

BUDGET AT A GLANCE

The FY 2023-24 (23/24) Town-Wide budget consists of \$23.29 million in total revenues and \$23.65 million in total expenditures.

Town-Wide (in Millions)	General Funds	Capital Funds	Other	Total
Revenues	\$ 19.37	\$ 0.51	\$ 1.62	\$ 21.50
Expenditures	(19.56)	(1.37)	(1.84)	(22.77)
Net Transfer	(1.32)	0.89	0.43	0.00
Net Change	(1.51)	0.03	0.21	(1.27)
Ending Bal	\$ 26.44	\$ 1.98	\$ 2.48	\$ 30.90

The table separates the Town's activities into General, Capital, and other activities, which include special revenues, debt, and business-like activities. The Town tracks most of its daily operations in the General Fund.

GENERAL FUND

The general fund revenues and expenditures budget for FY 2023-24 are \$19.37 million and \$19.56 million, respectively.

Revenues

At \$19.37 million, the FY 2023-24 General Fund revenue is \$280,000, or 1.5 percent more, than the projected June 30, 2024 total General Fund revenues.

General Fund Revenues (in millions)	21/22 Actual	22/23 Est. Act	23/24 Budget
Sales tax	\$ 13.86	\$ 13.40	\$ 13.60
Cardroom tax	4.34	4.07	4.20
Property and other taxes	0.88	0.84	0.82
Licenses and permits	0.22	0.25	0.23
Fines and forfeitures	0.10	0.08	0.10
Use of money and property	(0.02)	0.11	0.11
Revenues from other agencies	(0.15)	0.05	0.04
Charges for current services	0.08	0.08	0.10
Allocations	0.00	0.10	0.11
Other revenues	0.09	0.11	0.06
Total General Fund Revenues	\$ 19.40	\$ 19.09	\$ 19.37

The significant changes are mainly in **sales tax** and **cardroom tax** revenues. Sales tax revenue was impacted in FY 2022-23 due to unusually high inflation resulting in lower revenue generation. Based on data provided by HdL, the Tax Consultant, the Town projects sales tax revenues to reach \$13.60 million in FY 2023-24.

Cardroom tax revenue was also impacted by inflation in FY 2022-23. With favorable inflation numbers, the Town projects the FY 2023-24 budget for cardroom tax to be \$4.2 million – the historical average.

The budget process begins in February with a Mid-Year financial update, followed by the budget development process, where each department reviews and assesses its financial needs for the year. Historical trends, economic factors, and new department priorities are incorporated into the budget. The budget document is reviewed and discussed in three publicly held budget study sessions, prior to the adoption on June 14, 2023. The budget is prepared in accordance with General Accepted Accounting Principles.

Expenditures

The FY 2023-24 operating budget is \$19.56 million and is \$1.64 million, or 9.2 percent more than the FY 2022-23 estimated actual.

General Fund Expenditures (in millions)	21/22 Actual	22/23 Est. Act	23/24 Budget
Salaries, Wages, & Benefits	\$ 9.06	\$ 11.73	\$ 12.81
Supplies & Services	1.71	1.93	2.25
Professional & Contract Service	3.42	3.98	4.23
Capital Outlay	0.02	0.03	0.02
ISF Allocation	0.25	0.25	0.25
Total General Fund Expenditures	\$ 14.46	\$ 17.92	\$ 19.56

Significant changes are in **salaries, wages & benefits, supplies & services, and professional & contract services. Salaries, wages & benefits** changed over the years as a result of changes in staffing. FY 2021-22 Actual includes vacant positions. Those positions were filled in FY 2022-23 plus benefit increase resulting in \$2.67 million increase in salaries, wages & benefits. The Town also made \$1.8 million in supplemental contributions to reduce pension liabilities. For FY 2023-24, the Town added two full-time positions: (1) full-time dispatch to increase dispatch coverage to 24/7 and (2) full-time accounting manager as part of the succession planning for administrative services.

Supplies & services and professional & contract services increased by \$0.78 million in FY 2022-23 and \$0.57 million in FY 2023-24. The increase is mainly due to inflation and CPI adjustments.

BUDGET AT A GLANCE

ENTERPRISE FUNDS

Aside from the General Fund, the Town has two business-type funds – Sewer and City Properties.

