	0	0	0	0	0	20	0	0	20	0	20	
b-8	Pershing Court Resurfacing	0	0	0	0	0	0	0	0	0	20	0	0	20	0	20	
b-9	Village Basketball Court Resurfacing	0	0	0	0	0	0	0	0	0	0	20	0	20	0	20	
b-10	Cuernavaca Park Parking Lot Paving	0	0	0	0	7	(7)	0	0	0	0	20	0	20	0	20	
b-11	Victoria Basketball Court	0	0	0	0	0	0	0	0	0	20	0	0	20	0	20	
b-12	Cuernavaca Resurfacing	0	0	0	0	0	0	0	0	0	0	0	30	30	0	30	
SUBTOTAL		150	0	0	150	129	(7)	122	272	55	180	122	85	714	0	714	
<b>C. CITYWIDE PLAYGROUNDS AND RESILIENT RESURFACING</b>																	
c-1	Village (Deferred since 2009)	0	0	0	0	0	0	0	0	300	0	0	0	300	0	300	
c-2	Ray (Deferred since 2009)	0	0	0	0	0	0	0	0	300	0	0	0	300	0	300	
c-3	Victoria (Deferred since 2012)	0	0	0	0	0	0	0	0	0	250	0	0	250	0	250	
c-4	Murray	0	0	0	0	0	0	0	0	0	200	0	0	200	0	200	
c-5	Paloma	0	0	0	0	0	0	0	0	0	200	0	0	200	0	200	
c-6	J-Lot	0	0	0	0	0	0	0	0	0	180	0	0	180	0	180	
c-7	Trenton	0	0	0	0	0	0	0	0	0	180	0	0	180	0	180	
c-8	Washington	0	0	0	0	0	0	0	0	0	0	0	350	350	0	350	
c-9	Repair damaged playground resilient surfacing	50	0	0	50	0	0	0	50	0	0	0	0	50	0	50	
SUBTOTAL		50	0	0	50	0	0	0	50	600	1,010	0	350	2,010	0	2,010	
<b>D. CITYWIDE PARKS FENCING</b>																	
d-1	Parks Yard Fencing	50	0	0	50	0	0	0	50	50	0	0	0	100	0	100	
d-2	Bayside	0	0	0	0	0	0	0	0	0	0	60	0	60	0	60	
d-3	Laguna	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
d-4	Washington Ball Field	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
d-5	Ray Park Tennis and Basketball Court Fencing	0	0	0	0	0	0	0	0	0	60	0	0	60	0	60	
d-6	Cuernavaca	0	0	0	0	0	0	0	0	0	60	0	0	60	0	60	
SUBTOTAL		50	0	0	50	0	0	0	50	50	120	60	0	280	0	280	
<b>E. CITYWIDE PARKS LIGHTING</b>																	
e-1	Bayside Park Main Diamond #1 Lights	0	0	0	0	0	0	0	0	0	20	0	0	20	0	20	
e-2	Bayside Parking Lot Lights	0	0	0	0	20	(20)	0	0	0	0	0	0	0	0	0	
e-3	Murray Lights Retrofits	0	0	0	0	18	0	18	18	0	200	0	0	218	0	218	
SUBTOTAL		0	0	0	0	38	(20)	18	18	0	220	0	0	238	0	238	
<b>F. PARK SAFETY, MAINTENANCE AND IMPROVEMENTS</b>																	
f-1	Cuernavaca Park Shade and Picnic Area Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
f-2	Washington Park Bocce Ball Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
f-3	Parks Picnic Tables, Benches and Fountains	60	0	0	60	12	0	12	72	12	0	12	0	96	0	96	
f-4	Central Irrigation Controller	0	0	0	0	11	0	11	11	6	0	6	0	23	0	23	
f-5	Lower Bayside Park Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
f-6	Installation of Automatic Locks on Park Restrooms	0	0	0	0	0	0	0	0	0	0	10	0	10	0	10	
f-7	Washington Park Infield Renovation	0	0	0	0	0	0	0	0	0	35	0	0	35	0	35	
f-8	Dog Park Improvements	0	0	0	0	56	0	56	56	0	0	0	0	56	0	56	
f-9	Washington Park Restrooms	0	0	0	0	0	0	0	0	150	0	0	0	150	0	150	
f-10	Murray Field Renovations	60	0	0	60	0	37	37	97	60	0	0	0	157	0	157	
f-11	Community Garden	0	0	0	0	8	(8)	0	0	0	0	0	0	0	0	0	
f-12	Open Space Fire Hazard Mitigation Plan	0	0	0	0	50	0	50	50	0	0	0	0	50	0	50	
SUBTOTAL		120	0	0	120	137	29	166	286	228	35	28	0	577	0	577	

PARKS & TREES CAPITAL IMPROV PROGRAM									5 YEAR CIP PLAN						
	General Fund	Parking Fund	Measure A & M	Total New FY15 Appropriations	Available Existing Funding	Transfers	Total Available Existing, Net of Transfers	Total FY15 Need (Existing + New)	FY16 Need	FY17 Need	FY18 Need	FY19 Need	FY15-19 Need Total	FY19+ Need	Total FY15-19+ Need
