



STAFF REPORT

TO: Mayor and Members of the City Council
 FROM: Brad Donohue, Public Works Director
 Pak Lin, Administrative Services Director
 VIA: Brian Dossey, City Manager
 MEETING DATE: February 11, 2019
 SUBJECT: Five Year Capital Improvement Program (CIP)

RECOMMENDATION

No action is required; this report is for discussion purposes only.

EXECUTIVE SUMMARY

The purpose of this CIP study session is to engage City Council and members of the Public to review, comment and prioritize on the proposed CIP project list and give the opportunity to comment and enhance the project list by either offering new projects or requesting that certain projects be removed from the Draft CIP.

The proposed Draft CIP lists 38 projects inclusive of 9 projects that are estimated to be closed out by the end of the 2018/19 Fiscal Year. The CIP includes various projects that range from new construction, reconstruction projects; technology, equipment and vehicle purchases, along with feasibility studies with a total CIP program cost of approximately \$42 million. An estimated \$21 Million and related projects are expected to be closed out at the end of FY 2018/19, leaving an estimated 20 Million-dollar CIP project cost for FY 2019/20 through FY 2023/24, along with future/unfunded projects.

FISCAL IMPACT

There is no immediate fiscal impact in the study and eventual adoption of the 5-year capital improvement program. The program will be rolled into the FY 2019/20 Budget and if approved is projected to need an \$868,000 investment from the General Fund into the Capital Program in FY 2019/20. The preliminary funding request is summarized on page 21 of the document (Attachment A).

BACKGROUND

A **Capital Improvement Program**, or **CIP**, is a short-range plan, (Colma uses a five-year plan) which identifies capital projects and equipment purchases. The CIP:

- Allows for an organized evaluation of all potential projects at the same time;

- Provides a comprehensive and strategic plan with the ability to view the potential project expenditures while strategizing how to incorporate the program into the annual budget;
- Serves as a public relations and economic development tool;
- Preserves the Town’s infrastructure while ensuring the efficient use of public funds; and
- Is defined as an addition to the value of a fixed physical asset (such as a building), constructed or purchased, that has a useful life of two years or more, and or a cost of at least \$10,000.

CIP Categories

The proposed Draft CIP consists of completing viable projects from the FY2013/14-2018/19 CIP and adding new projects based on current needs of the Town. The Capital projects were placed into one of the three groupings; Active Projects, Future Unfunded Projects and Closed Projects (projects that are estimated to be closed by June 30, 2019). Within the groupings, each project was placed into one the following categories:

- Streets, Sidewalks, and Bikeways
- Sewers and Storm Drains
- City Facilities, and Long-Range Plans
- Major Equipment, Technology and Fleet

Project Development:

Several metrics were used in the development of the five-year Working Draft CIP.

- Continuation and inclusion of past and ongoing capital projects
- Review and analysis of aging infrastructure and the various department needs
- City Councils Strategic Plan’s goals
- Legal Mandates

All the projects in the Draft CIP Project list were vetted by using the Town of Colma Value Statement:

1. Treat all persons, claims and transactions in a **fair** and equitable manner.
2. Make **responsible** decisions by taking the long-range consequences into consideration.
3. Base decisions on and relate to each other with **honesty, integrity** and **respect**.
4. Be **innovative** in improving the quality of life in our business and residential communities.

Prioritization of Projects and Process

The proposed list of 29 projects (Capital project list, less closed out projects by the end of FY 2018-19) were developed and scheduled based on steps 1 through 3 below. During the study session (step 4) staff will seek feedback on the CIP for eventual adoption (step 5).

Step 1-The working draft CIP prioritization of projects is based on:

- Department assessment
- Legal Mandates
- Financial Constraints & potential grant funding
- Economic Development
- Findings in Master Plan or feasibility studies
- Community enhancement

Step 2- Department Priorities

- Review and schedule projects based on goals and operational capacity

Step 3- Financial Availability

- Financial Constraints & potential grant funding
- Potential grant funding
- Development agreements
- In-lieu funds
- State and County revenues

Step 4- City Council Input

- Include projects
- Adjust priority of projects
- Accept or remove projects
- Community input

Step 5- City Council Adoption

- Once staff has made the recommended changes from City Council

Project Schedule

Some projects may need to be scheduled sooner rather than later or even postponed to future years due to financial constraints, future potential grant funding, and findings in the various feasibility studies or matter of urgency. Some projects may be split into phases such as:

- **Pre-Design Phase**
 - Feasibility studies are critical in understanding the wants and needs with in various departments or infrastructure, facility and technology upgrades. Therefore, there are some projects that should be considered being moved into the Future Unfunded category because staff will need to see the findings or results of the specific feasibility study before moving the project into the current five-year CIP or future CIP.
 - For example, the cost of the Collins Avenue and Serramonte Boulevard Improvement Project may become cost prohibitive, thus the recommendation of the Master Plan Report could identify breaking up the Serramonte /Collins Improvement Project into Phases, allowing the project to be built out over several

years. The feasibility study process also provides a preliminary scheduling and estimating tool that allows for adequate time and budget for design and construction.

- **Design Phase**
 - The design work or at times it is what is commonly known as being “shovel ready” (“shovel ready” is a critical state of completeness when apply for grant funding).
 - Grant Application
 - For example; the Hillside Boulevard Improvement Project would be put on hold until funding became available, so having the project shovel ready would be beneficial if outside funding such as a safety or green infrastructure grant became available. If outside funding became available, City Council may consider moving the project up into a current year to take advantage of the opportunity.
- **Construction Phase**
 - Bidding and construction phase.
 - Inspections
 - Construction Administration and Construction Management
- **Close Out Phase**
 - Project close-out
 - Monitoring and Maintenance
 - Grant close-out
 - City Council acceptance and or approval of the project

Legal mandates may also expedite a project, such as equipment and new technology for our Police Department, accessibility (ADA) and safety issues can also expedite a project to be placed in a current year.

ANALYSIS

The Proposed Draft 2019–2024 CIP, includes 38 capital projects which includes 20 active projects, 9 future/unfunded projects, and 9 projects anticipated to be closed out by June 30, 2019. The Draft 5-Year CIP is identified as Attachment A in the staff report.

The CIP outlines proposed projects, scope of work, project schedules, and budgets. Funding the CIP budget over the following years will be a challenge. Staff has put together a proposed schedule for review and comment.

The Draft CIP was developed using the metrics and prioritization tools listed in the Background section above. However, staff welcomes feedback from the Council and Public regarding the proposed projects and schedule, as well as any new projects that may have been overlooked. Some of the projects are current/existing so they were automatically scheduled into the next Fiscal Year.

As funding opportunities surface, additional study sessions will be scheduled exploring various funding options, and or strategies to help in the funding of these projects.

The agenda for tonight's study session is to:

- Review the process on how projects were placed into the proposed Five-Year Capital Improvement Plan;
 - Consider a rolling Five-Year CIP Program
 - Page 20 of the CIP
- Consider Funding Strategy
 - Maximize use of grants and other contributions prior to the use of the Town's General Fund and Capital Reserve
 - Discuss the proposed annual budget contribution from General Fund
 - Discuss additional funding from operating surplus
 - Release of project funding – (i.e. Hillside Blvd)
 - Search for potential Grant funding
 - Use State and County contributions – Gas Tax, Measure A and Measure M
- Review of the existing and proposed CIP projects;
 - Closed out projects (9 Projects, page 20 of the CIP)
 - Active Projects, Existing and New projects (20 Projects, page 17-18 of the CIP) Projects with anticipated spending within the program period are considered "Active Projects". Staff will be prepared to present all 20 of the active projects in the document, however staff plans to highlight the projects listed below.
 - **Sterling Park Residential Streetlight Plan** – The replacement of the street lights will depend on discussion with the San Mateo County Lighting District. (NEW, Page 36 of the CIP)
 - **Creekside Villa Repair and Painting** – Propose using Creekside rental revenues for improvement. (Fund #83, page 62 Of the CIP)
 - **Recreation Operation and Facilities Master Plan** – Provide a space plan to better use the Colma Community Center and Recreation Center. (New, page 68 of the CIP)
 - **Town-wide Branding** – One of the City Council's Economic Development strategies is to create Branding and Promotional Materials emphasizing Colma's commercial activities. (NEW, page 70 of the CIP)
 - **Parking Permit Software** – Deployment of a software solution to manage the Town's parking permit program. (NEW, Page 86 of the CIP)
 - **Bark Park Upgrades** – Underutilized park is in need of upgrades (NEW, page 58 of the CIP)
 - **Lawndale Boulevard and El Camino Real Landscape and Median -** Study to rehabilitate medians due to drought watering restrictions. (NEW/MERGE with Project 956, page 32 of CIP)
 - **Financial Software Replacement** – Current software (Eden) is being phased out and will no longer be supported in the next few years. (NEW, page 82 of CIP)
 - **Equipment Purchase and Replacement** – Upgrade to Radios and in car cameras and computers in Police vehicles will need to be replaced.

Body Worn Cameras for Police Officers are programmed as well. (NEW, page 92 of the CIP)

- Other – City Council priority project
- Future Unfunded projects (9 Projects) – There are two types – unfunded projects and projects needing more information.
 - **Serramonte/Collins Improvement** – anticipated to be added to the 5-year CIP in 2019-20 budget process (New, Page 41 of the CIP)
 - **Community Center and Sterling Park Improvements** – anticipated to be added to the 5-year CIP in 2020-21 budget process. (New, Pages 72 and 75 of the CIP)
- Open Discussion
 - City Council’s comments and acceptance of the existing and proposed projects,
 - City Council’s inclusion of projects?
 - Analyze the CIP proposed 5-year plan

NEXT STEPS

Based on City Council’s recommendations and directives, Staff will update the draft CIP for the addition or even subtraction of proposed capital projects and update or revise the proposed list of projects, schedules, and budget parameters. Staff will make the recommended revisions and bring back the revised draft CIP for further comment and approval at the subsequent City Council Meeting. The 2019-20 Annual Town Budget will include the City Council’s adopted 2019-2024 Five-Year CIP.

COUNCIL ADOPTED VALUES

Studying and analyzing the various proposed CIP projects that are proposed in the Draft Capital Improvement Program, along with taking comments from the public, the City Council will exhibit a *visionary* planning approach to best use the Town’s resources in meeting the needs of the Town’s residents, commercial businesses and infrastructure enhancements and upgrades.

CONCLUSION

Staff is requesting comments from the Council and the Public on the proposed Draft Capital Improvement Plan.

ATTACHMENTS

- A. Draft Five-Year CIP

DRAFT

Council Meeting 02/11/2019



2019-2024 Capital Improvement Program

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How to Use this Document

The 2019-2024 Five-Year Capital Improvement Program is organized into five sections: Introduction, Project Summary, Project Description, Financial Summary, and Appendix.

INTRODUCTION section provides an overview of the document. It includes the executive summary in the form of the City Manager's Message and an overview of the life cycle of capital projects.

City Manager's Message
 TO: Mayor and Members of the City Council
 FROM: Brian Dossey, City Manager
 DATE: February 11, 2019
 SUBJECT: 2019-2024 Capital Improvement Program

I am pleased to present the Capital Improvement Program ("CIP" "Program") for fiscal years 2019-20 through 2023-24 for the Town of Colma. It is an extension of the Town's annual operating and budget for fiscal year 2018-19.

This five-year capital plan

Town of Colma's Value

1. Treat all persons,
2. Make responsible,
3. Base decisions on,
4. Be innovative in

EXECUTIVE SUMMARY
 The Five Year CIP is a study. It combines capital \$41,771,805 - of which \$ is anticipated to be close by financial resources, and a financial strategy for the development of the 2019-2024 Capital Improvement Program will continue into 2019-20 the Town was awarded a Capital Budget also include

Capital Projects Life Cycle

Most projects flow through Pre-Design or Conceptual Phase, Design Phase, Construction Phase, and Close-out Phase. Depending on the nature and complexity of the project, the phases can be expanded or combined.

In Pre-Design Phase, project concepts and plans are developed, funding availability and regulatory restrictions are identified, and public inputs are considered. The finished product from this phase is a completed conceptual plan approved by City Council. The finished plan is further developed to produce the project Plans, Specifications, and Estimates (PS&E) - Design Phase. During Design Phase, current roadway conditions are verified, construction materials are identified, and permits are pulled when necessary. The end product of Design Phase is a detailed project scope used to complete the construction bid package. Design Phase may also include the grant application, as most grant funding is for the construction phase. Construction Phase includes construction, construction management, inspections and project management costs. Improvements during the construction phase must comply with Green Infrastructure and Amenities with Disabilities Act (ADA) requirements. Projects with construction grant funding may include a Close-out Phase, the closeout phase. This phase depends on the grant requirement.

Pre-Design Phase

- Pre-Design/ Feasibility Study
- Conceptual Plan
- Management Plan
- Master Plan
- Grant Application

Design Phase

- Design (PS&E)
- Environmental Compliance
- Acquisition of Right-of-Way (ROW)

Construction Phase

- Construction
- Inspection
- Project Management

Close-out Phase

- Project Close-Out (with Construction)
- Grant Close-Out
- City Council Acceptance
- Monitoring and Maintenance

Depending on the scope of the project, some of the phases listed above are merged together or skipped. A Project Schedule is available within each Capital Program Categories which summarizes the project plan and the phases of each project.

was appropriated in FY 2013/14 (\$150,000), 2014/15 (\$12.9 million) and 2016/17 (\$5.0 million). The funding was not spent until FY 2017/18 and 2018/19 – the construction phase of the project.

The **Project Summary Listing** organizes the projects by *Project Status* (Active, Future/Unfunded, and Closed by June 30, 2019),

Project Summary Listing

Active Projects	Pg	Total Project Cost	PROGRAM PERIOD						Future/Unfunded
			2018/19 and Prior	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	
Streets, Sidewalks, and Bikeways									
Annual Roadway Rehabilitation and Preventive Maintenance Program (New)	31	\$ 917,900	\$ 0	\$ 150,000	\$ 225,000	\$ 250,000	\$ 292,900	\$ 0	\$ 0
El Camino Real Bicycle and Pedestrian Improvement Plan (314)	30	225,000	225,000	0	0	0	0	0	0
Lawndale and El Camino Real Landscape and Median (New, Merged with 355)	32	2,830,000	0	0	30,000	100,000	100,000	0	2,600,000
Mission Road Bicycle and Pedestrian Improvement Program (303)	34	608,500	153,800	115,000	1,339,900	0	0	0	0
Sterling Park Residential Streetlight Replacement Plan (New)	36	15,000	0	0	15,000	0	0	0	0
Sewers & Storm Drains									
Colma Creek Channel Repairs (New)		25,000	0	0	0	25,000	0	0	0
Storm Drain System Assessment and Mapping (New)	6	70,000	0	70,000	70,000	0	0	0	0
City Facilities & Long-Range Plans									
Bark Park Upgrades (New)	58	95,000	0	95,000	0	0	0	0	0
Colma Museum Facility Repair and Painting (New)	60	75,000	0	0	0	75,000	0	0	0
Creekside Villa Repair and Painting (New)	62	95,000	0	0	95,000	0	0	0	0
Facility Parking Lot Upgrades and Repairs (New)	64	198,050	0	0	111,100	86,950	0	0	0

Project Summary | Town of Colma 2019-2024 CIP | 18

PROJECT SUMMARY section has two listings: **Project Summary Listing** and **Funding Request Summary by Funds**. The key difference between the two listings is, the **Project Summary Listing** shows when the money will be spent and the **Funding Request Summary by Funds** shows when the money needs to be set-aside, also referred to as appropriated or earmarked. For example, the funding for the Town Hall Campus Renovation Project

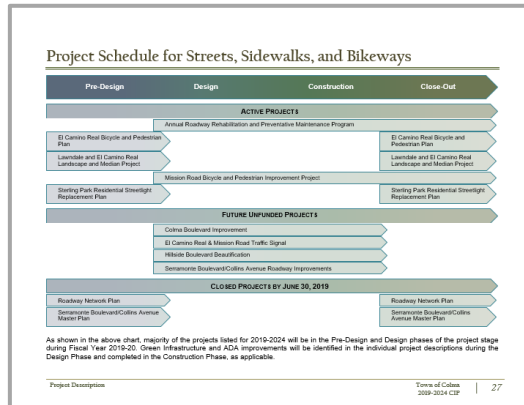
Project Categories (Streets, Sidewalks and Bikeways; Sewers and Storm Drains; City Facilities and Long-Range Plans; and Major Equipment, Technology, and Fleet), and alphabetically. Projects are considered active if there are anticipated project spending within the program period.

How to Use This Document

PROJECT DESCRIPTION section contains project sheets for each proposed project. The project sheet provides information on the intent and timing of the projects, the lead department, location, spending plan, potential funding source, and fiscal impact. The project sheets are organized alphabetically within the aforementioned project categories.

The Project Categories subsection begins with a Project Schedule which lists the projects within the categories. The Project Schedule shows a list of each project and how it relates to the Project Life Cycle, as discussed on page 13.

Since this section is the largest section in the document, the top (header) and bottom (footer) of each project sheet are designed to be a roadmap. The Project Categories and Project Status are listed in the header. The document section and Project Categories subsections are indicated in the footer. Additionally, the project title is repeated as necessary.



Active Projects | Streets, Sidewalks, & Bikeways | PROJECT CATEGORY

El Camino Real Bicycle and Pedestrian Improvement Plan (914)

LEAD DEPARTMENT: Public Works | SUPPORTING DEPARTMENT: City Manager's Office and Planning

LOCATION: El Camino Real | PROJECT PHASE: Pre-Design

DESCRIPTION & SCOPE: In 2018, the Town was awarded a Road Maintenance Rehabilitation Account (RMRA) Grant by Caltrans to complete the study for the ECR Corridor within the Town of Colma. The study cost is \$225,000, with \$199,192 from the grant and \$25,808 as a local match. This study will provide guidelines and directives for a comprehensive bicycle and pedestrian safety program along a portion of the El Camino Real corridor...