Sewer

In FY 2021-22, the Town completed the Sewer Fee study, and the City Council approved a phased-in approach to making the Sewer Fund self-sustaining by FY 2025-26. This means that user fees collected will be sufficient to pay for sewer conveyance, treatments, and maintenance, including future major capital improvements.

For FY 2023-24, the Town budgeted \$1.09 million as sewer revenues, \$1.08 million as sewer expenditures, and a general fund transfer of \$170,000.

Sewer Funds (in millions)	21/22 Actual	22/23 Est. Act	23/24 Budget
Revenues and Transfers			
Sewer Charges	\$ 0.75	\$ 0.89	\$ 1.09
Transfers In	0.12	0.26	0.17
Less: Expenses			
Sewer Treatment Cost	(0.81)	(0.91)	(1.01)
Other Sewer O&M	(0.06)	(0.09)	(0.07)
Net Change in Fund	\$ 0.00	\$ 0.15	\$ 0.18

Majority of the sewer fees collected are pass-through payments to North San Mateo County Sanitation District and the City of South San Francisco Sanitary Sewer operation. The remaining \$250,000 is the Town's collection fee to maintain and expand the existing Colma sewer infrastructure.

City Properties

As for City Properties, the Town has two rental properties within Colma – Creekside Villa and a unit in Verano. Creekside Villa is dedicated to 62+ Colma residents on a fixed income. Eligibility criteria is stated in Colma Administrative Code Section 2.02. The Town sold the Verano unit in FY 2022-23 for \$890,000 – classified as other income.

For FY 2023-24, the Town budgeted \$180,000 as revenues and \$120,000 as expenditures from the Creekside Villa property.

City Properties (in millions)	21/22 Actual	22/23 Est. Act	23/24 Budget
Revenues			
Rental Properties	\$ 0.20	\$ 0.18	\$ 0.18
Other Income	(0.01)	0.89	0.00
Less: Expenses			
Creekside Villas O&M	(0.12)	(0.11)	(0.12)
Verano O&M	(0.01)	(0.02)	0.00
Net Change in Fund	\$ 0.06	\$ 0.94	\$ 0.06

MAJOR CAPITAL

The Town has a rolling 5-year capital program. This means, each year as part of the budget process, the department will assess and add a year to the capital program. Additionally, the unspent budget in the current year is automatically rolled over to the budget year.

The following is the 2023-2029 Capital Program. For more information, please go to the Capital Improvement Plan section of the budget.

Capital Program (in millions)	Prior	23/24	24/25 Thru 28/29 & Unfunded	Total
Streets, Sidewalks, and Bikeway				
Annual Roadway Rehabilitation and Preventative Maintenance Program (906)	\$ 0.49	\$ 0.23	\$ 0.25	\$ 0.97
El Camino Real Bicycle and Pedestrian Improvement (923)	2.00	0.00	0.00	2.00
El Camino Real/Mission Road Access to Transient Multimodal Crossing (904)	0.18	0.00	0.00	0.18
El Camino Real Segment B Design (915)	0.67	0.00	0.00	0.67
El Camino Real Segment B Construction (916)	5.80	0.00	0.00	5.80
Serramonte Boulevard West Bicycle and Pedestrian Improvement - Phase 1 (911)	2.04	0.15	0.00	2.19
Town-Wide Bicycle & Pedestrian Master Plan (910)	0.10	0.00	0.00	0.10
Sewer and Storm Drain				
Colma Creek Channel Easement (934)	0.00	0.08	0.00	0.08
Storm Drain Assessment (972)	0.07	0.07	0.07	0.21
City Facilities & Long-Range Plans				
Bark Park Upgrade (958)	0.00	0.12	0.00	0.12
EV Charging Station at CCC (946)	0.00	0.14	0.00	0.14
Facility Parking Lot Upgrades and Repairs (953)	0.24	0.00	0.00	0.24
Housing Element Update (996)	0.21	0.00	0.00	0.21
Public Arts Program (980)	0.02	0.10	0.00	0.12
Urban Tree Master Plan & Program (998)	0.10	0.20	0.00	
Zoning Code Update (997)	0.18	0.00	0.00	0.18
Major Equipment, Technology & Fleet				
Equipment Purchase and Replacement (984)	0.15	0.00	0.00	0.15
Financial Software Replacement (965)	0.53	0.02	0.00	0.55
IT Infrastructure Upgrades (986)	0.05	0.05	0.10	0.20
Vehicle Replacement (987)	0.22	0.22	0.42	0.86
Total Active Capital Projects	\$ 13.05	\$ 1.38	\$ 0.84	\$ 14.97