*in thousands	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)
<b>G. AQUATICS FACILITY</b>															
g-1 Aquatic Boiler Replacement	0	0	0	0	90	0	90	90	0	0	0	0	90	0	90
g-2 Pumps/Motors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>90</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>90</b>
<b>H. MAJOR IMPROVEMENTS</b>															
h-1 Village Park Restroom	0	0	0	0	183	0	183	183	0	0	0	0	183	0	183
h-2 Bayside Synthetic Turf	0	0	0	0	2	(2)	0	0	0	0	0	0	0	0	0
h-3 Bayview Park Improvements - State Lands	0	0	0	0	120	0	120	120	0	0	0	3,880	4,000	0	4,000
h-4 Washington Small Ball Field Lightning	210	0	0	210	0	0	0	210	0	0	0	0	0	0	0
h-5 Parks Yard and Murray Field Storage	100	0	0	100	0	0	0	100	0	0	0	0	100	0	100
<b>SUBTOTAL</b>	<b>310</b>	<b>0</b>	<b>0</b>	<b>310</b>	<b>305</b>	<b>(2)</b>	<b>303</b>	<b>613</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,880</b>	<b>4,283</b>	<b>0</b>	<b>4,283</b>
<b>TOTAL, PARKS &amp; TREES CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$740</b>	<b>\$0</b>	<b>\$0</b>	<b>\$740</b>	<b>\$761</b>	<b>\$0</b>	<b>\$761</b>	<b>\$1,501</b>	<b>\$994</b>	<b>\$1,626</b>	<b>\$272</b>	<b>\$4,378</b>	<b>\$8,561</b>	<b>\$0</b>	<b>\$8,561</b>

SEWER CAPITAL IMPROV PROGRAM								5 YEAR CIP PLAN						
								FY16 Need	FY17 Need	FY18 Need	FY19 Need	FY15-19 Need Total	FY19+ Need	Total FY15-19+ Need
*In thousands								(000)	(000)	(000)	(000)	(000)	(000)	(000)
<b>A. STUDIES</b>														
a-1 CIP Administrative Services	100	0	100	83	0	83	183	100	100	100	100	583	0	583
a-2 Mitten Force Main & Pump Station	0	0	0	107	0	107	107	0	0	0	0	107	0	107
a-3 Sewer Master Plan Study & Model	0	0	0	4	(4)	0	0	0	20	20	20	60	0	60
a-4 Geo Based Information System	50	0	50	54	0	54	104	0	50	0	50	204	0	204
a-5 Sewer Model & Study	0	0	0	64	0	64	64	100	50	50	50	314	0	314
a-6 Force Main Sewer Study	0	0	0	0	54	54	54	0	0	0	0	54	0	54
a-7 Vancouver Bernal Sewer Study & Design	0	0	0	51	0	51	51	100	50	50	50	301	0	301
a-8 Carolan, Toyon, Carmelita & Sanchez Areas Study	0	0	0	100	0	100	100	50	0	50	0	200	0	200
<b>SUBTOTAL</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>463</b>	<b>50</b>	<b>513</b>	<b>663</b>	<b>350</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>1,823</b>	<b>0</b>	<b>1,823</b>
<b>B. SEWER MAIN REHABILITATION</b>														
b-1 Broadway & Rollins Interchange Sewer System Improvement	200	0	200	498	0	498	698	0	0	0	0	698	0	698
b-2 2012 Sanchez Area Sewer Rehabilitation Project, Phase 2	0	0	0	289	(289)	0	0	0	0	0	0	0	0	0
b-3 2013 Sanchez Area Sewer Rehabilitation Project, Phase 3	250	400	650	2,583	491	3,074	3,724	0	0	0	0	3,724	0	3,724
b-4 Burlingame Avenue District Sewer Rehabilitation Program	0	0	0	18	(18)	0	0	0	0	0	0	0	0	0
b-5 Oak Grove/California Area Sewer Improvement	0	0	0	50	(50)	0	0	0	0	0	0	0	0	0
b-6 2014 Sanchez Area Sewer Rehabilitation Project, Phase 4	2,350	200	2,550	1,576	0	1,576	4,126	0	0	0	0	4,126	0	4,126
b-7 Burlingame Streetscape Sewer Improvement	0	0	0	753	0	753	753	0	0	0	0	753	0	753
b-8 Hillsborough Sewer Joint Project	400	0	400	0	0	0	400	0	0	0	0	400	0	400