PROJECT STATUS

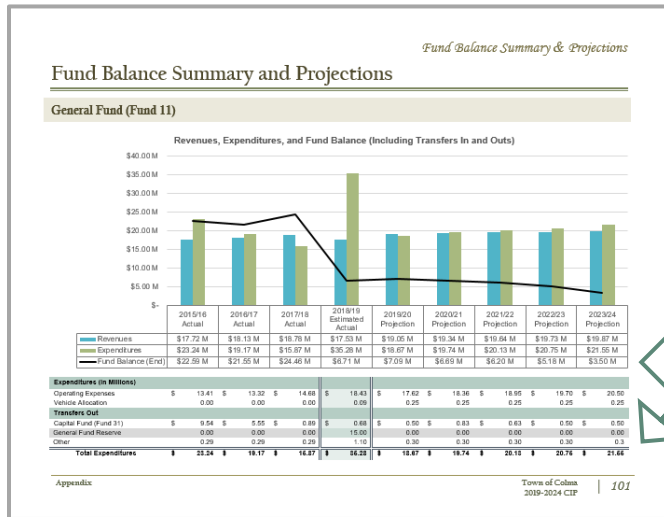
Active Projects | Streets, Sidewalks, & Bikeways | El Camino Real Bicycle and Pedestrian Improvement Plan (Cont.)

Project Summary	Total Project Cost	2017/18 and Prior	2019/20 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
RMRA Grant (Fund 32)	\$ 199,192	\$ 0	\$ 199,192	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Street Capital Reserve (Fund 32)	\$ 25,808	\$ 0	\$ 25,808	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 225,000	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Planning & Design (02-61002)	\$ 225,000	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 225,000	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT: The Town appropriated \$25,808 for this project in 2018-19. The remaining \$199,192 will be reimbursed by the State, as the project progresses. The project will identify bicycle and pedestrian safety improvements and enhancements along ECR. Construction costs will be determined as part of the design phase, after the plan has been completed and approved by Caltrans.

DOCUMENT SECTION | Project Description | Town of Colma | 3009-2024 CIP | 31

FINANCIAL SUMMARY section presents three years of actual, current year estimates, and the five-year projection, with the incorporation of the five-year capital plan. The total revenues and expenditures are show in the bar chart, the ending fund balance as a line chart, and two tables. The Fund Balance Summary for all Town’s Funds will be available in the final adopted document.



**TOTAL
EXPENDITURES
SHOULD AGREE**

APPENDIX section includes Commonly Used Acronyms and Glossary of Terms, which has a more comprehensive list of acronyms.

The Commonly Used Acronyms (page 109) lists acronyms that appear more than once in the document. It is designed such that readers can extract the page and use it as a reference while going through the document.

The Glossary of Terms (page 110) is a replica of the Town’s FY 2018-19 budget document. It includes acronyms frequently used in the municipal finance world. Some of these acronyms are listed in the Commonly Used Acronym page.

Introduction

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City Manager's Message

TO: Mayor and Members of the City Council
FROM: Brian Dossey, City Manager
DATE: February 11, 2019
SUBJECT: 2019-2024 Capital Improvement Program

I am pleased to present the Capital Improvement Program (“CIP”, “Program”) for fiscal years 2019-20 through 2023-24 for the Town of Colma. It is an extension of the Town’s annual operating budget for fiscal year 2018-19.

This five-year capital plan was prepared using the values below as a guide.

Town of Colma’s Value Statement

1. Treat all persons, claims and transactions in a fair and equitable manner.
2. Make responsible decisions by taking the long-range consequences into consideration.
3. Base decisions on and relate to each other with, honesty, integrity and respect.
4. Be innovative in improving the quality of life in our business and residential communities.

EXECUTIVE SUMMARY

The Five Year CIP is a planning document that covers the construction and maintenance of major projects and facilities, as well as major studies. It combines capital projects in progress in 2018-19 and new projects planned for the next five years. The Total Proposed Program is \$41,771,865 – of which \$9.5 million are active projects within the program period, \$12.2 million are Future/Unfunded, and \$20.0 million is anticipated to be closed out by June 30, 2019. The Plan takes into consideration the Town’s five year goals, current economic conditions, available financial resources, and the City Council’s priorities. It comprehensively assesses the needs of the Town’s public infrastructure and sets forth a financial strategy for the Town to maintain and construct new facilities, improve existing facilities and prepare designs for future projects.

The development of the 2019-2024 Capital Program began with assessing active projects in 2018-19. Of the 15 projects listed in the 2018-19 Capital Improvement Program, nine projects are anticipated to be completed or closed by June 30, 2019 (see list beginning on Page 17) and six will continue into 2019-20. During the year, the City Council added the El Camino Real Bicycle and Pedestrian Improvement Plan (914) because the Town was awarded a roadway improvement grant, and amended the project budget for Dispatch Furniture Upgrades (988). The 2018-19 Capital Budget also included four unfunded future projects, which the Public Works Departments reviewed and updated.

The 2019-2024 Capital Program includes the addition of 19 new projects – 13 active projects and six Future/Unfunded projects. Four of the Future/Unfunded projects do not have an estimated project cost because there are related studies and assessments that need to be completed. Staff anticipates these projects will begin within the five year program period.

DEVELOPMENT PROCESS

The process began with departmental assessment of community and facility's needs, identification of improvements driven by legal mandates, and enhancements to promote a sense of community and/or economic development. The proposed projects are reviewed and prioritized based on operational goals and capacities. The next step in the process is to evaluate the availability of funding sources. This step may result in department reprioritization. The finalized proposed list is presented to the City Council to be discussed and reprioritized. The last step in this process is the adoption of the capital plan by the City Council at a regularly scheduled public meeting.

The adopted 2019-2024 Capital Program will be rolled into the 2019-20 annual budget. Thereafter, annually the Program will be updated to ensure the infrastructure needed for the delivery of essential public services is available to meet the current and future needs of the community. The Program may also be amended during the year as community/organizational needs change and as grant funding becomes available. All amendments will be subject to City Council consideration.

DEVELOPMENT STRATEGIES

There were a few primary strategies in developing the 2019-2024 Capital Program. One strategy applied in developing public works projects is developing and completing the pre-design and design phases, such that the Town is ready for potential grant funding and more advantageous construction market. An example is the Lawndale and El Camino Real Landscape and Median project.

The strategy used for existing infrastructure is trying to anticipate potential system failures. Examples includes Annual Roadway Rehabilitation, Colma Museum Repair and Painting, Creekside Villas Repair and Painting and Financial Software Replacement. Deferred maintenance and replacement may result in higher cost.

Enhancement to promote a sense of community and economic development is another strategy. These improvements increase "foot traffic" to Town. This can increase safety and community engagement and can potentially strengthen the Town's financial viability.

Guiding documents used in the development of the capital plan includes completed master plans and feasibility studies, 2017-19 strategic plan, and 2018-19 capital program.

FUNDING PRIORITIES

Unlike an operating budget, a capital program generally has multiple sources of revenues resulting in, at times, complicated financial management. For example, many of the projects in the Streets, Sidewalks & Bikeways category, has multiple funding sources. Many of the funding sources are grant funding. For ease of recordkeeping and project management, the following funding priorities are used:

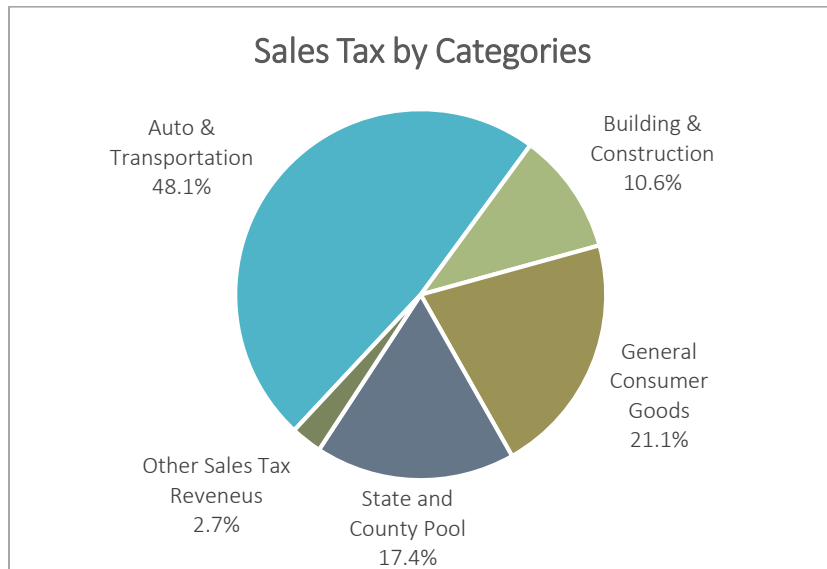
1. Reimbursement grants and contributions
2. Allocated grants and contributions
3. Restricted funds
4. City Council committed or assigned funds
5. Unassigned and unrestricted funds – typically General Fund

FINANCIAL CONDITION

The two main funding sources of the capital program are the General Fund and grant funding. A majority of the grant funding is on a reimbursement basis and requires advances from the General Fund. As for General Fund revenues, more than 80 percent of the Town's revenue comes from sales tax and cardroom tax. Sales tax and cardroom tax are expected to flatten in the next five years.

ECONOMIC IMPACTS ON SALES TAX

The Town of Colma received \$11.4 million in sales tax revenues in FY 2017-18. As shown in the chart below, auto & transportation, building & construction, general consumer goods, and State and County pools are the largest sectors. For the purpose of this Capital Program, sales tax revenues are projected to have a 2 percent growth, whereas the town has been enjoying an average of 10 percent growth in the last nine years.



Nationally, vehicle purchases have reached market saturation. As a result, vehicle purchases have begun to flatten. Half of the Town's sales tax revenues comes from auto sales. With auto sales

flattening out nationally, sales tax revenue is expected to flatten in the next five years. This may also impact the Town's sales tax related grants, such as Measure A and Police grants.

Regionally, December home sales in the Bay Area dropped 22 percent. Home sales promote renovations and thereby increase sales tax revenues. A decline in home sales is an early indicator of potential reduction in construction revenues. Other factors to consider include the number of commercial and residential development that is in progress, and the net worth of the property owners in the area. Since development activities in the Bay Area continues to be strong, sales tax revenues from construction should remain strong for the next three years.

General consumer goods and State and County pools are linked to consumer confidences. The current consumer confident index (CCI) is 101.32 nationally and 100.60 globally. A CCI below 100 signifies consumer confidence is low and general spending reduces. Based on the current national and global data, sales tax revenue from general consumer goods and pool allocations should be stable for the next two to three years.

ECONOMIC IMPACTS ON CAPITAL PROGRAM

The 2019-2024 Capital Program assumes that the Town's General Fund will make a minimum annual investment of \$500,000 into the Capital Fund. It also assumes a \$250,000 allocation into the Vehicle Replacement Fund. These annual investments may be impacted when revenues cannot meet operating expenditures.

The biggest threat to operating expenditures is pension cost. With market uncertainty, the Town's pension administrator and trustee, CalPERS, began reducing their expected investment return and increasing the participating agencies responsible portion. This places incredible financial constraint on the Town's General Fund. Additionally, as CalPERS investment returns fall short of expectations, the Town's portion grows. Based on the City Council's accepted Unfunded Liabilities Strategy, operating revenues are projected to be less than operating and capital expenditures by 2020-21.

FINANCIAL STRATEGIES

In anticipation for upcoming financial challenges, the proposed capital program maximizes the use of grants and other contributions, before tapping into the General Fund. Additionally, the City Council will be considering the following strategies:

- Release or defund a capital project
- Transfer a portion of the 2017-18 operating surplus into the Capital Reserve Fund (31)
- Prioritizing projects based on:
 - its potential to increase revenues and/or reduce operating expenditures.
 - its potential to receive grants. Grants are generally earmarked for construction projects and granting agencies often look for “shovel-ready” projects.

TOWN OF COLMA FINANCIAL RESERVE

Since July 1, 2018, the City Council approved changes to the reserve policy to fund pension, retiree medical, and accrued leave liabilities. The table below shows the amended General Fund reserve balances:

General Fund Reserves	2018-19 Adopted Budget	2018-19 Amended Budget
Committed:		
Debt Reduction	600,000	600,000
Budget Stabilization	15,000,000	12,000,000
Accrued Leave	-	650,000
Assigned:		
Litigation	100,000	100,000
Insurance	100,000	100,000
Disaster Response and Recovery	750,000	750,000
Subtotal: Committed / Assigned	16,550,000	14,200,000
Unassigned (based on 2018-19 Budget)	8,253,939	8,253,939
Total	24,803,939	22,453,939

APPRECIATION

In closing, I’d like to thank the City Council for its policy leadership in a year full of changes. This document demonstrates how the difficult choices you made throughout the past several years are continuing to benefit the Town. It is a pleasure working with you to implement your vision for the Town of Colma and to provide a government our residents can be proud of.

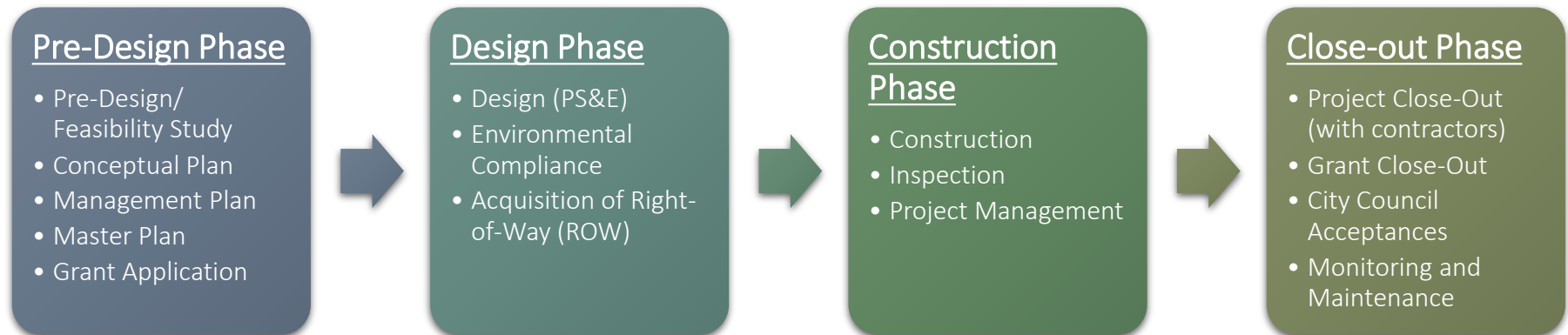
Documents like this cannot be completed without teamwork from all involved. I would like to thank the Department Directors for their dedication to the overall effectiveness of the Town’s government and to the residents themselves. It is also important to acknowledge City Engineer Cyrus Kianpour, Public Works Director Brad Donohue and Administrative Services Director Pak Lin, who ensure the Capital Program is precise, attractive, and informative.

Brian Dossey
City Manager

Capital Project Life Cycle

Most projects flow through Pre-Design or a Conceptual Phase, Design Phase, Construction Phase, and Close-out Phase. Depending on the nature and complexity of the project, the phases can be expanded or combined.

In the **Pre-Design Phase**, project concepts and plans are developed, funding availability and regulatory restrictions are identified, and public input is considered. The finished product from this phase is a completed conceptual plan approved by City Council. The finished plan is further developed to produce the project Plans, Specifications, and Estimates (PS&E) – **Design Phase**. During the **Design Phase**, current roadway conditions are verified, construction materials are identified, and permits are pulled when necessary. The end product of the **Design Phase** is a detailed project scope used to complete the construction bid package. **Design Phase** may also include the grant application, as most grant funding is during the construction phase. The **Construction Phase** includes construction, construction management, inspections and project management costs. Improvements during the construction phase must comply with Green Infrastructure and Americans with Disabilities Act (ADA) requirements. The **Close-out Phase** of a project can incorporate several steps; overseeing that the contractor has completed the various the contractual obligations and objectives stated with in the plans and specifications. Once the contract has been completed, Staff submits the project to City Council for final approval, acceptance and the filing of a Notice of Completion. When Grant funding has been obtained for a project, there are various close out procedures that are required along with a project audit to verify that the grant money was expensed in accordance with the grant guidelines. Lastly monitoring the project regarding warranty and workmanship would be incorporated into the Close-out Phase as well.



Depending on the scope of the project, some of the phases listed above are merged together or skipped. A Project Schedule is available within each of the Capital Program Categories which summarizes the project plan and the phases of each project.

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Project Summary

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Project Summary Listing

Active Projects	Pg	Total Project Cost	2018/19 and Prior	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Streets, Sidewalks, and Bikeways									
Annual Roadway Rehabilitation and Preventative Maintenance Program* (New)	28	\$ 917,900	\$ 0	\$ 150,000	\$ 225,000	\$ 250,000	\$ 292,900	\$ 0	\$ 0
El Camino Real Bicycle and Pedestrian Improvement Plan (914)	30	225,000	225,000	0	0	0	0	0	0
Lawndale and El Camino Real Landscape and Median (New , Merged with 956)	32	2,830,000	0	0	30,000	100,000	100,000	0	2,600,000
Mission Road Bicycle and Pedestrian Improvement Program (903)	34	1,608,500	153,600	115,000	1,339,900	0	0	0	0
Sterling Park Residential Streetlight Replacement Plan (New)	36	15,000	0	0	15,000	0	0	0	0
Sewers & Storm Drains									
Colma Creek Channel Repairs (New)	48	25,000	0	0	0	0	25,000	0	0
Storm Drain System Assessment and Mapping (New)	50	210,000	0	70,000	70,000	70,000	0	0	0
City Facilities & Long-Range Plans									
Bark Park Upgrades (New)	58	95,000	0	95,000	0	0	0	0	0
Colma Museum Facility Repair and Painting (New)	60	75,000	0	0	0	75,000	0	0	0
Creekside Villa Repair and Painting (New)	62	95,000	0	0	95,000	0	0	0	0
Facility Parking Lot Upgrades and Repairs (New)	64	198,050	0	0	111,100	86,950	0	0	0

Project Summary Listing

Active Projects	Pg	Total Project Cost	2018/19 and Prior	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
General Plan Update (991)	66	403,650	164,420	239,230	0	0	0	0	0
Recreation Operation and Facility Master Plan (New)	68	25,000	0	25,000	0	0	0	0	0
Town-Wide Branding (New)	70	200,000	0	0	100,000	100,000	0	0	0
Major Equipment, Technology & Fleet									
Financial Software Replacement (New)	82	350,000	0	15,000	115,000	215,000	5,000	0	0
IT Infrastructure Upgrades* (986)	84	305,000	55,000	50,000	50,000	50,000	50,000	50,000	0
Parking Permit Software (New)	86	100,000	0	100,000	0	0	0	0	0
Records Management System (989)	88	50,000	20,000	30,000	0	0	0	0	0
Vehicle Replacement Schedule* (987)	90	1,231,100	145,000	277,640	125,520	262,000	252,820	168,120	0
Equipment Purchase and Replacement* (New)	92	550,000	0	50,000	200,000	300,000	0	0	0
Total Active Projects (20)		\$ 9,509,200	\$ 763,020	\$ 1,216,870	\$ 2,476,520	\$ 1,508,950	\$ 725,720	\$ 218,120	\$ 2,600,000

* Annual Roadway Rehab, IT Infrastructure Upgrades and Vehicle Replacement Schedule are ongoing programs with many sub-projects. The amount shown under "2018/19 and Prior" column represents the active sub-project budgets. Completed sub-project budget and spending are eliminated.