ADDITIONAL DETAILS AND INFORMATION

This format was prepared by the Finance Department to highlight in summary fashion key indicators of the Town's Financial performance. Additional Financial Reports and Budgets – including earlier Quarterly Financial Reports, Audits and Budgets – are also available on the Town website www.colma.ca.gov. This report will also be posted on the Town website after it has been reviewed by the City Council

BUDGET AT A GLANCE

The Town of Colma's uses the Strategic Plan approved by the City Council as one of the guiding document in the development of FY 2023-24 Budget. For FY 2022-23 and FY 2023-24, the 2020-2022 Strategic Plan and 2023-2025 Strategic Plan are in effect. The list under FY 2022-23 Achievements are completed projects aligned with the 2020-2022 Strategic Plan. The list under FY 2023-24 Goals are projects planned in FY 2023-24 that align with the 2023-2025 Strategic Plan.

2020-2022 STRATEGIC PLAN

Priorities/Program	FY 2022-23 Achievements	Priorities/Program	FY 2022-23 Achievements
Resiliency		Economic Development	
Develop Revenue Strategies to Meet Rising Costs	<ul style="list-style-type: none"> Met with LAFCO to discuss the transfer of Colma Lighting District to Colma. Pending further study. Implement new sewer fee structure in compliance with the approved sewer fee schedule. Sold 1365 Mission Road unit in January 2023 (the Verano Unit). 	Update General Plan and Housing Element Update	<ul style="list-style-type: none"> Completed General Plan Update. Started the 2023-2030 Housing Element Update and Zoning Code Update.
Workforce Wellness, Engagement, Retention and Recruitment	<ul style="list-style-type: none"> Completed and implemented Colma Telework Policy. Completed NeoGov recruitment module. Offered various training opportunities through San Mateo County and LCW Consortiums - including leadership programs and other development programs. 	Commit Resources to Support the Expansion or Relocation of Businesses	<ul style="list-style-type: none"> Reinstated meetings with business stakeholders. Contracted with Retail Coach to help fill vacant storefront. Concluded the Ad-Hoc Economic Development Committee.
Update Climate Action Plan Consider Reach Code Ord. and Recycled Water Program	<ul style="list-style-type: none"> Implemented the 2022 SB 1383 on organic waste. Identified projects to promote alternative fuel use, such as EV Charging stations and solar panel installation. 	Develop Branding Campaign	<ul style="list-style-type: none"> Project was on hold.
Disaster Mitigation Response and Recovery	<ul style="list-style-type: none"> Added five new members to the CERT/CAPE team. Conducted tabletop exercise with coordination with SMC Department of Emergency Management. 	Prepare for the Future of Commercial Real Estate and Retail	<ul style="list-style-type: none"> Continued to work with Retail Coach and Kimco in filing vacant storefront.
Operations		Community	
Build Efficiencies through Technology	<ul style="list-style-type: none"> Started the implementation of a credit card payment system for Town Hall and Police Station. Started research on digitizing the Town's Municipal Code. 	Public Art Programs & Wayfaring	<ul style="list-style-type: none"> Researched artists to paint murals on utility boxes.
Engage the Community with Strong Social Media Presence and Civic Partnership	<ul style="list-style-type: none"> Increased Colma's social media presence across all departments. Reached nearly 10,000 in the last 12 months through the use of Simplicity app. 	Public Outreach to Residents and Youths	<ul style="list-style-type: none"> Started the process of implementing an Explorer program.
Research and Implement Technology to Increase Transparency	<ul style="list-style-type: none"> Received GFOA and CSMFO budget award for FY 2022-23 Budget. 	Age-Friendly Cities Initiative	<ul style="list-style-type: none"> Created two Age-Friend Binders.
Explore Smart City Applications	<ul style="list-style-type: none"> Strategically placed vehicle speed signs to discourage speeding. Started discussion with C/CAG and Daly City to establish a Smart Corridor plan along Junipero Serra Boulevard. Installed additional Automatic License Reader within Town. 	Develop Programs that Embrace our Culture and Heritage	<ul style="list-style-type: none"> Partnered with Colma Historical Museum to create a virtual scavenger hunt. Dedicated a multi-cultural week during Summer Camp. Held two Movies at the Cemetery events. Hosted Adult Holiday Party. Researched Sister Cities Program and Volunteer of the Year Program.
		Capital	
		<ul style="list-style-type: none"> Secured grants for four street projects. Completed F-Street Mill & Fill and F-Street Retaining wall projects. 	See the Capital Program section of the budget document for more information on ongoing, continued, and completed projects through June 30, 2023, as well as the plan for FY 2023-24 and thereafter.