b-8 Annual City-wide Sewer Master Plan Improvements	0	0	0	0	0	0	0	3,040	2,980	2,825	3,200	12,045	45,000	57,045
<b>SUBTOTAL</b>	<b>3,200</b>	<b>600</b>	<b>3,800</b>	<b>5,767</b>	<b>134</b>	<b>5,901</b>	<b>9,701</b>	<b>3,040</b>	<b>2,980</b>	<b>2,825</b>	<b>3,200</b>	<b>21,746</b>	<b>45,000</b>	<b>66,746</b>
<b>C. MISCELLANEOUS SEWER REPAIRS</b>														
c-1 Sewer Force Main Rehabilitation	0	0	0	0	0	0	0	50	0	50	0	100	500	600
c-2 Sewer Manhole Rehabilitation	50	0	50	0	0	0	50	0	50	0	50	150	500	650
c-3 Miscellaneous Sewer Root Forming & Sewer Repair	50	0	50	4	0	4	54	50	50	50	50	254	500	754
<b>SUBTOTAL</b>	<b>100</b>	<b>0</b>	<b>100</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>104</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>504</b>	<b>1,500</b>	<b>2,004</b>
<b>D. PUMP STATIONS</b>														
d-1 Mitten Pump Station and Force Main	50	0	50	89	0	89	139	0	0	0	0	139	0	139
d-2 Rollins Pump Station Upgrade	0	0	0	0	0	0	0	0	0	200	0	200	0	200
<b>SUBTOTAL</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>89</b>	<b>0</b>	<b>89</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>339</b>	<b>0</b>	<b>339</b>
<b>E. TREATMENT</b>														
e-1 New Weissman Barscreen System	0	0	0	7	(7)	0	0	0	0	0	0	0	0	0
e-2 Power Control System Upgrade	140	0	140	0	0	0	140	0	0	0	0	140	8,500	8,640
e-3 WWTP Retention Basin	0	0	0	25	(25)	0	0	0	0	0	0	0	750	750
e-4 Rehab Solids Building MCC & Annunciator Panel	60	0	60	0	0	0	60	0	0	0	0	60	750	810
e-5 Emergency Generator Electrical Panel	0	0	0	60	0	60	60	0	0	0	0	60	0	60
e-6 Secondary Clarifier Weir Rehabilitation	0	0	0	13	0	13	13	0	0	0	0	13	0	13
e-7 Secondary Clarifier Turntable Replacement A, B, C & D	0	0	0	47	0	47	47	0	0	0	0	47	0	47
e-8 Gravity Thickener Engineer Review	0	0	0	0	0	0	0	0	200	0	0	200	0	200
e-9 Admin. Building Annunciator Panel Records	0	0	0	0	0	0	0	60	0	0	0	60	0	60
e-10 GBT Overhaul	0	0	0	10	0	10	10	0	0	0	0	10	0	10
e-11 Rollins Road Gen-set Replacement	0	0	0	133	0	133	133	0	0	0	0	133	0	133
e-12 Primary Clarifier Turntable Replacement A & B	0	0	0	0	0	0	0	0	0	0	0	0	180	180
e-13 Replacement of Old Boiler System	0	0	0	91	(91)	0	0	0	0	0	0	0	0	0

								5 YEAR CIP PLAN						
SEWER CAPITAL IMPROV PROGRAM								FY16 Need	FY17 Need	FY18 Need	FY19 Need	FY15-19 Need Total	FY19+ Need	Total FY15-19+ Need
*in thousands								(000)	(000)	(000)	(000)	(000)	(000)	(000)
Sewer Rates (City)	Sewer Rates (Other Districts)	Total New FY15 Appropriations	Available Existing Funding	Transfers	Total Available Existing, Net of Transfers	Total FY15 Need (Existing + New)								
e-14	New Weissman Barscreen System #2	0	0	0	0	0	0	150	0	0	0	150	0	150
e-15	Liftstation Pump Replacement @ 6	0	0	0	0	0	0	0	55	55	55	165	0	165
e-16	Landfill Flare PRG Logic Controller Barscreen System	0	0	0	4	(4)	0	0	0	0	0	0	0	0
e-17	Digester #1 Roof and Dome Engineer Review	0	0	0	0	0	0	0	0	250	0	250	0	250
e-17	NBSU Facility Upgrades	0	0	0	140	0	140	0	0	0	0	140	0	140
e-18	Treatment Plant and 33" Force Main Upgrade	1,000	0	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	6,000	0	6,000
SUBTOTAL		1,200	0	1,200	1,530	(127)	1,403	2,603	1,210	1,255	1,305	1,055	7,428	10,180
F. MISCELLANEOUS														