Project Summary Listing

Future/Unfunded Projects	Pg	Total Project Cost	2018/19 and Prior	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Streets, Sidewalks, and Bikeways									
Colma Blvd Improvement (912)	38	\$ 1,500,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,500,000
El Camino Real & Mission Rd Traffic Signal (904)	39	700,000	0	0	0	0	0	0	700,000
Hillside Blvd Beautification (901)	40	9,101,941	1,941	0	0	0	0	0	9,100,000
Serramonte Blvd/Collins Ave Roadway Improvement† (New)	41	0	0	0	0	0	0	0	0
Sewers & Storm Drains									
Sanitary Sewer System Improvement† (New)	52	0	0	0	0	0	0	0	0
City Facilities & Long-Range Plans									
Colma Community Center Office Space Expansion† (New)	72	0	0	0	0	0	0	0	0
Corporation Yard Car Wash Upgrade (New)	73	170,000	0	0	0	0	0	0	170,000
HVAC System Replacement @ Police Station (New)	74	750,000	0	0	0	0	0	0	750,000
Sterling Park Office and Storage Space Expansion† (New)	75	0	0	0	0	0	0	0	0
Total Future/Unfunded Projects (9)		\$ 12,221,941	\$ 1,941	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 12,220,000

† Total Project Cost cannot be determined at this time. There is a corresponding plan/study in the Active Project list and the Design and Construction costs will be determined upon completion of the corresponding plan/study. See Project Description for more information.

Project Summary Listing

Closed Projects (By June 30, 2019)	Pg	Total Project Cost	2018/19 and Prior	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/ Unfunded
Streets, Sidewalks, and Bikeways									
Roadway Network Plan (SSAR) (993)	42	\$ 300,000	\$ 300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Serramonte Boulevard/Collins Avenue Master Plan (913)	43	400,000	400,000	0	0	0	0	0	0
Sewers & Storm Drains									
Sanitary Sewer System Assessment (971)	53	166,000	166,000	0	0	0	0	0	0
City Facilities & Long-Range Plans									
Climate Action Plan Update (994)	76	35,000	35,000	0	0	0	0	0	0
Sterling Park Playground Improvement (944)	77	537,500	537,500	0	0	0	0	0	0
Town Hall Campus Renovation (947)	78	18,075,348	18,075,348	0	0	0	0	0	0
Major Equipment, Technology & Fleet									
Access Control at Town Facilities (983)	93	335,000	335,000	0	0	0	0	0	0
Dispatch Furniture Upgrade (988)	94	56,371	56,371	0	0	0	0	0	0
Geographic Information System (985)	95	25,105	25,105	0	0	0	0	0	0
Other Projects									
Projects Closed prior to 6/30/2018		110,400	110,400	0	0	0	0	0	0
Total Closed Projects Cost (9)		\$ 20,040,724	\$ 20,040,724	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Costs – All (38)		\$ 41,771,865	\$ 20,805,685	\$ 1,216,870	\$ 2,476,520	\$ 1,508,950	\$ 725,720	\$ 218,120	\$ 14,820,000

Funding Request Summary by Funds

Funding Request	Total Project Cost	2018/19 and Prior	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
General Fund (11)	\$ 19,069,503	\$ 16,515,553	\$ 440,000	\$ 876,100	\$ 814,950	\$ 372,900	\$ 50,000	\$ 0
Loan to Grant Projects	0	825,000	0	(825,000)	0	0	0	0
Grant Allocation								
Gas Tax & SB1 (21)	236,500	33,500	0	115,000	44,000	44,000	0	0
Measure A (22)	428,000	160,000	0	94,000	123,000	51,000	0	0
Grant Reimbursement								
Measure M (32)	166,000	0	150,000	16,000	0	0	0	0
SSAR Grant (32)	250,000	250,000	0	0	0	0	0	0
Transit Livable Community (32)	525,000	0	0	525,000	0	0	0	0
Local Street and Road (32)	100,000	0	0	100,000	0	0	0	0
Roadway Maintenance Grant (RMRA, 32)	199,192	199,192	0	0	0	0	0	0
Safe Route to School	200,000	0	0	200,000	0	0	0	0
Capital Improvement (31)	156,371	156,371	0	0	0	0	0	0
Other Contribution								
Park in-lieu (31)	163,664	163,664	0	0	0	0	0	0
Certificate of Participation (33)	5,149,595	5,149,595	0	0	0	0	0	0
Vehicle Replacement (61)	1,231,100	145,000	277,640	125,520	262,000	252,820	168,120	0
City Properties (83)	145,000	0	0	95,000	50,000	0	0	0
Unknown Funding Source	13,751,940	0	0	0	0	0	0	13,751,940
Total Funding Request	\$ 41,771,865	\$ 23,597,875	\$ 867,640	\$ 1,270,520	\$ 1,293,950	\$ 720,720	\$ 218,120	\$ 13,751,940

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Project Description

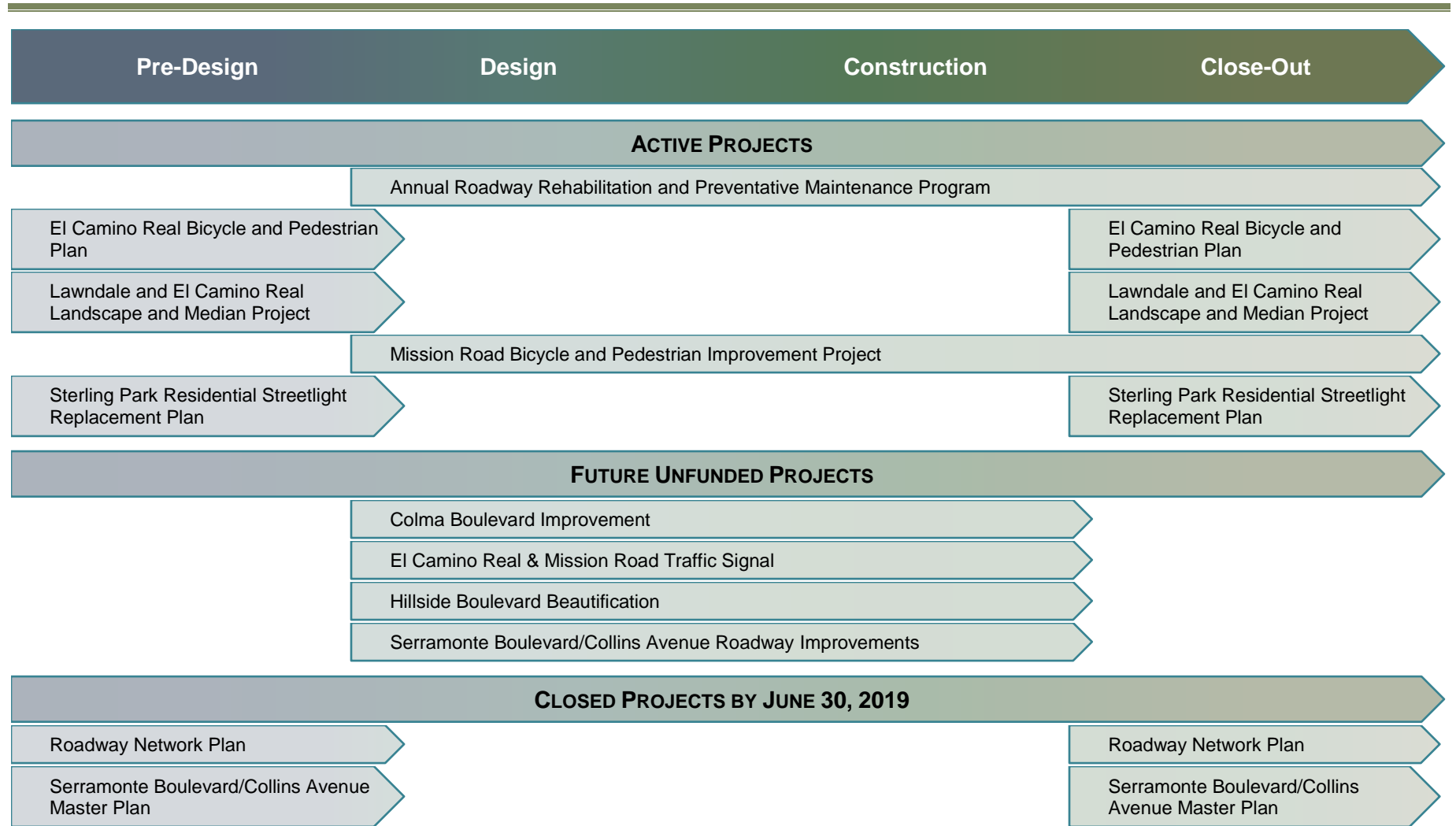
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Project Description

Streets, Sidewalks, & Bikeways

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Project Schedule for Streets, Sidewalks, and Bikeways



As shown in the above chart, a majority of the projects listed for 2019-2024 will be in the Pre-Design and Design phases of the project stage during Fiscal Year 2019-20. Green Infrastructure and ADA improvements will be identified in the individual project descriptions during the Design Phase and completed in the Construction Phase, as applicable.

Active Projects

Annual Roadway Rehabilitation and Preventative Maintenance Program (New, Ongoing)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

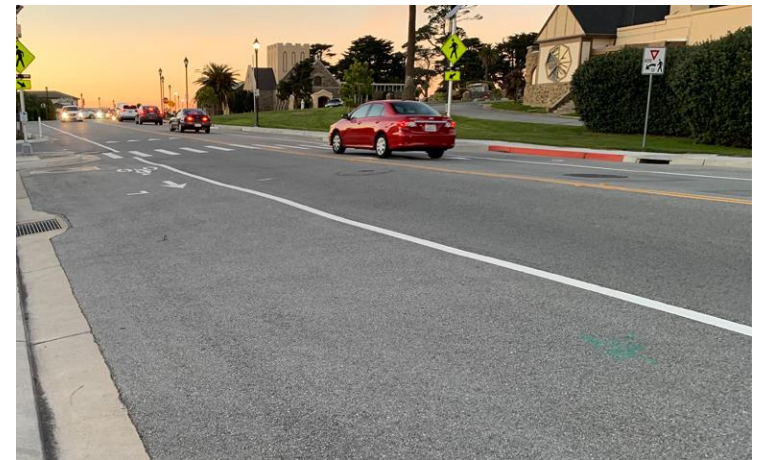
None

LOCATION:

Collins Avenue, Colma Boulevard., Junipero Serra Boulevard, F Street (300 Block), Hillside Boulevard, and Serramonte Boulevard (400 Block)

PROJECT PHASE:

Design / Construction



DESCRIPTION & SCOPE:

Roadway maintenance operations can be separated into two functions – annual operating maintenance, which would include minor repairs, and capital improvements to rehabilitate and replace existing roadway infrastructure. A biennial Pavement Management Plan (PMP) is conducted to assess all Town’s roadway conditions and through that assessment a Pavement Condition Index (PCI) rating is assigned (PCI is based on a rating from 1 to 100). Roadway rehabilitation and replacement projects are selected based on its PCI and funding availability.

The Town of Colma’s current Pavement Condition Index (PCI) is 81 and is considered as above average. To maintain the current PCI at 80 or above, the streets listed below in the [Five-Year Funding & Project Scheduling](#) will need to be addressed within the next five-years. The most critical is the re-construction of the 300 Block of F Street (from El Camino Real to the Town’s border). The life cycle for roadway pavement is approximately 15 to 20 years. In between required re-construction of a roadway, scheduled surface treatments are sufficient in sustaining roadways for 5 to 7 year thus allowing a street to last 20 plus years. There are various types of surface treatments, they include slurry seal, micro surfacing, and crack seal. A surface treatment is also less costly than full re-construction and is a normal preventative measure to extend the life of the asphalt roadways. The Five-Year program includes slurry treatments on Colma Boulevard, 400 Block of Serramonte Boulevard (East of El Camino) a portion of Collins Avenue, Junipero Serra Boulevard from Hickey Boulevard to the Daly City/Colma border. south side of Lawndale Boulevard and a portion of Hillside Boulevard (600 feet south of Serramonte Boulevard to the border through the intersection of Lawndale Boulevard and Hillside Boulevard. while the Town searches for funding opportunities to complete the Hillside Boulevard Beautification (901), see Page 40 for project description.

Annual Roadway Rehabilitation and Preventative Maintenance Program

(Cont.)

PROJECT STATUS & TIMING:

The roadway selected for rehabilitation from 2019-2024 is based on the last PMP completed in 2016-17. The project budget includes design, construction management and construction costs. Design and construction phases for 300 Block of F Street, is scheduled for 2019/20; Colma Boulevard, and 400 Block of Serramonte Boulevard are scheduled to begin in 2020/21, Collins Avenue and Junipero Serra Boulevard in 2021/22; and Hillside Boulevard in 2022/23. Total project cost for 2019-2024 is \$917,900.

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated Actual	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
Gas Tax (Fund 21)	\$ 203,000	\$ 0	\$ 0	\$ 0	\$ 115,000	\$ 44,000	\$ 44,000	\$ 0	\$ 0
Measure A (Fund 22)	268,000	0	0	0	94,000	123,000	51,000	0	0
Measure M (Fund 32)	166,000	0	0	150,000	16,000	0	0	0	0
General Fund (Fund 11)	280,900	0	0	0	0	83,000	197,900	0	0
Total Funding	\$ 917,900	\$ 0	\$ 0	\$ 150,000	\$ 225,000	\$ 250,000	\$ 292,900	\$ 0	\$ 0
Project Cost									
Mill & Fill @ 300 Block of F St (Constr: 32-81003)	\$ 150,000	\$ 0	\$ 0	\$ 150,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Slurry @ Colma Blvd and 400 Block of Serramonte Blvd (Constr: 32-81003)	225,000	0	0	0	225,000	0	0	0	0
Slurry @ Collins Ave and Junipero Serra Blvd (Constr: 32-81003)	250,000	0	0	0	0	250,000	0	0	0
Slurry/Striping @ Hillside Blvd & Lawndale Blvd (Constr: 32-81003)	292,900	0	0	0	0	0	292,900	0	0
Total Project Cost	\$ 917,900	\$ 0	\$ 0	\$ 150,000	\$ 225,000	\$ 250,000	\$ 292,900	\$ 0	\$ 0

FISCAL IMPACT:

Minor surface treatments are estimated to last approximately 5 years, the mill and fill is estimated to last 15 to 20 years. Roadway striping maintenance or upkeep will be estimated in the annual operation budget.

El Camino Real Bicycle and Pedestrian Improvement Plan (914)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

City Manager's Office and Planning

LOCATION:

El Camino Real

PROJECT PHASE:

Pre-Design

DESCRIPTION & SCOPE:

In 2018, the Town was awarded a Road Maintenance Rehabilitation Account (RMRA) Grant by Caltrans to complete the study for the El Camion Real Corridor within the Town of Colma. The study cost is \$225,000, with \$199,192 from the grant and \$25,808 as a local match. The study will provide guidelines and directives for a comprehensive bicycle and pedestrian safety program along a portion of the El Camino Real corridor, (State Route 82) in the Town of Colma, from Daly City to South San Francisco. The project will strive to improve community mobility along this portion of the roadway by creating a vision to increase and enhance various modes of transportation, including walking and bicycling, while providing opportunities to increase ridership on public transportation. The study will review and implement the standards and goals that are stated in the California Transportation Plan 2040, California State Bicycle and Pedestrian Plan, Caltrans District 4 Bicycle Plan, San Mateo County Comprehensive Bicycle and Pedestrian Master Plan, and Grand Boulevard Initiatives' Goals. Community outreach is included in the study from residents and businesses.



PROJECT STATUS & TIMING:

The project is anticipated to start in December 2018 and scheduled to be complete in Fiscal Year 2019-20.

El Camino Real Bicycle and Pedestrian Improvement Plan

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
RMRA Grant (Fund 32)	\$ 199,192	\$ 0	\$ 199,192	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Street Capital Reserve (Fund 32)	25,808	0	25,808	0	0	0	0	0	0
Total Funding	\$ 225,000	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Planning & Design (32-81002)	\$ 225,000	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 225,000	\$ 0	\$ 225,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

The Town appropriated \$25,808 for this project in 2018-19. The remaining \$199,192 will be reimbursed by the State, as the project progresses. The project will identify bicycle and pedestrian safety improvements and enhancements along ECR. Construction costs will be determined as part of the design phase, after the plan has been completed and approved by Caltrans.

Lawndale and El Camino Real Landscape and Median (New, Merge with Project 956)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

LOCATION:

Lawndale Boulevard and El Camino Real

PROJECT PHASE:

Pre-Design



DESCRIPTION & SCOPE:

Median landscapes along Lawndale Boulevard and El Camino Real are in need of rehabilitation. As a result of the severe draught in recent years, the State of California has levied irrigation restrictions that prevents cities from irrigating its street medians with turf. This resulted in many of the vegetation in Town’s medians along Lawndale Boulevard and El Camino Real will need significant maintenance efforts in order to avoid the area being overtaken by intrusive vegetation. Additionally, the landscape along the backside of the sidewalk along the Northside of Lawndale Boulevard will be addressed in all phases of this project.

- **Phase 1** of the project is to complete conceptual review (“study”) of the landscaping and public use enhancements on Lawndale Boulevard and El Camino Real. The landscaping conceptual plan for medians along El Camino Real will comply with Caltrans requirements, including Caltrans defined draught resistant plants and possibly artificial turf. The study will also look into a landscape remodel for the area on backside of sidewalk along Lawndale. Project may be recommended to break up the construction phase of this project into several projects.
- **Phase 2** of the project will provide “Shovel Ready” project plans, specifications and estimates (PS&E) and preparing bid package.
- **Phase 3** of the project – the construction phase which includes awarding the contract, and building and inspection services, and construction.

The study will also focus on green infrastructure possibilities, stormwater enhancements, and recreational features. Grant opportunities may be available for Phase 3 of this project.