The Town completed 90 percent of the programs planned in the 2020-2022 Strategic Plan. Incomplete programs that are still part of the City Council's properties were carried over to the 2023-2025 Strategic Plan.

BUDGET AT A GLANCE

2023-2025 STRATEGIC PLAN

Priorities/Program	FY 2023-24 Goals
Resiliency	
Develop Revenue Strategies to Meet Rising Costs	<ul style="list-style-type: none"> Tax initiatives. Start permit fee study. Continue working with LAFCO on the Colma Lighting District.
Workforce Wellness, Engagement Retention and Recruitment	<ul style="list-style-type: none"> Change EAP. Enhance training.
Implement CAP Consider Reach Code Ord., and Recycled Water & EV/Solar Infrastructure	<ul style="list-style-type: none"> Install EV chargers at Town facilities (see CIP). Install solar panel on Colma Comm Center (see CIP).
Disaster Mitigation Response and Recovery	<ul style="list-style-type: none"> Continue the CERT program.
Operations	
Build Efficiencies through Technology	<ul style="list-style-type: none"> Implement a credit card system at the Town Hall and Police Station. Digitize public records. Implement an asset management program.
Move to 24/7 Dispatch Center per CalOES Guidelines	<ul style="list-style-type: none"> Cover to 24/7 dispatch center operation effective July 1, 2023.
Research and Implement Technology to Increase Transparency	<ul style="list-style-type: none"> Start research on financial software replacement (in CIP).
Explore Smart City Applications	<ul style="list-style-type: none"> None identified for FY 2023-24.
Economic Development	
Land Use	<ul style="list-style-type: none"> Zoning Code Update (CIP). Housing Element Update (CIP). Partner with local businesses in potential expansions. Establish commercial overlay districts.
Branding & Marketing	<ul style="list-style-type: none"> Engage CalTrans on signage on 280 to identify Colma commercial area.
Retail Recruitment & Retention	<ul style="list-style-type: none"> Work with Retail Coach to help fill vacant storefronts within Town. Continue regular meetings with different commercial workgroups and county-wide initiatives to support local businesses.
Events and Communications	<ul style="list-style-type: none"> Continue Mayor/Chamber Walk. Update "Business tab and Colma Business Directory" on the Town's website.

Priorities/Program	FY 2023-24 Goals
Community	
Public Art Programs & Wayfaring	<ul style="list-style-type: none"> Install public art on utility boxes (in CIP). Contract muralist to paint a mural on F-Street Wall (in CIP).
Public Outreach to Residents and Youths	<ul style="list-style-type: none"> Start the Police Explorer program. Start the "Volunteer of the Year" program. Implement a rideshare program for seniors and populations in need.
100 th Year Celebration	<ul style="list-style-type: none"> Planning and development of the celebration is underway in FY 23/24 and will be held in 2024. Celebration includes a sponsorship program that will advertise sponsors' names and businesses, as well as other programs.
Develop Programs that Embrace our Culture and Heritage	<ul style="list-style-type: none"> Continued expansion of recreation program that reflects Colma demographics. Continued promotion of culture and heritage through the annual flag-raising ceremony.
Capital	
The Town's capital program is a 5-year rolling program. The projects listed in the 2023-2025 Strategic Plan is consistent with the projects planned in FY 2023-24.	

The FY 2023-24 Goals are incorporated within the departmental budget section. Some priority programs are intended to be multi-year and will not be completed within FY 2023-24. Some priorities are ongoing in nature and is part of the operating budget.

Reasonable Accommodation

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