f-1	Large Main CCTV	0	0	0	54	(54)	0	0	45	0	25	70	0	70
f-3	SCADA Central Computer System Upgrade PR	0	0	0	14	0	14	0	0	0	0	14	0	14
f-4	SCADA Central Controller - Needs Assessment	0	0	0	3	(3)	0	0	0	0	0	0	0	0
f-5	Sewer Main Trench Paving	0	0	0	0	0	0	0	50	0	50	100	0	100
SUBTOTAL		0	0	0	71	(57)	14	14	95	0	75	184	0	184
TOTAL, SEWER CAPITAL IMPROVEMENT PROGRAM								\$4,700	\$4,700	\$4,700	\$4,700	\$32,024	\$56,680	\$88,704

STORM DRAIN CAPITAL IMPROVEMENT PROGRAM								5 YEAR CIP PLAN													
								Storm Drain Bonds	Storm Drain Fee	Total New FY15 Appropriations	Available Existing Funding	Transfers	Total Available Existing, Net of Transfers	Total FY15 Need (Existing + New)	FY16 Need	FY17 Need	FY18 Need	FY19 Need	FY15-19 Need Total	FY19+ Need	Total FY15-19+ Need
*In thousands								(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)						
<b>A. STUDIES</b>																					
a-1	Program Management 2013	0	0	0	182	(100)	82	82	0	0	0	0	82	0	82						
a-2	Program Management 2014	0	0	0	0	100	100	100	100	100	100	100	600	200	800						
<b>SUBTOTAL</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>182</b>	<b>0</b>	<b>182</b>	<b>182</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>682</b>	<b>200</b>	<b>882</b>	
<b>B. CAPACITY IMPROVEMENTS - EASTON CREEK</b>																					
b-1	Marsten Pump Station Improvements	0	0	0	1,024	(700)	324	324	0	0	0	0	324	0	324						
b-2	Outfall Pipeline, Marsten PS to SF Bay	0	0	0	54	0	54	54	0	0	0	0	54	0	54						
<b>SUBTOTAL</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>1,078</b>	<b>(700)</b>	<b>378</b>	<b>378</b>	<b>0</b>	<b>0</b>	<b>378</b>	<b>0</b>	<b>378</b>		
<b>C. CAPACITY IMPROVEMENTS - MILLS CREEK</b>																					
c-1	Mills Creek Improvements	0	0	0	200	0	200	200	0	0	0	200	400	600	1,000						
<b>SUBTOTAL</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>600</b>	<b>1,000</b>		
<b>D. CAPACITY IMPROVEMENTS - BURLINGAME CREEK</b>																					
d-1	Burlingame Creek Bypass	0	0	0	0	0	0	0	700	5,300	0	0	6,000	0	6,000						
d-2	Ralston Creek Improvements	0	0	0	0	0	0	0	0	0	1,500	0	1,500	0	1,500						
d-3	Rollins/US 101 - Crossing	0	0	0	3,998	0	3,998	3,998	0	0	0	0	3,998	0	3,998						
d-4	Rollins Area Collection System	0	0	0	350	0	350	350	2,900	0	0	0	3,250	0	3,250						
d-5	New Rollins Pump Station	0	0	0	3,471	0	3,471	3,471	0	0	0	0	3,471	0	3,471						
<b>SUBTOTAL</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>7,819</b>	<b>0</b>	<b>7,819</b>	<b>7,819</b>	<b>3,600</b>	<b>5,300</b>	<b>1,500</b>	<b>0</b>	<b>18,219</b>		
<b>E. CAPACITY IMPROVEMENTS - SANCHEZ CREEK, TERRACE &amp; LAGUNA</b>																					
e-1	Terrace Creek Improvements	0	0	0	0	0	0	0	0	0	1,800	0	1,800	0	1,800						
e-2	Laguna Area Improvements	0	0	0	1,998	0	1,998	1,998	0	0	0	0	1,998	0	1,998						
<b>SUBTOTAL</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>1,998</b>	<b>0</b>	<b>1,998</b>	<b>1,998</b>	<b>0</b>	<b>0</b>	<b>1,800</b>	<b>0</b>	<b>3,798</b>		
<b>F. CAPACITY IMPROVEMENTS - EL PORTAL CREEK, TROUSDALE &amp; GILBREATH</b>																					
f-1	El Portal Creek, Trousdale Channel, Gilbreth Creek Improvements	0	0	0	116	0	116	116	0	0	0	345	461	0	461						