PROJECT STATUS & TIMING:

This project is a restoration of the Existing Lawndale Boulevard Landscape Improvement Project (956). The construction phase of the project (Phase 3) is currently unfunded. Staff will be looking for funding opportunities to help assist with the construction costs. The feasibility/conceptual study (Phase 1) is programmed to take place in 2019/20. The development of the PS&E (Phase 2) will begin in 2020 into 2022. The construction Phase will be evaluated after the completion of PS&E and will depend on available funding and Town’s priorities.

Lawndale and El Camino Real Landscape and Median

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 230,000	\$ 0	\$ 0	\$ 30,000	\$ 100,000	\$ 100,000	\$ 0	\$ 0	\$ 0
Total Funding	\$ 230,000	\$ 0	\$ 0	\$ 30,000	\$ 100,000	\$ 100,000	\$ 0	\$ 0	\$ 0
Project Cost									
Phase 1: Study (32-71009)	\$ 30,000	\$ 0	\$ 0	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Phase 2: Design (32-81002)	200,000	0	0	0	100,000	100,000	0	0	0
Phase 3: Construction (32-81003)	2,600,000	0	0	0	0	0	0	0	2,600,000
Total Project Cost	\$ 2,730,000	\$ 0	\$ 0	\$ 30,000	\$ 100,000	\$ 100,000	\$ 0	\$ 0	\$ 2,600,000

FISCAL IMPACT:

Estimated costs for construction are to be estimated into the feasibility study, at this time construction costs are to be determined once the study is complete. In the past we budgeted for maintaining the turf islands. The new landscape islands would incorporate drought resistant plantings.

Mission Road Bicycle and Pedestrian Improvement (903)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Planning

LOCATION:

Mission Road

PROJECT PHASE:

Pre-Design

DESCRIPTION & SCOPE:

The Mission Road Bicycle and Pedestrian Improvements Project includes implementation of several safety related improvements for pedestrians, bicyclists and vehicles along Mission Road between El Camino Real and Lawndale Boulevard. The project scope includes:

- Continuous sidewalk the length of the project on both side of the street in compliance with ADA requirements
- Extension of Class II bicycle lanes in the northbound direction
- Construction of bulb-outs and high visibility crosswalks with rectangular rapid flashing beacons
- Installation of energy efficient street lights
- Construction of landscape bio-retention area for drainage and storm water treatment purposes
- Addressing accessibility issues along the Mission Road Right of Way

These improvements will address the safety concerns expressed by the community and improve the accessibility of the pedestrian and bicycle facilities in compliance with the San Mateo County Comprehensive Bicycle and Pedestrian Plan. This project also adheres to the Town of Colma’s Circulation Plan, which consists of the Complete Streets and Green Infrastructure program and policies.

The project incorporates a robust public outreach program to the Mission Road neighborhood (Residents and Commercial). The project’s success is dependent on the Mission Road Community taking ownership and assisting with the various improvements (Safety, beautification and mobility features) that are needed in the area.

PROJECT STATUS & TIMING:

The approvals for this project from the Metropolitan Transportation Commission (MTC) came in later than expected. Project Design will be completed in late Summer of 2019. The project is scheduled to go out to bid in of the Spring of 2020. Construction is estimated to be completed by late summer early fall of 2020.



Mission Road Bicycle and Pedestrian Improvement

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated Actual	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/ Unfunded
Funding									
One Bay Area Grant (OBAG)									
Transportation Livable Communities (TLC)*	\$ 525,000	\$ 0	\$ 0	0	525,000	0	0	0	0
Local Street and Roads (LSR)*	100,000	0	0	0	100,000	0	0	0	0
Measure A	160,000	0	160,000	0	0	0	0	0	0
Safe Route to School*	200,000	0	0	0	200,000	0	0	0	0
SB1-Gas Tax	33,500	0	33,500	0	0	0	0	0	0
Street Capital Reserve (Fund 32)	590,000	50,000	540,000	0	0	0	0	0	0
Total Funding	\$ 1,608,500	\$ 50,000	\$ 1,608,500	\$ 0	\$ 825,000	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Consult/Contr.Srv (32-71010)	\$ 69,735	\$ 8,335	\$ 15,000	\$ 15,000	\$ 31,400	\$ 0	\$ 0	\$ 0	\$ 0
Planning & Design (32-81002)	255,265	5,265	125,000	100,000	25,000	0	0	0	0
Construction (32-81003)	1,283,500	0	0	0	1,283,500	0	0	0	0
Total Project Cost	\$ 1,608,500	\$ 13,600	\$ 140,000	\$ 115,000	\$ 1,339,900	\$ 0	\$ 0	\$ 0	\$ 0

* The Safe Route to School and OBAG TLC and LSR funds are reimbursement grants, awarded in 2016-17 and 2017-18, to offset construction cost. The Construction Phase is projected to begin and complete in 2020/21.

FISCAL IMPACT:

This is a safety improvement on existing infrastructure and does not change the current maintenance workload.

Sterling Park Residential Streetlight Replacement Plan (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

LOCATION:

Sterling Park Neighborhood

PROJECT PHASE:

Pre-Design

DESCRIPTION & SCOPE:

The antique street lights in the Sterling Park Residential Neighborhood have shown signs of deteriorating, some of the street lights have deteriorated to the point where the rust/decay has rotted through the pole. It is estimated that approximately 10 to 25 percent of the street lights have different levels of decay from minor to severe. It is projected that the decay process is taking place on the remaining lights, to what extent it is not been determined. It is recommended that the existing street lights be replaced with lights that are more conducive to the weather conditions and salt air. It is also recommended that the lights be energy efficient such as single luminaire LED lighting. Currently, the Town owns the street lights and the Colma Lighting District provides maintenance support and pays for the annual electrical charges. The first phase of the project will provide a conceptual plan for the replacement of the streetlights within the Sterling Park residential area. The study will also evaluate responsible parties for the replacement of the lights. The estimated replacement cost is \$800,000.



PROJECT STATUS & TIMING:

The project will begin in FY 2020-21. Installation of replacement lights should be completed shortly thereafter. Staff will be researching other funding opportunities, including a cost sharing agreement with the Colma Lighting District.

Sterling Park Residential Streetlight Replacement Plan

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated Actual	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Advanced Prof Plng (32-71009)	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

Replacement, Major Repair, and Painting of the streetlight poles is the responsibility of the Town. Minor repair, maintenance and annual electrical charges is serviced by the Colma Lighting District.

Future/Unfunded Projects

Colma Boulevard Improvement (912)

LEAD DEPARTMENT: Public Works	SUPPORTING DEPARTMENTS: None	ESTIMATED COST: \$ 1,500,000	DESIGNATED RESERVE: None
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LOCATION:
Colma Blvd.

DESCRIPTION & SCOPE:
Improvements to be considered include accessibility enhancements, mobility improvements, safety features, landscape improvements, roadway improvements, street light upgrades, and bike lanes. Colma Boulevard Improvements has been studied in the Town’s Roadway Network Plan (SSAR) - Project No. 993. The result of the SSAR study pursues funding options to help offset costs with the associated upgrades. Project phases would include development of a master plan, PS&E, and construction cost.

El Camino Real & Mission Road Traffic Signal (904)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Planning

ESTIMATED COST:

\$ 700,000

DESIGNATED RESERVE:

None

LOCATION:

El Camino Real and Mission Road

DESCRIPTION & SCOPE:

Traffic Flow at the intersection of El Camino Real and Mission Road is not controlled by a traffic signal. This project will improve traffic safety and streamline traffic flow between Mission Road and El Camino Real. The controlled intersection will provide pedestrians and bicyclists with an improved element of safety to cross El Camino Real. The scope of work includes, plans & specifications, potential signal interconnect and various landscaping and monument features. The project was studied in the Town's Roadway Network Plan (SSAR) - Project No. 993 - and the Town is also pursuing funding options to offset the cost of the project. The project is estimated to be in the range of \$700,000 to design and construct.

Hillside Boulevard Beautification (901)

LEAD DEPARTMENT: Public Works	SUPPORTING DEPARTMENTS: None	ESTIMATED COST: \$ 9,100,000	DESIGNATED RESERVE: \$ 1,068,059
---	--	--	--

LOCATION:
Hillside Blvd.

DESCRIPTION & SCOPE:

Phase 1 of the three-phase Hillside Beautification Project (Hoffman Street to 600 feet south of Serramonte Boulevard) was completed in the 2014-15 fiscal year. The remaining work in this project will be evaluated to determine phasing and potential opportunities for grant funding. The costs and estimates will also need to be updated to incorporate green infrastructure mandates. A reserve of \$1,068,059 is being held in the Capital Improvement Fund towards the cost of this \$9,100,000 project.

Serramonte Boulevard/Collins Avenue Roadway Improvements (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Planning

ESTIMATED COST:

Cost depends on results from Serramonte Boulevard/Collins Avenue Master Plan (913). See Page 43

DESIGNATED RESERVE:

None

LOCATION:

Serramonte Boulevard, Collins Avenue, Junipero Serra Boulevard, and El Camino Real.

DESCRIPTION & SCOPE:

Dependent on the result of the Serramonte Boulevard/Collins Avenue Master Plan (913) , this project may be phased. Phasing would include roadway and safety improvements, along with beautification components, at the following locations:

- Serramonte Boulevard East
- Serramonte Boulevard West
- Collins Avenue
- Parking on Junipero Serra Boulevard
- Signalization on El Camino Real & Collins Avenue

The Serramonte Boulevard/Collins Avenue Master Plan (Project 913) is projected to be completed by June 30, 2019.

Closed Projects by June 30, 2019

Roadway Network Plan (SSAR) (993)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Planning

PROJECT BUDGET:

\$ 300,000

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

In 2017, the Town was awarded a grant by Caltrans to prepare the Systemic Safety Analysis Report (SSAR). The report studies and identifies safety deficiencies in the Town’s roadway network including pedestrian sidewalks, bike paths, crosswalks, accessibility barriers and street lights. The study reviews and will recommend the proper counter measures to correct potential safety issues. The SSAR will assist the Town in applying for future competitive grant-funding opportunities.

PROJECT STATUS & TIMING:

The Town submitted the draft SSAR to Caltrans in October 2018. Caltrans reviewed the report and confirmed that it was complete in November 2018. The City Council approved the report by motion at the November 28, 2018 City Council meeting.

FISCAL IMPACT: None



Serramonte Boulevard/Collins Avenue Master Plan (913)

LEAD DEPARTMENT:

Planning

SUPPORTING DEPARTMENTS:

Public Works

PROJECT BUDGET:

\$ 400,000

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Serramonte and Collins Ave.

DESCRIPTION & SCOPE:

This project will provide a Comprehensive Review and Master Plan for Serramonte Boulevard as well as Collins Avenue. The project includes:

- Design of beautification elements
- A Master Plan addressing vehicular traffic improvements, bicycle and pedestrian mobility, safety improvements and green infrastructure.
- An economic development outlook that analyzes the cost of the improvements and the incremental rate of return from increased business activities in the study area.
- The economic development component in the plan should also suggest funding and implementation strategies.

PROJECT STATUS & TIMING:

The project is estimated to be completed by June 30, 2019.

FISCAL IMPACT: The result of this Master Plan will be integrated into the Serramonte Boulevard/Collins Avenue Roadway Improvement Project, listed under Future/Unfunded Projects (Page 41)



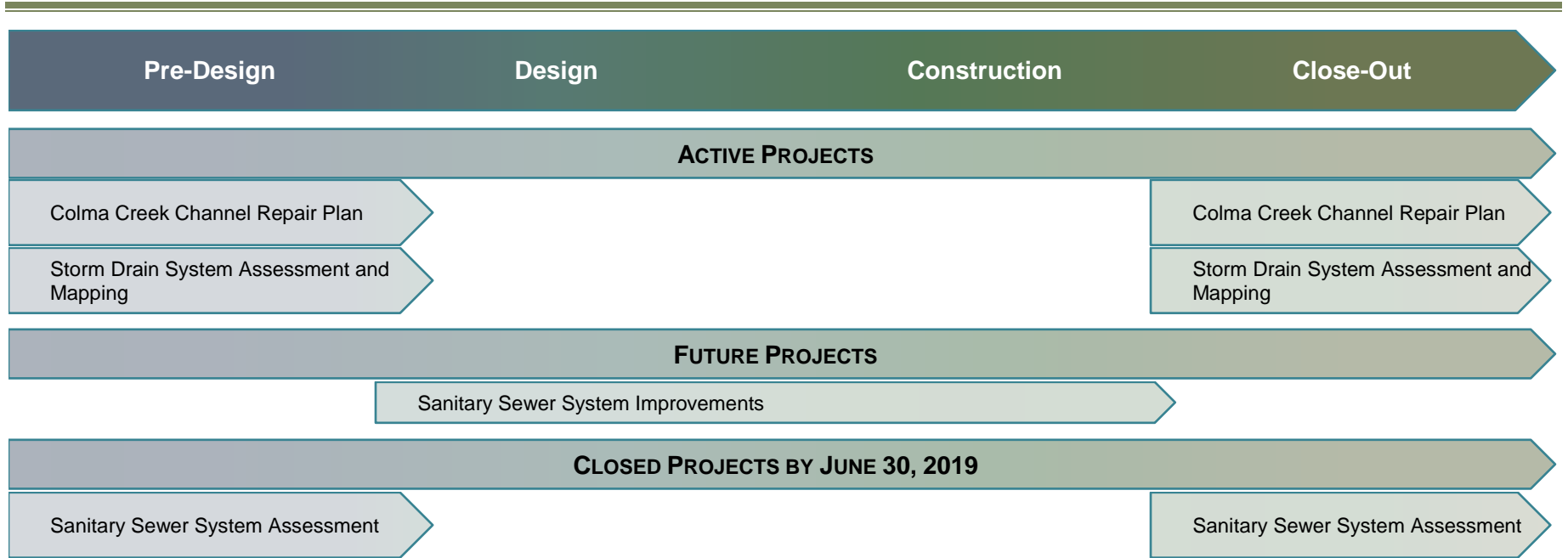
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Project Description

Sewers & Storm Drains

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Project Schedule for Sewers & Storm Drains



Active Projects

Colma Creek Channel Repair Plan (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

LOCATION:

Colma Creek

DESCRIPTION & SCOPE:

Sections of the Colma Creek concrete channel has deteriorated over the years. Because there are different levels of deterioration, a study will need to be performed as phase 1 of the project. This study will identify, categorize and map the deteriorated areas, estimate costs to repair and identify what outside permits are to be required to enter and repair the creek walls and floor. Phase 2 of the project will be to prepare plans and specifications for the project along with applying for and obtaining all necessary permits to perform the work. Phase 3 will be the preparation of the bid documents, project and construction management and the repair work.



PROJECT STATUS & TIMING:

The Colma Creek Channel Repair Phase 1 is programmed to take place in FY 2022/23. Phase 2 & 3 will depend on results of Phase 1 and availability of funds. Staff will pursue outside funding to assist with in offsetting the repair costs.

Colma Creek Channel Repairs

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/ Unfunded
Funding									
General Fund (Fund 11)	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0
Total Funding	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0
Project Cost									
Planning & Design (31-81002)	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0
Total Project Cost	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0

FISCAL IMPACT:

The Study will unveil a more precise annual maintenance cost. After repairs are complete the annual creek maintenance is estimated to cost \$12,000-\$15,000.

Storm Drain System Assessment and Mapping (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

The project will review and analyze the Town's 11 miles of the Storm Drain System. The process will be to start assessing the current Storm Drainage system by way of internally videoing the system as is. The video would provide several insights, it will unveil any needed repairs and unrecorded blind or illegal connections. The videoing equipment used to view the interior of the storm drain lines will also have the capabilities of recording the data and allowing the data to be mapped in the Town's Geographical Information System (GIS). The findings that come through the videoing process will allow staff to budget for repairs or enhancements to the storm drain system. Only portions of the system will be addressed each year. The project is expected to be a 3-year effort, funding will be requested on an annual basis for that specific scope of work.



PROJECT STATUS & TIMING:

The Storm Water Drainage Assessment Project will need to be funded through the Capital Reserves on an annual basis. This project is anticipated to start FY 2019-2020.

Storm Drain System Assessment and Mapping

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/ Unfunded
Funding									
General Fund (Fund 11)	\$ 210,000	\$ 0	\$ 0	\$ 70,000	\$ 70,000	\$ 70,000	\$ 0	\$ 0	\$ 0
Total Funding	\$ 210,000	\$ 0	\$ 0	\$ 70,000	\$ 70,000	\$ 70,000	\$ 0	\$ 0	\$ 0
Project Cost									
Planning & Design (31-81002)	\$ 210,000	\$ 0	\$ 0	\$ 70,000	\$ 70,000	\$ 70,000	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 210,000	\$ 0	\$ 0	\$ 70,000	\$ 70,000	\$ 70,000	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

Future costs for repairs or enhancements will be evaluated as part of the assessment and will be budgeted in future operating or capital projects.

Future/Unfunded Projects

Sanitary Sewer System Improvements (new)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

ESTIMATED COST:

Cost depends on results from Sanitary Sewer System Assessment Project – See Page 53

DESIGNATED RESERVE:

None

LOCATION:

Town wide

DESCRIPTION & SCOPE:

Project includes sanitary sewer system improvements and repairs and upgrades to address potential capacity issues related to future growth and storm events. The scope of project will be governed by the result of Sanitary Sewer System Assessment project, currently taking place.

Closed Projects by June 30, 2019

Sanitary Sewer System Assessment (971)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

PROJECT BUDGET:

\$ 166,000

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

The Sanitary Sewer System Assessment will review the capacity of the Town's Sewer System to determine if more commercial and residential growth can be accommodated. The study is being done in two phases.

PROJECT STATUS & TIMING:

The modeling and capacity study of the current (Phase 1) Sanitary Sewer System assessment is near completion.

In Phase 2 of the project, a capacity and analysis study of the sewer system that will model and study the system will be conducted. This will determine if the Town has the Sewer System capacity to enable more commercial and residential growth in the future. The Phase 2 study findings and future forecasting is critical for the Town's General Plan Update (Project 991).

Phase 2 of this project is estimated to be completed by June 30, 2019.

FISCAL IMPACT: Once the study is complete, it may unveil upgrades to capacity issues, minor to major repairs if needed, long term strategies to enhance or prepare for future expenditures.