<b>SUBTOTAL</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>116</b>	<b>0</b>	<b>116</b>	<b>116</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>345</b>	<b>461</b>	<b>0</b>	<b>461</b>
<b>G. NEIGHBORHOOD AREA</b>																					
g-1	Citywide Neighborhood Storm Drain Improvements	0	0	0	468	700	1,168	1,168	700	700	700	700	3,968	722	4,690						
g-2	Downtown Burlingame Avenue Streetscape Storm Drain Improvements	0	0	0	526	0	526	526	0	0	0	0	526	0	526						
<b>SUBTOTAL</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>994</b>	<b>700</b>	<b>1,694</b>	<b>1,694</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>4,494</b>	<b>722</b>	<b>5,216</b>
<b>H. BRIDGE &amp; STORM CULVERT IMPROVEMENTS</b>																					
h-1	Bridge and Culvert Facilities Improvements	200	0	200	278	0	278	478	200	0	0	0	678	0	678						
<b>SUBTOTAL</b>								<b>200</b>	<b>0</b>	<b>200</b>	<b>278</b>	<b>0</b>	<b>278</b>	<b>478</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>678</b>	<b>0</b>	<b>678</b>
<b>I. PUMP STATIONS</b>																					
i-1	Pump Station Improvements / 1740 Rollins & Cowan PS	200	0	200	356	0	356	556	100	100	100	100	956	500	1,456						
<b>SUBTOTAL</b>								<b>200</b>	<b>0</b>	<b>200</b>	<b>356</b>	<b>0</b>	<b>356</b>	<b>556</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>956</b>	<b>500</b>	<b>1,456</b>
<b>TOTAL, STORM DRAIN CAPITAL IMPROVEMENT PROGRAM</b>								<b>\$400</b>	<b>\$0</b>	<b>\$400</b>	<b>\$13,021</b>	<b>\$0</b>	<b>\$13,021</b>	<b>\$13,421</b>	<b>\$4,700</b>	<b>\$6,200</b>	<b>\$4,200</b>	<b>\$1,445</b>	<b>\$30,066</b>	<b>\$2,022</b>	<b>\$32,088</b>

											5 YEAR CIP PLAN						
STREETS CAPITAL IMPROVEMENT PROGRAM																	
	General Fund	Other Revenue & Grants	Gas Tax	Measure A and M	Parking Fund	Total New FY15 Appropriations	Available Existing Funding	Transfers	Total Available Existing, Net of Transfers	Total FY15 Need (Existing + New)	FY16 Need	FY17 Need	FY18 Need	FY19 Need	FY15-19 Need Total	FY19+ Need	Total FY15-19+ Need
*In thousands	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)
<b>A. STUDIES</b>																	
a-1	0	0	0	0	0	0	8	5	13	13	0	0	0	50	63	0	63
a-2	50	0	0	0	0	50	4	20	24	74	50	0	50	0	174	0	174
a-3	0	0	0	0	0	0	0	0	0	0	50	50	50	50	200	500	700
<b>SUBTOTAL</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>12</b>	<b>25</b>	<b>37</b>	<b>87</b>	<b>100</b>	<b>50</b>	<b>100</b>	<b>100</b>	<b>437</b>	<b>500</b>	<b>937</b>
<b>B. PAVING &amp; RECONSTRUCTION</b>																	
b-1	0	0	0	0	0	0	102	(102)	0	0	1,125	1,125	1,125	1,125	4,500	12,000	16,500
b-2	0	0	0	0	0	0	38	(38)	0	0	0	0	0	0	0	0	0
b-3	0	0	440	670	0	1,110	0	580	580	1,690	0	0	0	0	1,690	0	1,690
b-4	0	0	0	0	0	0	945	(685)	260	260	0	0	0	0	260	0	260
b-5	0	0	0	0	0	0	28	0	28	28	0	20	0	20	68	0	68
b-6	0	0	0	0	0	0	1,160	0	1,160	1,160	0	0	0	0	1,160	150	1,310
b-7	80	0	0	0	0	80	82	0	82	162	0	0	0	0	162	0	162
b-8	0	0	0	0	0	0	5,060	0	5,060	5,060	0	0	0	0	5,060	65,000	70,060
<b>SUBTOTAL</b>	<b>80</b>	<b>0</b>	<b>440</b>	<b>670</b>	<b>0</b>	<b>1,190</b>	<b>7,415</b>	<b>(245)</b>	<b>7,170</b>	<b>8,360</b>	<b>1,125</b>	<b>1,145</b>	<b>1,125</b>	<b>1,145</b>	<b>12,900</b>	<b>77,150</b>	<b>90,050</b>
<b>C. TRAFFIC SIGNALS</b>																	
c-1	0	0	0	0	0	0	55	0	55	55	100	100	100	100	455	500	955
c-2	0	0	0	0	0	0	40	0	40	40	50	0	50	0	140	0	140
c-3	80	0	0	0	0	80	0	0	0	80	0	0	0	0	80	0	80
c-4	0	0	0	0	0	0	2	0	2	2	0	50	0	50	102	0	102
c-5	100	0	0	0	0	100	0	100	100	200	0	0	0	0	200	0	200
c-6	0	0	0	0	0	0	0	120	120	120	0	0	0	0	120	0	120
<b>SUBTOTAL</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180</b>	<b>97</b>	<b>220</b>	<b>317</b>	<b>497</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,097</b>	<b>500</b>	<b>1,597</b>
<b>D. RAILROAD IMPROVEMENTS</b>																	
d-1	0	0	0	0	0	0	125	0	125	125	0	0	0	0	125	0	125
d-2	0	1,000	0	0	0	1,000	75	0	75	1,075	225	0	0	0	1,300	214,000	215,300
d-3	0	0	0	0	0	0	61	0	61	61	0	0	0	0	61	0	61
<b>SUBTOTAL</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>261</b>	<b>0</b>	<b>261</b>	<b>1,261</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,486</b>	<b>214,000</b>	<b>215,486</b>
<b>E. DOWNTOWN IMPROVEMENTS</b>																	
e-1	0	0	0	0	0	0	6,225	0	6,225	6,225	0	0	0	0	6,225	0	6,225
e-2	0	0	0	0	0	0	386	0	386	386	300	0	0	0	686	0	686
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,611</b>	<b>0</b>	<b>6,611</b>	<b>6,611</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,911</b>	<b>0</b>	<b>6,911</b>
<b>F. BIKE &amp; PEDESTRIAN IMPROVEMENTS</b>																	
f-1	0	0	0	0	0	0	36	0	36	36	0	0	0	0	36	0	36
f-2	0	0	0	0	0	0	50	0	50	50	0	0	0	0	50	0	50
f-3	0	0	0	0	0	0	233	0	233	233	0	0	0	0	233	0	233
f-4	0	1,000	200	0	0	1,200	0	0	0	1,200	200	0	0	0	1,400	5,000	6,400
f-5	60	0	0	0	0	60	0	0	0	60	0	0	0	0	60	0	60
f-6	0	0	0	0	0	0	124	0	124	124	0	0	0	0	124	0	124
<b>SUBTOTAL</b>	<b>60</b>	<b>1,000</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>1,260</b>	<b>443</b>	<b>0</b>	<b>443</b>	<b>1,703</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,903</b>	<b>5,000</b>	<b>6,903</b>
<b>G. LIGHTING &amp; POLES</b>																	
g-1	0	0	0	0	0	0	408	0	408	408	200	200	200	200	1,208	3,000	4,208
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>408</b>	<b>0</b>	<b>408</b>	<b>408</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,208</b>	<b>3,000</b>	<b>4,208</b>
<b>H. SIDEWALKS, CURBS &amp; GUTTERS</b>																	
h-1	0	0	0	0	0	0	197	0	197	197	0	0	0	0	197	0	197
h-2	0	0	0	0	0	0	1,090	0	1,090	1,090	0	0	0	0	1,090	0	1,090
h-3	400	200	0	0	0	600	0	0	0	600	0	0	0	0	600	0	600
h-4	200	0	0	0	0	200	0	0	0	200	0	0	0	0	200	0	200
h-4	0	0	100	0	0	100	0	0	0	100	100	100	100	100	500	0	500
h-5	100	0	0	0	0	100	0	0	0	100	100	100	100	100	500	0	500
h-6	0	0	0	0	0	0	0	0	0	0	400	400	400	400	1,600	0	1,600
<b>SUBTOTAL</b>	<b>700</b>	<b>200</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,287</b>	<b>0</b>	<b>1,287</b>	<b>2,287</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>4,687</b>	<b>0</b>	<b>4,687</b>

STREETS CAPITAL IMPROVEMENT PROGRAM											5 YEAR CIP PLAN						
											FY16 Need	FY17 Need	FY18 Need	FY19 Need	FY15-19 Need Total	FY19+ Need	Total FY15-19+ Need
*In thousands											(000)	(000)	(000)	(000)	(000)	(000)	(000)
I. BRIDGES																	
i-1 Airport Blvd. Bridge Widening											1,000	0	0	0	1,000	0	1,000
SUBTOTAL											1,000	0	0	0	1,000	0	1,000