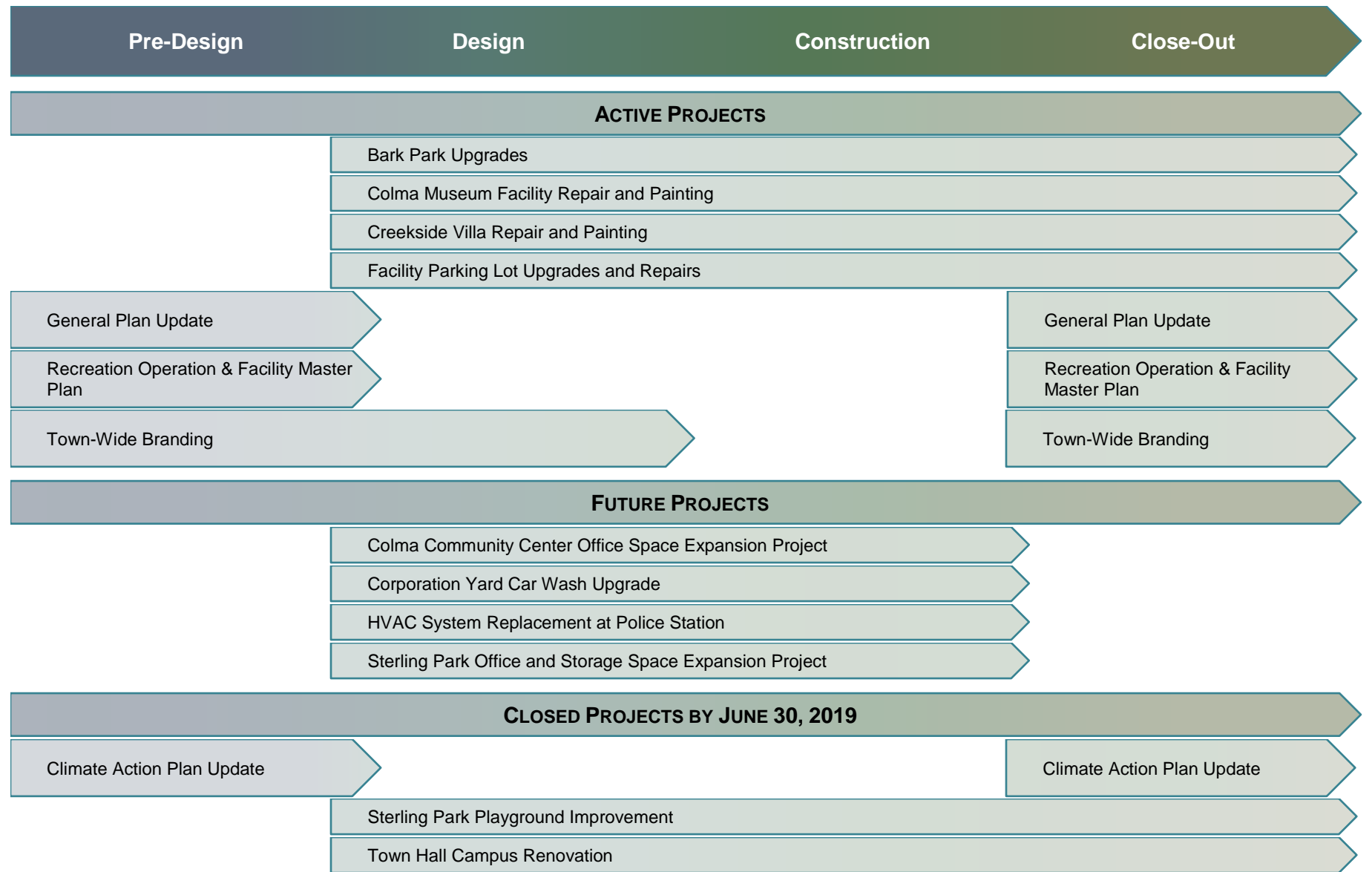
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Project Description

City Facilities & Long-Range Plans

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Project Schedule for City Facilities & Long-Range Plans



Active Projects

Bark Park Upgrades (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Recreation

LOCATION:

Bark Park

DESCRIPTION & SCOPE:

The Bark Park located on lower D Street provides dog owners a site where they can allow their pet to play, run and commune with other dogs. Though the park caters to dogs, it is also a place where residents can meet while their pets play and be contained within a safe and confined area. Currently the Bark Park is an underutilized park space, due to the fact that much of the facility has grown old and is need of repair and upgrades. The proposed project and upgrades include:

- Additional Picnic and seating spaces
- Resurface and expand grass area
- Install concrete curbing around lawn and decomposed granite walkways
- Provide play features for pets, including obstacle course and add additional pet amenities
- Add permanent shade structure over benches and picnic table area
- Add outdoor message board
- Replace fences as needed

PROJECT STATUS & TIMING:

The project is scheduled to start in the fall of 2019 and is estimated to be completed by early 2020.



Bark Park Upgrades

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 95,000	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 95,000	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Construction (31-81003)	\$ 95,000	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 95,000	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

The improvement will not change the current annual maintenance cost of \$10,000.

Colma Museum Facility Repair and Painting (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

LOCATION:

Colma Historical Museum

DESCRIPTION & SCOPE:

The Historical Museum Facility is currently in need of painting. The work would include minor building repairs such as plaster touch up, dry rot repairs and window and trim repairs or replacement.

PROJECT STATUS & TIMING:

Staff will pursue grant opportunities for agencies that support historical preservations and organizations that promote and support historical public outreach efforts, such as the Colma Historical Association. It is also anticipated that the Town through its CIP reserves will have to contribute in full or in part to the repairs and painting of the facility. The Historical Museum Facility Painting Project has not had a complete painting of the facility since its remodel in 2003-04. It is recommended that the facility be updated in the 2021-22 CIP.



Colma Museum Facility Repair and Painting

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 0
Total Funding	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 0
Project Cost									
Construction (31-81003)	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

No additional annual maintenance costs are anticipated at this time, outside of normal day to day wear and tear on the facility.

Creekside Villa Repair and Painting (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

LOCATION:

Creekside Villas

DESCRIPTION & SCOPE:

The Creekside Villas Facility is currently in need of painting and minor trim repair. The work will include:

- minor exterior repairs
- window and exterior wood trim repair and or replacement
- stair and decking resurfacing
- exterior preparation and painting of main building & axillary structures
- replacement of awnings



PROJECT STATUS & TIMING:

The Creekside Villa's Painting project is estimated to start in the spring of 2020 and be completed in the Summer of 2020.

Creekside Villa Repair and Painting

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
City Property Reserve (Fund 83)	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Construction (83-81003)	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 95,000	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

No additional annual maintenance costs are anticipated at this time, outside of normal day to day wear and tear on the facility, these costs when they arise will be funded through Fund 83-Town properties Enterprise funds.

Facility Parking Lot Upgrades and Repairs (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Police Department, City Manager's Office and Recreation Department

LOCATION:

Police Department, Recreation, Corporation Yard, Creekside Villas

DESCRIPTION & SCOPE:

Several of the Town owned facility parking lots are in need of reconstruction and/or resurfacing along with stripping and Americans with Disabilities Act (ADA) upgrades. This project will address long term parking lot maintenance and reconstruction needs at: Creekside Villas, the Colma Community Center and Historical Campus, the Colma Police Station and the Public Works Maintenance Corporation Yard. The work will vary from facility to facility ranging from reconstruction, (Mill and fill) to minor surface treatments, such as crack sealing and slurry coats. All facilities will be restriped. Installation of additional ADA stalls will be considered if feasible for the Colma Community Center parking lot.

PROJECT STATUS & TIMING:

These projects can be started and completed as one project, this may yield the best pricing or if budget is restricted for these projects, then the projects can be phased in over 2 years. The phasing of the parking lot rehabilitation project is broken down into 2 projects. Phase 1 is Creekside Villas and the Corporation Yard parking lots, this is a Mill & Fill (Grind down the asphalt and fill back), Phase 2 will address surface treatments at the Historical Museum, Community Center along with constructing additional ADA parking stalls and the Colma Police Station upper and lower parking lot, along with drainage improvements.



Facility Parking Lot Upgrades and Repairs

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 198,050	\$ 0	\$ 0	\$ 0	\$ 111,100	\$ 36,950	\$ 0	\$ 0	\$ 0
City Properties Reserve (Fund 83)	50,000	0	0	0	0	50,000			
Total Funding	\$ 198,050	\$ 0	\$ 0	\$ 0	\$ 111,100	\$ 86,950	\$ 0	\$ 0	\$ 0
Project Cost									
Phase 1: Parking Lot Improv @ Museum, Community Center and Police (31-81003)	\$ 111,100	\$ 0	\$ 0	\$ 0	\$ 111,100	\$ 0	\$ 0	\$ 0	\$ 0
Phase 2: Construction at Corp Yard (31-81003)	36,950	0	0	0	0	36,950	0	0	0
Phase 3: Creekside Villa (83-81003)	50,000	0	0	0	0	50,000	0	0	0
Total Project Cost	\$ 198,050	\$ 0	\$ 0	\$ 0	\$ 111,100	\$ 86,950	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

No additional annual maintenance costs (Within the 5-year CIP Plan) are anticipated at this time.

General Plan Update (991)

LEAD DEPARTMENT:

Planning

SUPPORTING DEPARTMENTS:

City Manager’s Office and Department of Public Work

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

It is expected that the activities will include obtaining consultant services to complete the remaining elements in the plan, including beginning the Environmental Impact Report (EIR) process.

PROJECT STATUS & TIMING:

The last comprehensive General Plan update was in 1998. The State of California strongly encourages that the General Plan Elements be updated every 10 years. This project will incorporate new legal mandates as well as completing the following:

- Historic Resources Element – drafted and completed on 2015
- Land Use, Safety, and Conservation Elements
- Mobility Element
- Environmental studies, including traffic and greenhouse gas analyses



General Plan Update

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
Capital Reserve (Fund 31)	\$ 403,650	\$ 203,650	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 403,650	\$ 203,650	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Advanced Prof Plng (31-71009)	\$ 403,650	\$ 4,420	\$ 160,000	\$ 239,230	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 403,650	\$ 4,420	\$ 160,000	\$ 239,230	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

None.

Recreation Operation and Facility Master Plan (New)

LEAD DEPARTMENT:

Recreation

SUPPORTING DEPARTMENTS:

Public Works and City Manager's Office

LOCATION:

Colma Community Center

DESCRIPTION & SCOPE:

The Recreation Department has grown over the last several years. The department has added additional community events, in-house programs and contract programs. The department plans to continue to grow in all areas of service; more specifically in teen and senior programming. The department seeks to develop solutions to facilities' needs that will better serve our current and future residents. The department is requesting that the facility master plan study to provide:

- Options for areas of possible future expansion
- Help to identify a designated space for teens (Teen Center)
- Clarify design information to make a more informed decision on future facility additions or remodels
- Evaluation of present facility conditions and future requirements to identify needs
- Feasibility study and program plan to identify all viable options and their costs

PROJECT STATUS & TIMING:

The Request for Proposal is scheduled to be published in the spring of 2020 and the study is scheduled to be completed by late 2020.



Recreation Operation and Facility Master Plan

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 25,000	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 25,000	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Planning & Design (31-81002)	\$ 25,000	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 25,000	\$ 0	\$ 0	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

With the expansion of recreation facilities there will be additional maintenance costs as well as additional staff costs for new programming. Projected additional maintenance and staff costs will be determined as part of the Master Plan.

Town-wide Branding (New)

LEAD DEPARTMENT:

City Manager's Office

SUPPORTING DEPARTMENTS:

Planning

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

The 2012 Economic Development Plan identified several strategies within the framework of the study. One of the strategies was to create Branding and Promotional Materials emphasizing Colma's commercial activities. Phase 1 of this project will be to prepare an RFP and hire a firm to develop a community branding campaign. The process will involve local outreach, surveys, interviews with business leaders, and other research, and utilizing this information to establish creative options for the community's brand. Phase 2 will be to launch an expanded image and branding campaign highlighting Colma's brand through logo, marketing brochures, letterhead, street light banners, promotional campaigns, advertisements and tag lines. Staff will look to partner with local businesses and shopping centers for funding opportunities.

PROJECT STATUS & TIMING:

This is a new project and is scheduled to begin in 2020-21.



Town-wide Branding

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 100,000	\$ 100,000	\$ 0	\$ 0	\$ 0
Total Funding	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 100,000	\$ 100,000	\$ 0	\$ 0	\$ 0
Project Cost									
Phase 1: Research and Development Consulting Srvc (31-71010)	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0
Phase 2: Design and Launch Consulting Srvc (31-71010)	100,000	0	0	0	0	100,000	0	0	0
Total Project Cost	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 100,000	\$ 100,000	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

There may additional annual costs to maintain the branding campaign which may include updated street light banners and marketing materials.

Future/Unfunded Projects

Colma Community Center Office Space Expansion Project (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Recreation

ESTIMATED COST:

Cost depend on the results from Recreation Operation and Facility Master Plan (New) – See Page 68

DESIGNATED RESERVE:

None

LOCATION:

Colma Community Center

DESCRIPTION & SCOPE:

The Colma Community Center was built in 2005, with an office configuration set up for one Recreation Director, one Recreation coordinator and one front desk Administrative Technician. In 2014, the Recreation Department removed the Administrative Technician position and created an additional Recreation Coordinator position. With the addition of the new Recreation Coordinator, there is a need for additional workspace at the Colma Community Center. The department is requesting that the current Community Center front desk area configuration be upgraded to:

- Meet today's ergonomic standards
- New front desk configuration that can better serve the community.
- Create a functional space for the additional Recreation Coordinator position.
- Add digital display TV for promotion of programs and eliminate the need for paper flyers.
- The workstation will also include chairs that will adapt to the work station uses.

Corporation Yard Car Wash Upgrade (New)

LEAD DEPARTMENT: Public Works	SUPPORTING DEPARTMENTS: None	ESTIMATED COST: \$ 170,000	DESIGNATED RESERVE: None
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LOCATION:
Public Works Corporation Yard

DESCRIPTION & SCOPE:

Under the Town of Colma's Municipal Regional Permit (a State permit to discharge Storm Water), it is required that municipalities provide washdown facilities for various pieces of equipment. Currently, the Public Works department follows the State Stormwater mandates but the effort to stay in compliance is tedious and time-consuming effort. A washdown station would be constructed on site in the Corporation yard, the drive in wash area would have a roof over the washdown area and floor drains that are connected to a clarifier (prevents oil and grease to flow into the sanitary system), allowing the gray water from the washdown area to enter the sanitary sewer system.

HVAC System Replacement at Police Station (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Police

ESTIMATED COST:

\$ 750,000

DESIGNATED RESERVE:

None

LOCATION:

Police Station

DESCRIPTION & SCOPE:

The HVAC system at the Colma Police Station is showing signs of failure due to exposure to the weather, quality of the equipment and everyday normal use, (because the Department is open 24 hours, some of the units are used continuously). The other issue that will face the Department is the current HVAC system uses R-22 refrigerant. Production of R-22 refrigerant will not be manufactured after 2020 due to its harmful effects to the environment. After 2020 the only R-22 that will be available will be from recycled stock, as the stock becomes depleted the cost of R-22 will increase to the point where it is cost prohibited to service the current HVAC equipment.

This project is slated to be in the CIP long range plan, consideration for replacing the HVAC equipment is estimated to be 5 years out, funding for replacement will be pursued through State and Local grant programs that assist in energy equipment upgrades.

Sterling Park Office and Storage Space Expansion Project (New)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Recreation

ESTIMATED COST:

Cost depends on the results from Recreation Operation and Facility Master Plan (New) – See Page 68

DESIGNATED RESERVE:

None

LOCATION:

Sterling Park Recreation Center

DESCRIPTION & SCOPE:

The Sterling Park Recreation Center's current office configuration will require modification. The current layout will need to be updated to meet today's need of the Town. In addition, the space is not structured to efficiently serve the community. The department is requesting that the current Sterling Park office area configuration be upgraded to:

- Meet today's ergonomic standards
- A new area configuration that can better serve the community, including a working/pass through window, exterior door entrance/exit
- Install functional furniture/workspaces for employees.
- Remove office closet and bookshelf; will open space for additional employee work station.
- Expand outside storage in order to accommodate loss of storage space in employee office.
- The workstation will also include chairs that will adapt to the work station uses.

Closed Projects by June 30, 2019

Climate Action Plan Update (994)

LEAD DEPARTMENT:

Sustainability Division

SUPPORTING DEPARTMENTS:

City Public Works, Planning and City Manager's Office

PROJECT BUDGET:

\$ 35,000

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

The Climate Action Plan (CAP) guides the Town's actions for greenhouse gas (GHG) reduction targets established under State Law (Assembly Bill 32, signed into law in 2006). Colma has completed an updated Community-wide Greenhouse Gas Inventory Report which confirmed that the Town should meet reduction targets.

The Town completed its first 2013 Community Greenhouse Gas (GHG) Inventory Report that detailed GHG reductions of 18.2% from the 2005 baseline to 2013. This significant reduction takes the Town close to its goal, which is 20% by 2020. Due to changes in the California Public Utilities Commission reporting rules, it has been more difficult to obtain energy use data after 2013.

The updating of the CAP is not only critical in meeting the Town's mandated 2020 goals, but it is also critical in the updating of the Town's General Plan. In addition, Senate Bill 32 was signed by the Governor in 2016 that requires a higher GHG reduction target reduction of 40% below 1990 levels by 2030. In order to meet this target, it is necessary to update the CAP to meet this more aggressive reduction target since current CAP programs will likely not bring about the target reductions.

PROJECT STATUS & TIMING:

Work on the Climate Action Plan Update has begun and will be completed by June 30, 2019.

FISCAL IMPACT: This is a planning document that provide guidelines to the Town reducing energy consumption, along with greenhouse gas emission. The implementation of the CAP program will be integrated into the Town's operations.



Sterling Park Playground Improvement (944)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

Recreation

PROJECT BUDGET:

\$ 537,500

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Sterling Park Recreation Center

DESCRIPTION & SCOPE:

The Sterling Park Recreation Center was remodeled in 2002. The improvements consisted of a play structure area with a rubberized play surface, a picnic area and bocce ball court. The Sterling Park Playground Improvement project will:

- Install new rubberized play surface
- Expand the playground area including the addition of new play structures
- Address accessibility and current safety requirements
- Remove bocce ball court to accommodate the expanded play area. (Over the years, the court has not had the level of demand or intensity of use as is observed in the play areas).

PROJECT STATUS & TIMING:

The cost of this renovation has been re-evaluated and re-estimated. The extra grading, drainage, inclusion of the Par Course and increase costs in construction, the project budget has increased by \$250,000 bringing it to an estimated budget of \$537,500 for the 2018-19 CIP budget.

Approximately \$163,663 was recently collected through the Town's Park in-Lieu Fees and is part of the project funding. The remaining cost of the project in 2018-19 will be funded from money carried over from the prior year (\$273,500) and a transfer from the General Fund to the Capital Improvement Fund (\$250,000).