TOTAL, STREETS CAPITAL IMPROVEMENT PROGRAM											\$3,900	\$2,145	\$2,175	\$2,195	\$31,629	\$300,150	\$331,779

5 YEAR CIP PLAN

WATER CAPITAL IMPROVEMENT PROGRAM

*in thousands														
	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)	
<b>A. PLANNING</b>														
a-1	CIP Administrative Services	100	100	39	0	39	139	100	100	100	100	539	1,450	1,989
a-2	Recycled Water Distribution Planning	0	0	50	0	50	50	0	0	0	0	50	0	50
a-3	Geo Base Information System	0	0	36	0	36	36	50	0	50	0	136	720	856
a-4	2010-2011 Water System Program Management	0	0	0	(5)	(5)	(5)	0	0	0	0	(5)	0	(5)
a-5	2011-2012 Water System Program Management	0	0	5	49	54	54	0	0	0	0	54	0	54
a-6	Regional Water Supply Studies/Modeling	0	0	49	0	49	49	50	50	50	50	249	0	249
SUBTOTAL		100	100	179	44	223	323	200	150	200	150	1,023	2,170	3,193
<b>B. STORAGE</b>														
b-1	Emergency Storage Tank Expansion	0	0	102	0	102	102	0	400	700	900	2,102	7,250	9,352
b-2	Roof Repair - Hillside Storage Tank	0	0	338	0	338	338	0	0	0	0	338	17,500	17,838
SUBTOTAL		0	0	440	0	440	440	0	400	700	900	2,440	24,750	27,190
<b>C. TRANSMISSION PIPELINES</b>														
c-1	Howard - Primrose to Carolan	0	0	0	0	0	0	0	0	0	0	0	2,520	2,520
c-2	Train Track Xings (4)	0	0	0	0	0	0	0	0	0	0	0	2,500	2,500
c-3	Easton Turnout to Easton Pump Station	0	0	0	0	0	0	0	0	0	0	0	2,510	2,510
SUBTOTAL		0	0	0	0	0	0	0	0	0	0	0	7,530	7,530
<b>D. PIPELINES REHABILITATION</b>														
d-1	Grove Water Main Replacement	0	0	0	0	0	0	0	0	0	0	0	0	0
d-2	Trousdale Pump Station & Transmission	0	0	44	(44)	0	0	0	0	0	0	0	0	0
d-3	Peninsula/Highway 101 - Water	0	0	0	0	0	0	0	0	0	0	0	0	0
d-4	Hillsdale Reservoir Taps to Hillside Main	0	0	6	(6)	0	0	0	0	0	0	0	0	0
d-5	Burlingame Ave Area Utility between ECR and California	0	0	0	0	0	0	0	0	200	320	520	0	520
d-6	Forest View Newhall Main Replacement	0	0	0	0	0	0	0	0	0	0	0	0	0
d-7	Donnelly and Alcazar Tank Painting	0	0	16	(16)	0	0	0	0	0	0	0	0	0
d-8	El Quanito Way Water System Rehab	0	0	40	(40)	0	0	0	0	0	0	0	0	0
d-9	Emergency Water Main Replacement	0	0	394	86	480	480	50	100	0	0	630	3,900	4,530
d-10	Burlingame Avenue Streetscape Improvement	0	0	1,045	0	1,045	1,045	0	0	0	0	1,045	0	1,045
d-11	Adeline Drive and Peninsula Ave Water Main Replacement	1,200	1,200	383	0	383	1,583	0	0	0	0	1,583	0	1,583
d-12	El Camino Real Water Main Replacement	0	0	1,690	0	1,690	1,690	0	0	0	0	1,690	0	1,690
d-13	South Rollins Road Area Water Main Study/Design	0	0	305	0	305	305	0	0	0	0	305	0	305
d-14	Burlingame Ave and Broadway (West) Water Replacement	600	600	157	16	773	773	0	0	0	0	773	0	773
d-15	US101/Broadway - Airport Blvd Water Main Improvements	200	200	0	0	0	200	50	0	0	0	250	0	250
d-16	ECR: Sanchez to Barroilhet	0	0	0	0	0	0	750	150	0	0	900	3,060	3,960
d-17	Rollins Road Water Main Replacement (Corbitt to Hwy Crossing)	0	0	0	0	0	0	750	150	0	0	900	0	900
d-18	Garden/Villa Park/Corbitt/Shoreland/Winchester Subdivision Phase 1	0	0	0	0	0	0	0	1,200	0	0	1,200	0	1,200
d-19	Glenwood/Burlingame Height/Park Subdivision	0	0	0	0	0	0	0	250	1,320	600	2,170	2,500	4,670
d-20	Replace Riveted Steel on Loma Vista	0	0	0	0	0	0	0	0	0	200	200	0	200
d-21	Oakgrove to Burlingame/Washington Park to Rollins Road	0	0	0	0	0	0	0	0	0	0	8,370	8,370	