The project is estimated to be completed by February 2019.

FISCAL IMPACT: No additional annual maintenance costs are anticipated at this time. Annual costs for minor repairs and safety inspection will be budgeted in the annual operation budget.



Town Hall Campus Renovation (947)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

City Manager's Office

PROJECT BUDGET:

\$ 18,075,348

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

This multi-year project involves remodeling Colma's Town Hall to function as a state-of-the-art public facility while respecting its historical elements. The improvements address deficiencies with accessibility as well as energy efficiency.

The major components of the project have been completed: excavation and grading work, installation of retaining walls and foundations, the erection of the structural steel frame, the remodeling of the historic 1941 building, the completion of the addition, site work and the purchase of the interior furniture.

PROJECT STATUS & TIMING:

The project construction was completed in December 2018.

FISCAL IMPACT: While there may be annual cost savings in for power these savings may be offset by janitorial services maintenance. Costs for the facility will be greater than the old facility, these costs will be offset by not have to support the Town Hall Annex facility. It is anticipated that the annual costs for supporting the New Town Hall facility will increase approximately 10 % plus or minus.

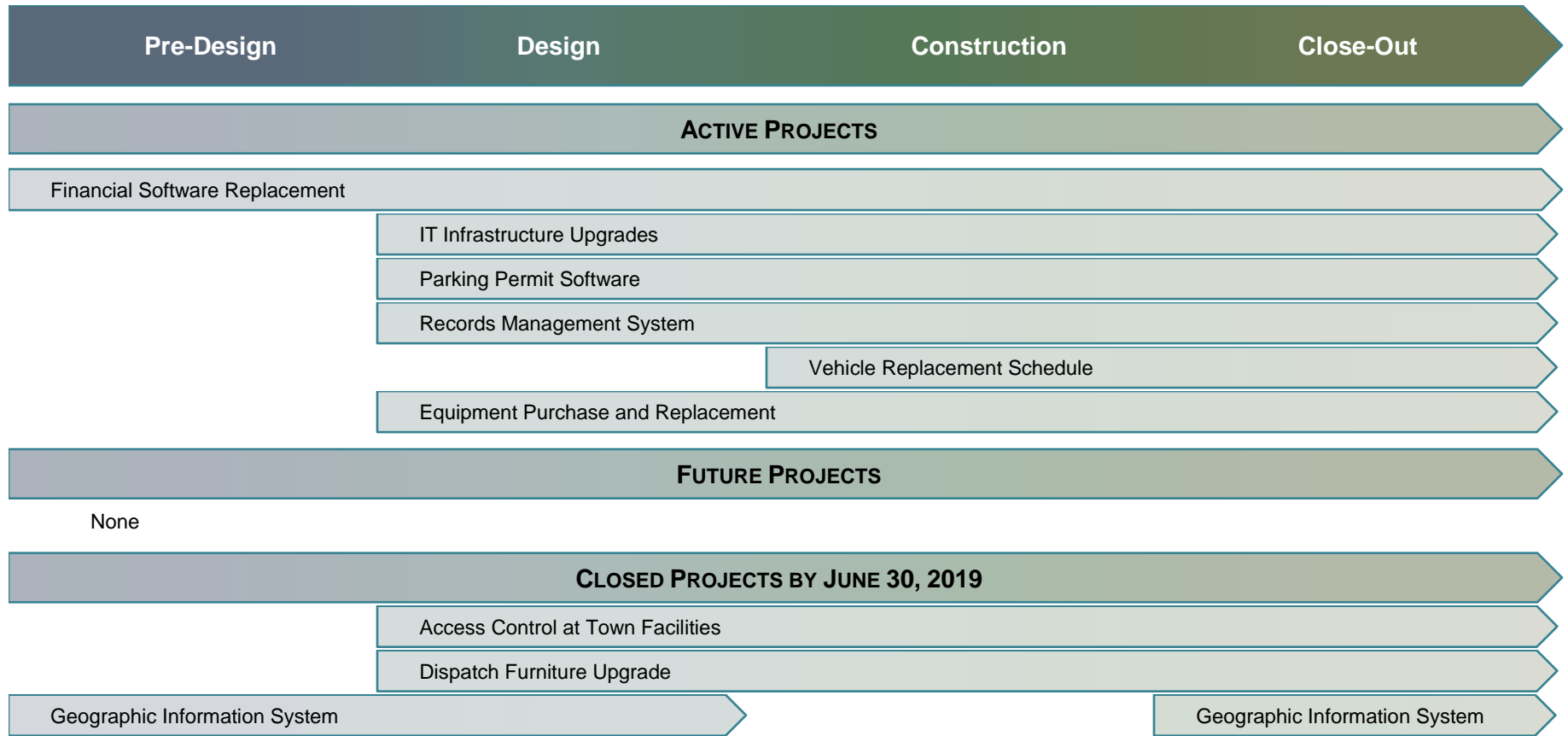


Project Description

Major Equipment, Technology & Fleet

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Project Schedule for Major Equipment, Technology, and Fleet



Active Projects

Financial Software Replacement (New)

LEAD DEPARTMENT:

City Manager's Office

SUPPORTING DEPARTMENTS:

None

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

The Town of Colma currently uses Eden Software provided by Tyler Technologies to record, manage and track all of the City's revenues, expenditures and financial transactions. The Eden Software product is being phased out by the vendor. It will need to be replaced with another Financial Software System prior to the end of life of the Eden Software product. Staff anticipates that this will be necessary towards the middle of the 5-Year Capital Project budget cycle.

The proposed project will include the use of an Enterprise Resource Planning (ERP) Consultant (\$50,000) to assist with a software needs assessment, preparation of the Request for Proposal (RFP) for the software system, conducting the RFP process and the software evaluation process. The balance of the project budget will cover the cost of the new ERP Financial System Software (\$300,000).

Features to be requested from the software vendors include the full range of City Financial System capabilities including General Ledger (GL), Accounts Receivable, Accounts Payable, Budget, Payroll, Purchasing, Accounting and Cash Management. Optional features may include Point of Sale Cash Receipts and Business License Tax management. As part of the RFP and selection process, software vendors will be asked to provide a response to the RFP that offers both an on-site server-based system and a hosted/cloud-based system.

During the software implementation phase of the project, training will be provided to Town Staff on the operation of the software. Additional training will be provided during the first year at key milestones including fiscal year close, yearend close, 1099 production, budget preparation and budget roll over to GL to insure the success of the implementation of the new ERP Financial Software System.



Financial Software Replacement

(Cont.)

PROJECT STATUS & TIMING:

This is a new project. It is scheduled to start July 1, 2020 and projected to be completed by June 30, 2023. Key project milestones will include 1. Software System Needs Assessment and RFP Development, 2. Issue RFP to Software Vendors, 3. Respond to Questions from Vendors, 4. Feature Demonstrations From Most Qualified Vendors, 5. Award of Contract by City Council, 6. Installation of Software, 7. Running New Software In Parallel With Existing Eden Software System, 8. Training Staff on Use of New Software, 9. Follow Up Training, Consulting and Software Modifications to Implement New Software System.

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 350,000	\$ 0	\$ 0	\$ 50,000	\$ 300,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 350,000	\$ 0	\$ 0	\$ 50,000	\$ 300,000	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Consult/Contr Svc (31-71010)	\$ 50,000	\$ 0	\$ 0	\$ 15,000	\$ 15,000	\$ 15,000	\$ 5,000	\$ 0	\$ 0
Software & Network Svc (31-81005)	300,000	0	0	0	100,000	200,000	0	0	0
Total Project Cost	\$ 350,000	\$ 0	\$ 0	\$ 15,000	\$ 115,000	\$ 215,000	\$ 5,000	\$ 0	\$ 0

FISCAL IMPACT:

Potential annual licensing fees and support.

IT Infrastructure Upgrades (986, Ongoing)

LEAD DEPARTMENT:

City Manager's Office

SUPPORTING DEPARTMENTS:

None

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

The on-going maintenance of computers as well as the Town's backbone network requires periodic upgrades to ensure that operations continue. The project includes:

- Replacement of desktop computers and other equipment
- Technology needs in the Town Hall facility and other Town-owned facilities
- Update software
- Update and upgrade to servers, switches and routers
- New switch to interconnect the Police Department and Town Hall sites

PROJECT STATUS & TIMING:

IT and Infrastructure upgrades is an ongoing capital investment.



IT Infrastructure Upgrades

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior*	2018/19 Estimated*	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 305,000	\$ 0	\$ 0	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0
Capital Reserve (Fund 31)	55,000	25,000	30,000	0	0	0	0	0	0
Total Funding	\$ 305,000	\$ 25,000	\$ 30,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0
Project Cost									
Software & Network Srvs (31-81005)	\$ 305,000	\$ 0	\$ 55,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0
Total Project Cost	\$ 305,000	\$ 0	\$ 55,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 0

* This is an ongoing program to capture all technology upgrades during the year. As a result, this program includes many sub-projects. Only the unspent encumbered funds are carried over to the new fiscal year. The unspent and unencumbered funds are released and recorded as capital reserve in Fund 31.

FISCAL IMPACT:

None

Parking Permit Software (New)

LEAD DEPARTMENT:

Police

SUPPORTING DEPARTMENTS:

City Manager's Office

LOCATION:

Town Hall

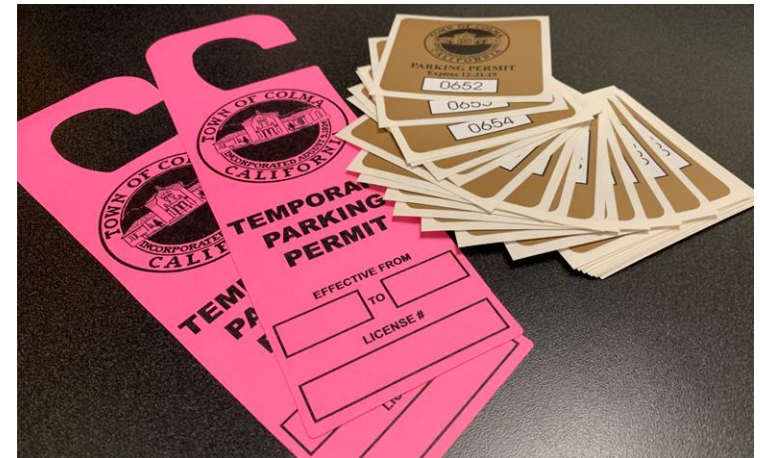
DESCRIPTION & SCOPE:

This project will include the hiring of a consultant and deployment of a software solution that will manage the Town's parking permit program. Features will include:

- Parking permit data base management system
- Parking permit record keeping
- Online user capabilities
- Online distribution of guest parking permits
- Mobile parking enforcement solutions

PROJECT STATUS & TIMING:

This is a new project and is scheduled to begin in 2019-20.



Parking Permit Software

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/Unfunded
Funding									
General Fund (Fund 11)	\$ 100,000	\$ 0	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 100,000	\$ 0	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Software & Network Svc (31-81005)	\$ 100,000	\$ 0	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 100,000	\$ 0	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

Potential annual licensing fees.

Records Management System (989)

LEAD DEPARTMENT:

City Manager's Office

SUPPORTING DEPARTMENTS:

None

LOCATION:

Town Hall

DESCRIPTION & SCOPE:

Town records include documents including agendas, minutes, reports, maps and vital records. A Records Management System automates the storage of current documents and important permanent records of the Town to facilitate quick and easy access to these records using software and other technologies.

The activities in this management include the systematic and efficient control of the creation, maintenance, and destruction of the records. It also includes the business transactions associated with them.

PROJECT STATUS & TIMING:

This project is scheduled to begin in the summer of 2019.



Records Management System

(Cont.)

FIVE-YEAR FUNDING & PROJECT SCHEDULING:

Project Summary	Total Project Cost	2017/18 and Prior	2018/19 Estimated	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected	Future/ Unfunded
Funding									
Capital Reserve (Fund 31)	\$ 50,000	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Funding	\$ 50,000	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Project Cost									
Software & Network Srvc (31-81005)	\$ 50,000	\$ 0	\$ 20,000	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Project Cost	\$ 50,000	\$ 0	\$ 20,000	\$ 30,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

FISCAL IMPACT:

There may be additional maintenance costs for software support but there also may be savings in staff time, paper costs and file storage. There also may be annual licensing fees.

Vehicle Replacement Schedule (Fund 61)

Vehicle Replacement Requests	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected
PUBLIC WORKS F350 DUMP TRUCK (61-80002) Service Truck that can haul various materials and debris, equipped with Hydraulic dump features, tool boxes and safety light package	\$ 70,000	\$ 0	\$ 0	\$ 0	\$ 0
PUBLIC WORKS F150 PICKUP (61-80002) Public Works Supervisor truck, can haul minor equipment and materials, equipped with tool boxes and safety light package.	0	50,000	0	0	0
PUBLIC WORKS ARROW BOARD TRAILER (61-80002) Portable sign board to be placed prior to the start of roadwork to warn vehicles of road disruption ahead.	0	0	0	0	12,000
POLICE ADMIN 1 & 2 (61-80002) Chiefs of Police vehicle, equipped with all required communication equipment, concealed warning lights. Replace vehicles every 4 to 5 years depending on mileage, recommend change of type and or model. (Police Admin 2, FY 2022/23; Police Admin FY 2023/24)	0	0	0	77,440	75,520
POLICE PV 1 (61-80002) Sergeants, Street Patrol vehicle equipped with required communication equipment, video and safety and warning lights. (Replace vehicle every 3 years)	0	0	0	87,320	0

Active Projects

Major Equipment, Technology & Fleet

Vehicle Replacement Requests	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected
POLICE PV 2, 3, 4, 5, 6 & 7 (61-80002) Patrol Officer, Street Patrol vehicle equipped with required communication equipment, video and safety and warning lights. Replacement of PV 5 & 7 in FY 19/20; PV 3& 4 in FY 21/22, PV 2 in FY 22/23, PV 6 in FY 25/26. (Replace vehicles every 4 to 5 years)	87,320	0	262,000	88,060	0
DET 1 & 2 (61-80002) Detective unmark vehicles, equipped with required communication equipment, concealed safety lights, replacement every 4 to 5 years depending on mileage, recommend change of type and or model. (Det.1, FY 2019/20; Det. 2 FY 2020/21)	75,520	75,520	0	0	0
POLICE MC1 (61-80002) Harley Davidson, Road King, equipped with Police package, communication system	44,800	0	0	0	0
TOWN HALL POOL CAR (61-80002) Fusion Hybrid, service vehicle for day to day travel in and out of Town	0	0	0	0	\$ 37,200
RECREATION ODYSSEY (61-80002) Service vehicle for day to day travel in and out of Town, used for transporting of employees to events.	0	0	0	0	\$ 43,400
TOTAL	\$ 277,640	\$ 125,520	\$ 262,000	\$ 252,820	\$ 168,120

Equipment Purchase and Replacement (Fund 31)

Equipment Replacement Requests	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected
<p>POLICE PATROL IN-CAR CAMERA (31-80005)</p> <p>The current in-car video cameras will need replacing within 2-3 years. The life expectancy is 7-9 years and CPD installed them approximately 6.5 years ago.</p>	\$ 0	\$ 0	\$ 150,000	\$ 0	\$ 0
<p>POLICE BODY WORN CAMERA (31-80005)</p> <p>Purchase of body worn cameras. The acquisition is projected to cost \$150,000, including server support. The acquisition date is dependent on District Attorney's Office evidence collection process. The current process will place undue burden on Town staff. When the evidence collection process is automated, the Town will begin research on purchasing body worn cameras.</p>	0	0	150,000	0	0
<p>POLICE DISPATCH CENTER RADIO AND EQUIPMENT UPGRADES (31-80005)</p> <p>The Police base station radio and dispatch console equipment are nearing its useful life. The dispatch center will be upgraded to digital in preparation for future radio updates. The radio itself will remain an analog system to be consistent with other Police Departments in San Mateo County and to communicate with Town Officers. The minimum life expectancy is 10 years.</p>	50,000	200,000	0	0	0
TOTAL	\$ 50,000	\$ 200,000	\$ 300,000	\$ 0	\$ 0

Closed Projects by June 30, 2019

Access Control at Town Facilities (983)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

City Manager’s Office and Police Department

PROJECT BUDGET:

\$ 335,000

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Town Hall & Police Department

DESCRIPTION & SCOPE:

This project includes the design, purchase and installation of equipment to upgrade the current access control system that serves the Police Department and a future system in the renovated Town Hall. The upgrades to the system include access control hardware, video monitoring and access systems. This project is proposed to be coordinated and installed during the Town Hall Renovation Project.

PROJECT STATUS & TIMING:

The project will be completed by February 2019.

FISCAL IMPACT: Maintenance cost is to be absorbed by each department (Police, Town Hall) Annual cost will be in the range of \$1,500, excluding software upgrades and licenses, those costs will be estimated out when applicable and budgeted into the annual operation budget.



Dispatch Furniture Upgrade (988)

LEAD DEPARTMENT:

Police

SUPPORTING DEPARTMENTS:

Public Works

PROJECT BUDGET:

\$ 56,371

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Police Department

DESCRIPTION & SCOPE:

The Police Department Dispatch Center opened in 2005 and has received significant wear and tear over the years. The Department is requesting that the current dispatch layout and configuration be upgraded to:

- Rotating large display features
- Comfort controls (force air heater and filtered air)
- Ample data ports for current and future uses
- Dispatch work station will also include chairs that will adapt to the work station uses

PROJECT STATUS & TIMING:

This is a new CIP project. Projected completion date is March 2019.

FISCAL IMPACT: None.



Geographic Information System (985)

LEAD DEPARTMENT:

Public Works

SUPPORTING DEPARTMENTS:

None

PROJECT BUDGET:

\$ 25,105

PROJECTED UNSPENT PROJECT BUDGET:

None

LOCATION:

Town Hall

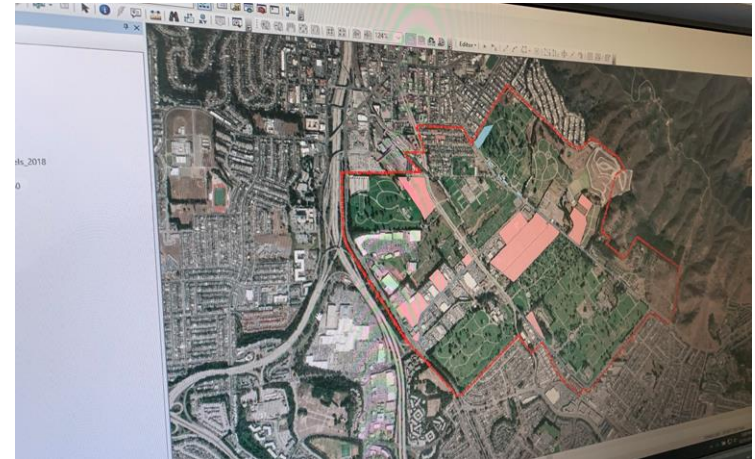
DESCRIPTION & SCOPE:

The Geographic Information System (GIS) project includes costs associated with developing and deploying mapping and other geographic data for use in providing public services. Remaining work involves developing key base layer maps and obtaining any additional computer hardware and software to use the system.

PROJECT STATUS & TIMING:

The GIS project is estimated to be completed and closed out by the end of FY 2018-19.

FISCAL IMPACT: The ongoing maintenance and management of the data will be part of the ongoing operating budget.



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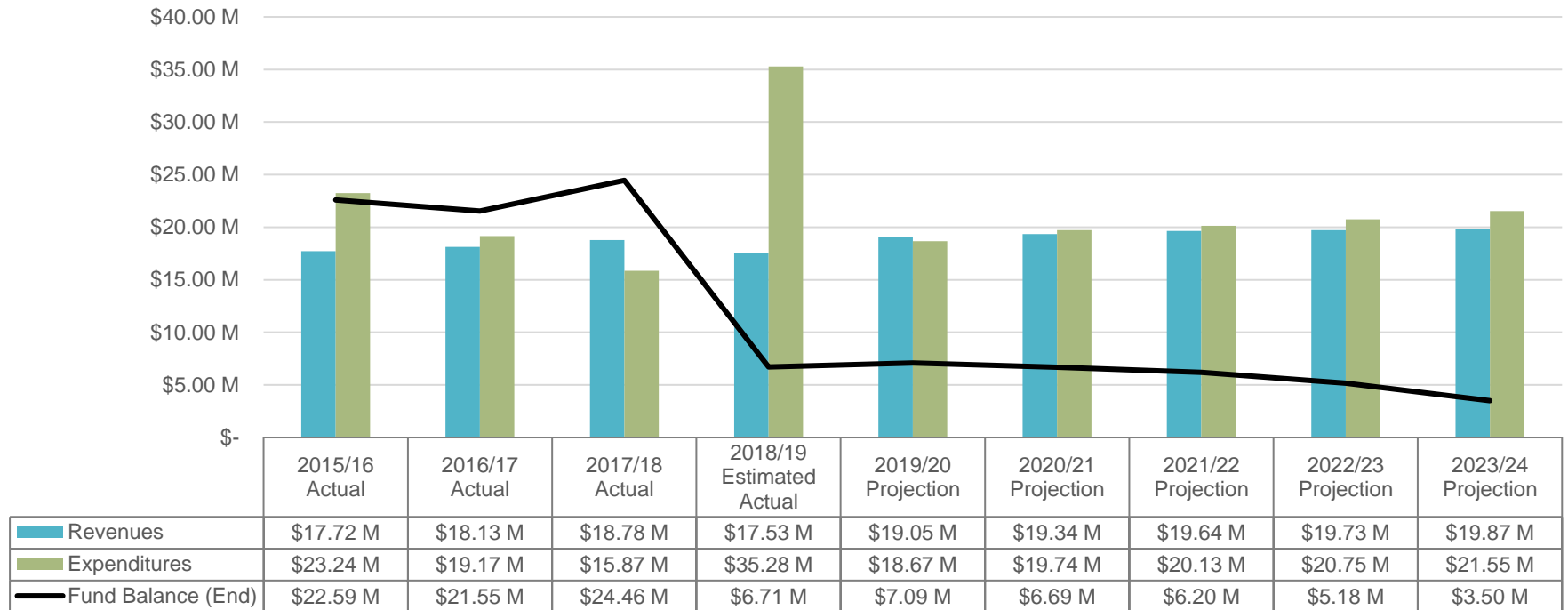
Financial Summary

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Fund Balance Summary and Projections

General Fund (Fund 11)

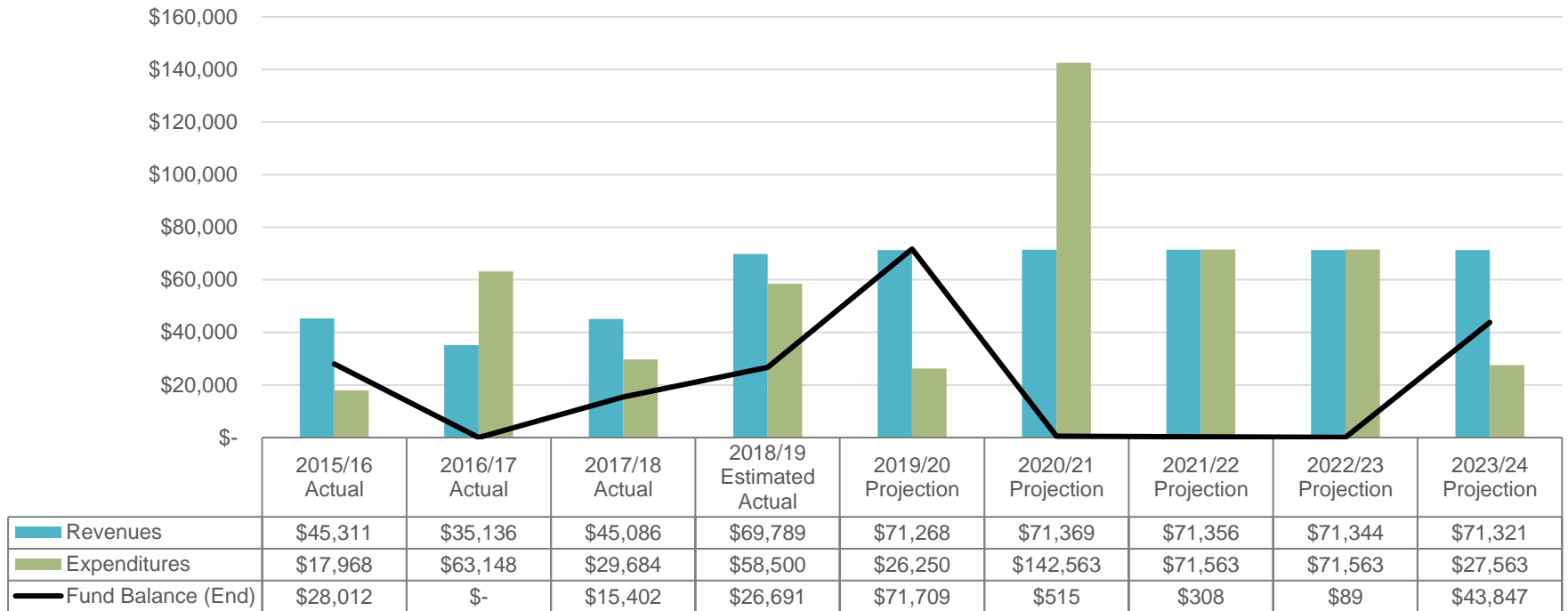
Revenues, Expenditures, and Fund Balance (Including Transfers In and Outs)



Expenditures (in Millions)																		
Operating Expenses	\$	13.41	\$	13.32	\$	14.68	\$	18.43	\$	17.62	\$	18.36	\$	18.95	\$	19.70	\$	20.50
Vehicle Allocation		0.00		0.00		0.00		0.09		0.25		0.25		0.25		0.25		0.25
Transfers Out																		
Capital Fund (Fund 31)	\$	9.54	\$	5.55	\$	0.89	\$	0.68	\$	0.50	\$	0.83	\$	0.63	\$	0.50	\$	0.50
General Fund Reserve		0.00		0.00		0.00		15.00		0.00		0.00		0.00		0.00		0.00
Other		0.29		0.29		0.29		1.10		0.30		0.30		0.30		0.30		0.3
Total Expenditures	\$	23.24	\$	19.17	\$	15.87	\$	35.28	\$	18.67	\$	19.74	\$	20.13	\$	20.75	\$	21.55

Gas Tax (Fund 21)

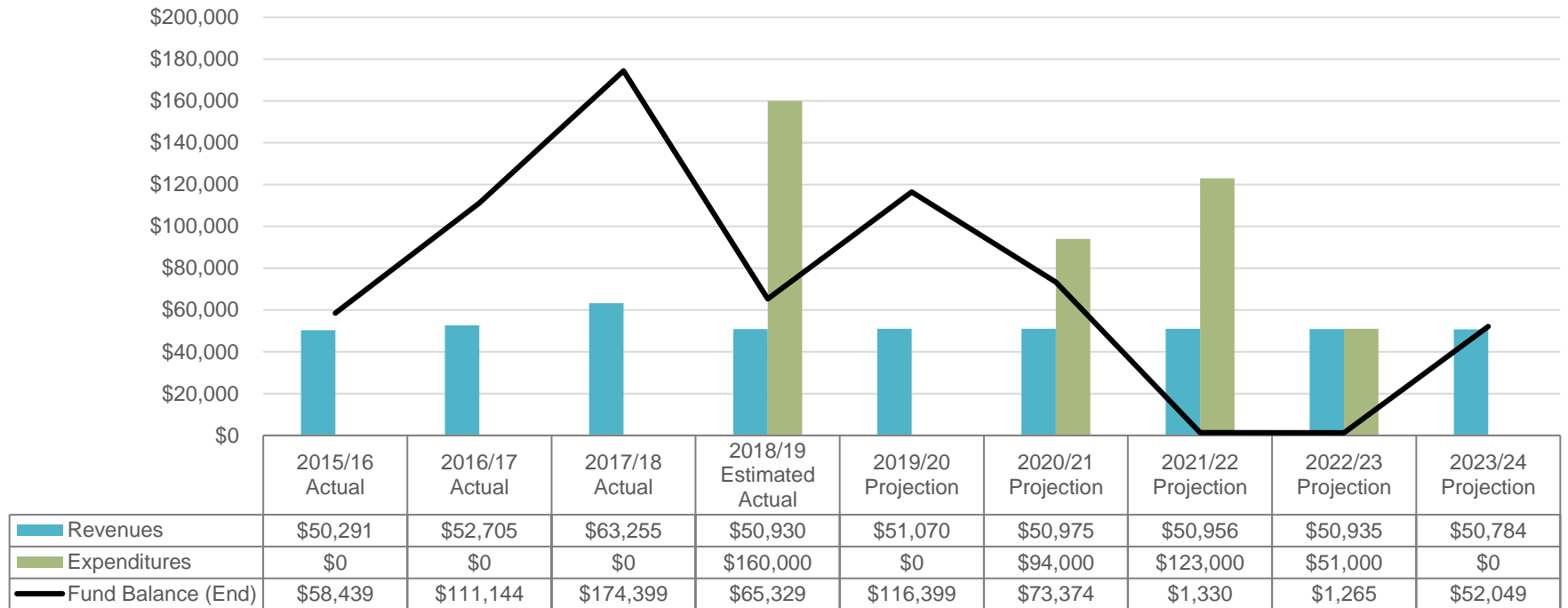
Revenues, Expenditures, and Fund Balance (Including Transfers In and Outs)



Expenditures																		
Operating: Traffic Signals & Lights & Sidewalks	\$	17,968	\$	63,148	\$	29,248	\$	25,000	\$	26,250	\$	27,563	\$	27,563	\$	27,563	\$	27,563
Transfers Out to Capital																		
Annual Roadway Rehab	\$	0	\$	0	\$	0	\$	0	\$	115,000	\$	44,000	\$	44,000	\$	0		
Mission Road Bicycle and Ped		0		0		0		33,500		0		0		0		0		
Total Expenditures	\$	17,968	\$	63,148	\$	29,248	\$	58,500	\$	26,250	\$	142,563	\$	71,563	\$	71,563	\$	27,563

Measure A Tax (Fund 22)

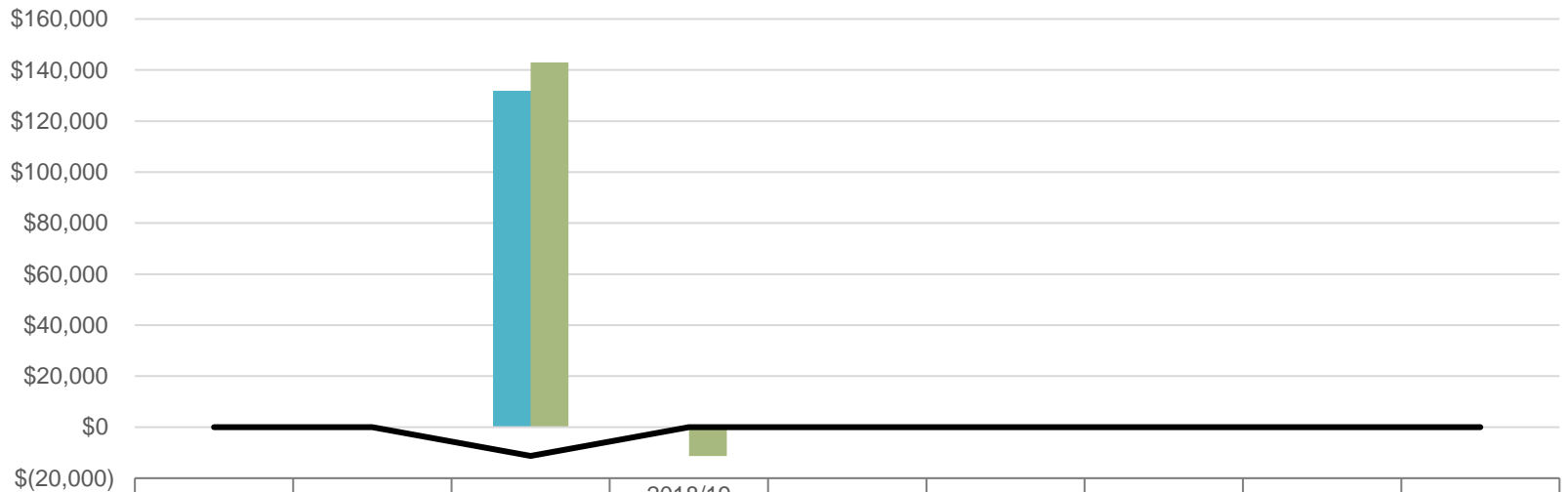
Revenues, Expenditures, and Fund Balance (Including Transfers In and Outs)



Transfers Out														
Annual Roadway Rehab	\$	0	\$	0	\$	0	\$	94,000	\$	123,000	\$	51,000	\$	0
Mission Road Bicycle and Ped		0		0		0		0		0		0		0
Total Transfers Out	\$	0	\$	0	\$	0	\$	94,000	\$	123,000	\$	51,000	\$	0

Transportation Grant Fund (Fund 23)

Revenues, Expenditures, and Fund Balance (Including Transfers In and Outs)

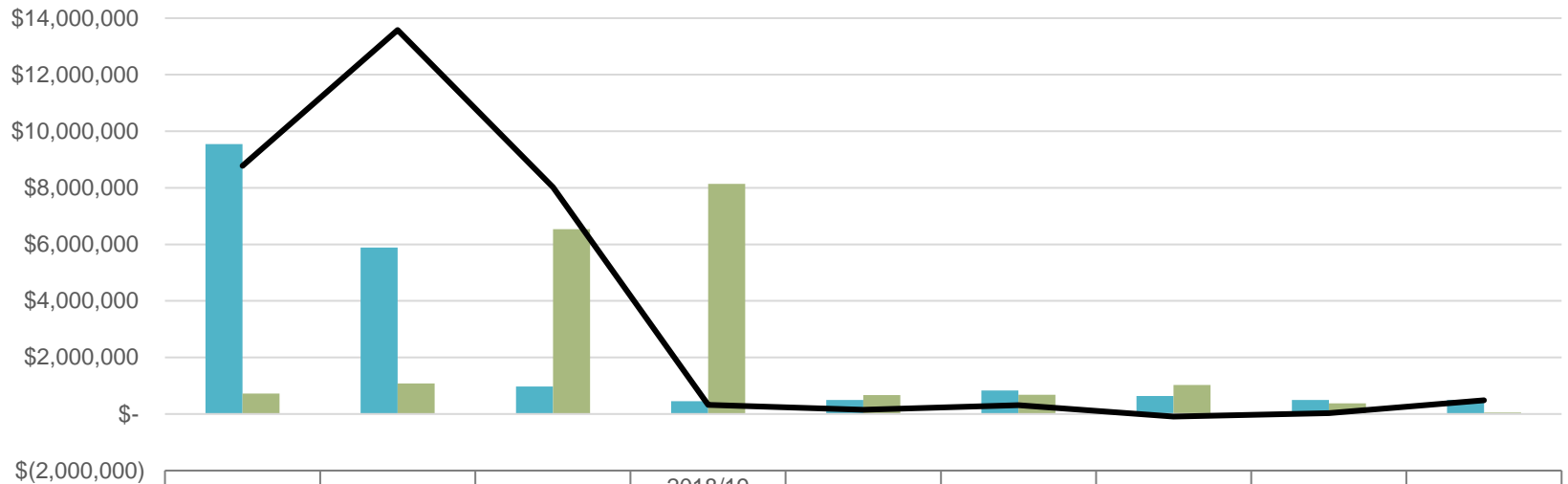


	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated Actual	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection
Revenues	\$0	\$0	\$131,666	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures	\$0	\$0	\$142,935	\$(11,269)	\$0	\$0	\$0	\$0	\$0
Fund Balance (End)	\$0	\$0	\$(11,269)	\$0	\$0	\$0	\$0	\$0	\$0

Transfers Out																				
Roadway Improvement Plan (SSAR)	\$	0	\$	0	\$	142,935	\$	(11,269)	\$	0	\$	0	\$	0	\$	0	\$	0	\$	0
Total Transfers Out	\$	0	\$	0	\$	142,935	\$	(11,269)	\$	0	\$	0	\$	0	\$	0	\$	0	\$	0

General Capital Fund (31)

Revenues, Expenditures, and Fund Balance (Including Transfers In and Outs)



	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated Actual	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection
Revenues	\$9,543,165	\$5,887,537	\$974,306	\$455,000	\$500,000	\$831,100	\$631,950	\$500,000	\$500,000
Expenditures	\$723,004	\$1,080,540	\$6,539,024	\$8,142,454	\$674,230	\$676,100	\$1,029,950	\$377,900	\$50,000
Fund Balance (End)	\$8,772,941	\$13,579,938	\$8,015,220	\$327,766	\$153,536	\$308,536	\$(89,464)	\$32,636	\$482,636