d-22	Broadway from ECR to Chula Vista	0	0	0	0	0	0	0	0	0	0	740	740	
d-23	Ray Park/Easton Fire Flow Improvement	0	0	0	0	0	0	0	0	0	130	130	4,730	4,860
d-24	Kenmar and Caroline	0	0	0	0	0	0	300	0	0	0	300	200	500
d-25	2100 Block of Trousdale	0	0	0	0	0	0	0	0	0	0	0	100	100

WATER CAPITAL IMPROVEMENT PROGRAM							5 YEAR CIP PLAN							
							Water Rates (City)	Total New FY15 Appropriations	Available Existing Funding	Transfers	Total Available Existing, Net of Transfers	Total FY15 Need (Existing + New)	FY16 Need	FY17 Need
*in thousands							(000)	(000)	(000)	(000)	(000)	(000)	(000)	(000)
d-26	Industrial Area (Steel Valves) Prevention Program	0	0	0	0	0	0	0	0	0	0	1,000	1,000	
d-27	Mills Canyon Crossing	0	0	0	0	0	0	0	0	0	0	1,000	1,000	
d-28	El Prado Road (Canyon to Summit)	0	0	0	0	0	0	0	0	0	0	750	750	
d-29	Burlingame Terrance Subdivision	0	0	0	0	0	0	0	0	0	0	4,000	4,000	
d-30	Unincorporated Areas	0	0	0	0	0	0	0	0	0	0	2,000	2,000	
SUBTOTAL		2,000	2,000	4,080	(4)	4,076	6,076	1,900	1,850	1,520	1,250	12,596	32,350	44,946
E. PUMP STATIONS														
e-1	Pump Station Planning/Improvements	0	0	60	(60)	0	0	0	0	0	0	0	0	0
SUBTOTAL		0	0	60	(60)	0	0	0	0	0	0	0	0	0
F. WATER QUALITY & CHLORAMINATION														
f-1	Water System Instrumentation	0	0	5	(5)	0	0	0	0	0	0	0	0	0
SUBTOTAL		0	0	5	(5)	0	0	0	0	0	0	0	0	0
G. SUPERVISORY CONTROL & DATA ACQUISITION (SCADA)														
g-1	SCADA & RTU's for turnouts	100	100	0	65	65	165	0	0	0	0	165	0	165
g-2	SCADA Central Computer System Upgrade	0	0	0	0	0	0	0	50	50	50	150	140	290
g-3	SCADA Controller Needs Assessment	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL		100	100	0	65	65	165	0	50	50	50	315	140	455
H. MISCELLANEOUS IMPROVEMENTS														
h-1	Hillside & Skyview Hydropneumatic Tanks (82040) - CLOSE	0	0	0	0	0	0	0	0	0	0	0	0	0
h-2	Water Meter Replacement	300	300	59	0	59	359	300	0	100	0	759	920	1,679
h-3	Urban Water Management Plan Update	0	0	0	0	0	0	0	0	0	100	100	90	190
h-4	Emergency Paving	0	0	40	(40)	0	0	0	50	30	50	130	0	130
h-5	Hillside Reservoir Electrical Building (MCC) Relocation	0	0	115	0	115	115	100	0	0	0	215	0	215
SUBTOTAL		300	300	214	(40)	174	474	400	50	130	150	1,204	1,010	2,214
TOTAL, WATER CAPITAL IMPROVEMENT PROGRAM		\$2,500	\$2,500	\$4,978	\$0	\$4,978	\$7,478	\$2,500	\$2,500	\$2,600	\$2,500	\$17,578	\$67,950	\$85,528



## Appendix

### Summary of Community Funding Awards





**CITY OF BURLINGAME  
COMMUNITY GROUP FUNDING  
FISCAL YEAR 2014-15**

<b>Community Group</b>	<b>Award \$</b>
Burlingame Historical Society	\$ 990
Burlingame Neighborhood Network	\$ 1,750
CALL Primrose Center	\$ 5,960
Center for Independence of the Disabled	\$ 1,900
Community Gatepath	\$ 4,800
Community Overcoming Relationship Abuse	\$ 3,375
HIP Housing - Human Investment Project	\$ 2,600
InnVision (Shelter Network)	\$ 4,600
Legal Aid Society of San Mateo County	\$ 900
Mission Hospice	\$ 1,400
Ombudsman Program of San Mateo	\$ 400
PARCA	\$ 1,300
Peninsula Works (Jobs for Youth)	\$ 900
Samaritan House Core Services	\$ 4,300
Samaritan House Safe Harbor-Winter Shelter	\$ 4,300
Star Vista	\$ 1,000
Sustainable San Mateo County	\$ 1,600
Women's Recovery Association	\$ 590
<b>Totals:</b>	<b>\$ 42,665</b>