Capital Expenditures												
2. Colma Creek Channel Repair	\$	0	\$	0	\$	0	\$	0	\$	25,000	\$	0
2. Sanitary Sewer System Asses.		0		43,882		44,901		0		0		0
2. Storm Drain Sys Assmnt & Map.		0		0		0		70,000		70,000		70,000
3. Bark Park Upgrades		0		0		0		95,000		0		0
3. Climate Action Plan		0		0		35,000		0		0		0
3. Colma Museum Facility Rpr		0		0		0		0		0		75,000
3. Corporation Yard Improvements		0		67,900		0		0		0		0
3. Facility Park Lot Upgrade & Rpr		0		0		0		0		111,100		36,950
3. General Plan Update		0		0		4,420		160,000		239,230		0
3. Geographic Information System		0		0		0		25,105		0		0
3. Police Facility Improvements		0		42,500		0		0		0		0
3. Recreation Ops & Fac Master		0		0		0		25,000		0		0

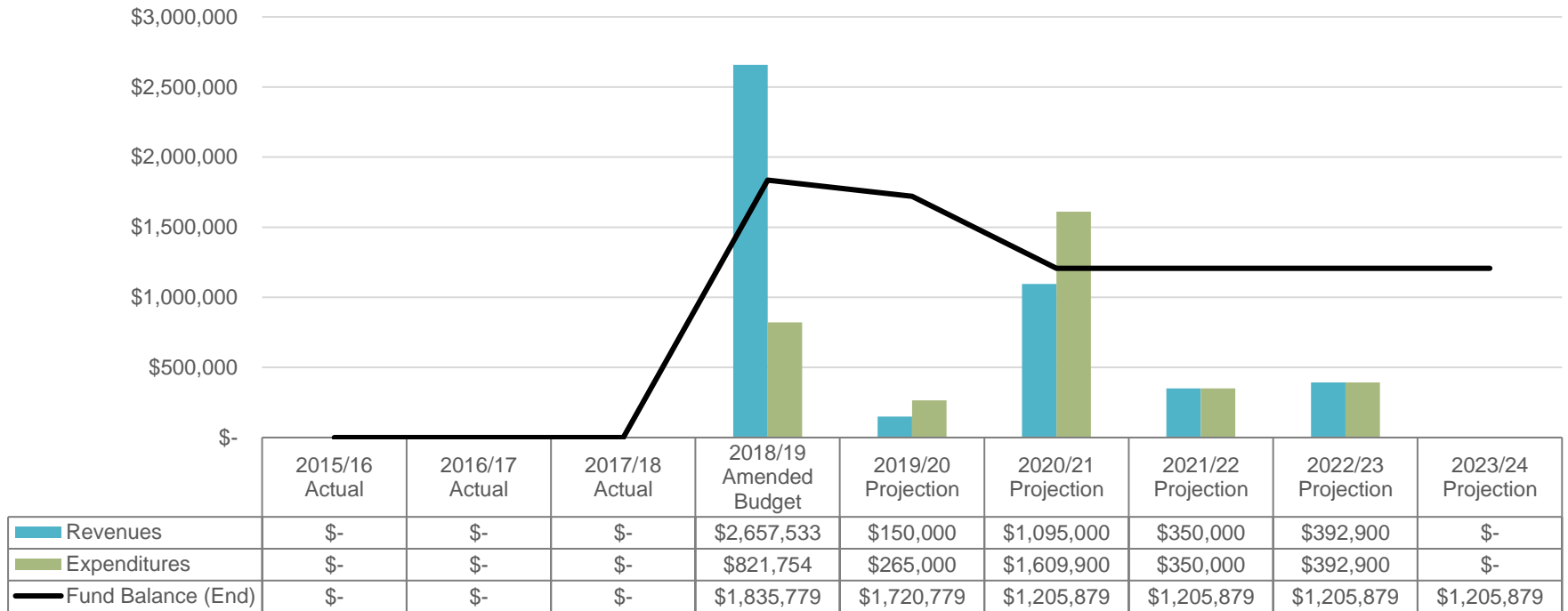
General Capital Fund (31)

(Cont.)

	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Estimated	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection
Capital Expenditures (Cont)									
3. Sterling Park Playground	0	0	26,870	510,630	0	0	0	0	0
3. Town Hall Campus Impr	721,063	651,425	6,078,015	4,941,593	0	0	0	0	0
3. Town-Wide Branding	0	0	0	0	0	100,000	100,000	0	0
4. Access Control	0	527	87,776	246,697	0	0	0	0	0
4. Dispatch Furniture Upgrade	0	0	0	56,371	0	0	0	0	0
4. Equipment Purchase & Replace	0	0	0	0	50,000	200,000	300,000	0	0
4. Financial Software Replcmnt	0	0	0	0	15,000	115,000	215,000	5,000	0
4. IT Infrastructure Upgrade	0	29,986	16,812	55,000	50,000	50,000	50,000	50,000	50,000
4. Parking Permit Software	0	0	0	0	100,000	0	0	0	0
4. Records Management System	0	0	0	20,000	30,000	0	0	0	0
Move/Transfer to Other Capital									
Return to GF (Fund 11)	\$ 0	\$ 0	\$ 29,499	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sewer CIP (Fund 82)	0	0	0	77,217	0	0	0	0	0
Street Capital (Fund 32)	1,941	0	250,731	2,014,841	0	30,000	183,000	297,900	0
Vehicle Replacement (Fund 61)	0	244,320	0	0	0	0	0	0	0
Total Expenditures	\$ 723,004	\$ 1,080,540	\$ 6,539,024	\$ 8,142,454	\$ 674,230	\$ 676,100	\$ 1,029,950	\$ 377,900	\$ 50,000

Street Capital Fund (32)

Revenues, Expenditures, and Fund Balance (Including Transfers In and Outs)



Capital Expenditures																		
Annual Roadway Rehab	\$	0	\$	0	\$	0	\$	0	\$	0								
El Camino Real Bike & Ped		0		0		0		0		0								
Lawndale & ECR Landscape & Med		0		0		0		30,000		100,000								
Mission Road Bike & Ped		0		0		0		140,000		1,339,900								
Roadway Network Plan (SSAR)		0		0		0		250,000		0								
Serramonte/Collins Master Plan		0		0		0		206,754		0								
Sterling Park Res. Streetlights		0		0		0		0		15,000								
Total Expenditures	\$	0	\$	0	\$	0	\$	821,754	\$	265,000	\$	1,609,900	\$	350,000	\$	392,900	\$	0

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Appendix

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Commonly Used Acronyms

AB	Assembly Bill.	IT	Information Technology.
ADA	American with Disability Act.	MTC	Metropolitan Transportation Commission.
CAC	Colma Administrative Code. Can be found at https://www.colma.ca.gov/administrative-code/	PCI	Pavement Condition Index. The grade of a roadway (from 0 to 100). Each roadway has a grade. There is also an overall average PCI for each agency.
CAP	Climate Action Plan.	Ph	Phase. Also referred to project phase.
CIP	Capital Improvement Program. In other documents, this can also refer to Capital Improvement Project.	PMP	Pavement Management Plan. Guiding document for roadway improvement.
Cont.	Continue.	PS&E	Plans, Specifications, and Estimates. Also known as the Engineering Estimate.
ECR	El Camino Real.	RFP	Request for Proposal.
EIR	Environmental Impact Report.	RMRA	Road Maintenance and Rehabilitation Account. This is part of the new Gas Tax passed in 2017 (SB1 Beall).
ERP	Enterprise Resource Planning.	ROW	Right-of-Way. Includes public right-of-way and easement.
FOG	Fat, Oil and Grease. Related to sewer.	SB	Senate Bill.
FY	Fiscal year. The Town's fiscal year begins on July 1 and ends on June 30.	SSAR	Systemic Safety Analysis Report. See Roadway Network Plan (pg. 42).
GAAP	Generally Accepted Accounting Principle.		
GHG	Greenhouse Gas.		
GIS	Geographical Information System.		
HVAC	Heat, Ventilation, and Air Condition.		

Glossary of Terms

AB – Assembly Bill.

ABAG – Association of Bay Area Governments.

ABC – Alcoholic Beverage Control.

Accounting System – The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

Accrual Basis of Accounting – A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

Activity – A unit of budgetary accountability and control that encompasses specific and distinguishable lines of work performance for the purpose of accomplishing a function for which the Town is responsible.

ADA – See Americans with Disabilities Act.

ADC – Actuarially Determined Contribution.

Adopted Budget – The budget document formally approved by the City Council, often referred to as the original budget.

Ad-valorem – According to value.

Amended Budget – An adopted budget, after it has been changed (or adjusted) by the City Council. An example of an amended budget is when the City Council adopts changes in expenses and revenues of a specific item or project or a series items and projects during the Mid-Year Budget process. (See Budget Adjustment)

Americans with Disabilities Act (ADA) – A 1990 law that gives federal civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, State and local government services, and telecommunications.

Appropriation – A legal authorization granted by the City Council to make expenditures or enter into obligations for specific purposes.

Appropriation Limit (Gann Limit) – A mandated calculation of how much the Town is allowed to expend in one fiscal year. It is mandated on government agencies within California by Article XIII B of the California Constitution. The amount of appropriation subject to the limit is the budgeted proceeds of taxes. Some examples of proceeds of taxes are sales and property taxes. The total of these budgeted revenues cannot exceed the total appropriations limit. Annually, local governments may increase the appropriations limit by a factor comprised of the change in population combined with the California inflation rate as determined by the State Finance Department.

APWA – American Public Works Association.

ARC – Actuarial Required Contribution. Term changed to Actuarially Determined Contribution, per GASB 75.

- Assessed Valuation** – A valuation set upon real estate or other property by the San Mateo County Assessor and the State as a basis for levying taxes.
- Assigned Reserve** – The spendable amounts set aside for specific purposes or contingencies authorized by resolution of the City Council.
- Authorized Positions** – Positions approved by the City Council which may or may not have funding. (See Budgeted Positions)
- Audit** – A review of the Town’s accounts by an independent accounting firm to verify that the Town’s financial statements accurately reflect its financial position.
- BAAQMD** – Bay Area Air Quality Management District.
- Balanced Budget** – A balanced budget exists when total projected inflow of resources are equal to, or greater than, total projected outflow of resources. Inflow of resources include current year revenues, future grant receivable, and use of reserves as approved by City Council.
- BART** – Bay Area Rapid Transit.
- Base Budget** – Those resources necessary to meet an established and existing service level.
- Basis of Budgeting** – The method used for recognizing revenues and expenditures in the budget. The Town uses the modified accrual basis of accounting for budgetary purposes, which is in compliance with Generally Accepted Accounting Principles (GAAP).
- BCDC** – Bay Conservation and Development Commission.
- Beginning Fund Balance** – Resources available in a fund from the end of the prior year for use in the following year.
- Benefits** – See Fringe Benefits.
- Bond** – A written promise to pay a specified sum of money, called the face value of principal amount, at a specified date or dates in the future, together with the periodic interest at a specified rate issued by a city to raise capital funds.
- Budget** – A planning and controlling document for financial operation with estimates of proposed expenditures and revenues for a given period of time, usually one year. A plan expressed in figures.
- Budget Adjustment** – A change of expenditure levels and corresponding resources needed to accomplish an existing service level or unanticipated service. All budget adjustments are reflected in the current year budget and are approved by the City Council.
- Budget Calendar** – The schedule of key dates or milestones that a city follows in the preparation and adoption of the budget.
- Budget Highlights** – Portion of department narrative in the budget that focuses on key changes in the budget from the previous year.
- Budget Message** – A general written description summarizing the proposed budget. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.
- Budget Stabilization Reserve** – Monies set aside, sometimes called a rainy day fund, that can be used to assure continuity of Town operations when tax revenues temporarily decline as the result of a recession, the loss of a major taxpayer or other similar circumstance.

Budgeted Capital Project – Existing or new Capital Projects that have funding available in the current fiscal year. Work on these projects will continue during this year's budget.

Budgeted Positions – The number of full-time equivalent positions to be funded in the budget. Example: Funding of two half-time positions would equal one full-time equivalent position. (See Authorized Positions)

C/CAG – City/County Association of Governments of San Mateo County.

CAD/RMS – Computer Aided Dispatch and Records Management System.

CAFR – Comprehensive Annual Financial Report.

Cal BIG – California Building Inspection Group.

CALBO – California Building Officials.

CalPERS – See PERS.

CAP – Climate Action Plan.

Capital Improvements – A permanent major addition to the Town's real property assets including the design, construction, purchase or major renovation of land, buildings or facilities including major landscaping and park improvements.

Capital Improvement Program (CIP) – A plan for capital expenditures and the means of financing them, to be incurred each year over a fixed period of years, to meet capital needs arising from a long-term plan. (See Capital Improvements)

Capital Outlay – Routine capital expenditures for the acquisition of capital assets. These items are included in almost every budget and do not have a significant impact on the operating budget. The Town's capitalization limit is \$10,000. (See Fixed Asset)

Capital Project – All related expenditures for a public improvement project.

Capital Project Fund – Resources transferred from the General Fund to complete a capital improvement project.

Cardroom Tax – A permit tax imposed on gambling establishment operations in the Town of Colma. The tax is a general tax with the proceeds going to the General Fund. The tax requires each person operating a gambling establishment to pay a monthly tax which is a combination of a set fee and a percentage of gross revenue on a sliding scale set by Town ordinance.

CASp – Certified Access Specialist.

CAT – Community Action Teams.

CEQA – California Environmental Quality Act.

CERT – Community Emergency Response Team.

Certificates of Participation (COPs) – A method of raising funds collateralized by leases between a lessor and a government agency. Payments are funded with annual appropriations made by the government agency (in this case the Town) to the lessor. COPs are typically used for capital leases for large projects where the financing amount exceeds several million dollars.

Charges for Service – See Fees.

CIP – See Capital Improvement Program.

Climate Action Plan – A Climate Action Plan or a CAP is a detailed and strategic framework for measuring, planning, and reducing Greenhouse Gas (GHG) emissions and related climatic impacts. Climate Action Plans include an inventory of existing GHG emissions, reduction goals or targets, and prioritized measures and programs to reduce GHG emissions and climate impacts to target levels set by the City Council.

Closed Capital Project – Capital Projects that have been completed or closed out. These projects will only appear in future Capital Improvement Budgets if they have project expenditures during the prior three years.

COLA – See Cost of Living Adjustment.

Committed Reserve – The spendable amounts set aside to meet the Town’s long-term obligations.

Competitive Bidding – Transparent procurement method in which bids from competing contractors, suppliers, or vendors are invited by openly advertising the scope, specifications, and terms and conditions of the proposed contract as well as the criteria by which the bids will be evaluated. Competitive bidding aims at obtaining goods and services at the lowest prices by stimulating competition, and by preventing favoritism.

Consultants – Outside individuals who provide advice or services.

Contractual – A type of expenditure. Usually a professional consulting service involving a contract for one or more years.

COP Town Hall Fund – Project expenses which were financed by Certificate of Participation (COP) debt financing..

COPs – Certificates Of Participation.

Cost Accounting – The branch of accounting that provides for the assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Cost of Living Adjustment (COLA) – A scheduled percentage adjustment to wages, which is based upon the terms of labor agreements as approved by an action of the City Council.

Cost of Services – Payments made by customers for publicly provided services that benefit specific individuals and exhibit "public good" characteristics. They include fees such as recreation fees, building permit fees and planning fees.

CPI – Consumer Price Index.

CPOA – California Peace Officers’ Association.

CPR – Cardiopulmonary Resuscitation.

CPRS – California Park and Recreation Society.

CPUC – California Public Utilities Commission.

CSMFO – California Society of Municipal Financial Officers.

CSO – Community Service Officer.

Debt Service – Actual cost of interest and principal on debt.

Debt Service Fund – A fund established for the payment of principal and interest on debt other than payable exclusively from special assessments.

Deficit – The excess of expenditures over revenues during an accounting period.

Department – An organizational unit comprised of divisions or programs. It is possible for a department to be comprised of only one division.

Department Description – A list of the typical activities of programs.

Department Function – Category of work performed. The Town has five major categories: General Government, Recreation, Public Works, Public Safety and Planning.

Discretionary Revenue – Money that the City Council has the authority to allocate for any purpose. Often refers to the General Fund, as opposed to special or Restricted Use Funds.

Division – A functional grouping of related activities within a department. There are usually several activities within a division. (See Activity)

DUI – Driving Under the Influence.

Economic Development – Efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base.

Encumbrance – An obligation in the form of a purchase order or contract.

Enterprise Fund – A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the City Council is that the costs of providing services to the general public on a continuing basis be financed or recovered primarily through user charges, i.e., water utility, parking system.

EOC – Emergency Operations Center.

ERAF – Educational Revenue Augmentation Fund. A shift of property tax revenue from local agencies (cities, counties, special districts) to the State.

Expenditure – Designates the cost of goods delivered or services rendered, whether paid or unpaid. Where accounts are kept on the accrual or modified accrual basis of accounting, costs are recorded when goods are received or services rendered. Where accounts are kept on a cash basis, expenditures are recognized when the cash payments are made.

FBI – Federal Bureau of Investigation.

Fees – A charge to cover the cost of services (e.g. building inspection fee, zoning fee, etc.) sometimes referred to as Charges for Service.

FEMA – Federal Emergency Management Agency.

FF&E – Furniture, Fixtures and Equipment.

FHA – Fair Housing Act.

Fiscal Accountability – The responsibility of governments to justify that their actions in the current period have complied with public policy decisions concerning the raising and spending of public moneys in the short term (usually one budgetary cycle or one year).

Fiscal Year – A twelve-month period of time to which the budget applies. For the Town of Colma and many local government agencies, this period is from July 1 through June 30.

Fixed Asset – A tangible item of a long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$10,000. (See Capital Outlay)

Fleet Replacement Fund – An internal service fund used to accumulate funds over time to provide for the replacement of the Town fleet.

FLSA – Fair Labor Standards Act.

FMLA – Family Medical Leave Act.

FPPC – Fair Political Practices Commission.

Fringe Benefits – Benefits to Town employees, in addition to salaries, paid by the Town. These benefits include pensions, workers' compensation, unemployment insurance, health club membership, and life and health insurance.

FTE – See Full Time Equivalent.

Full-Time Equivalent (FTE) – One or more employee positions totaling one full year of service or approximately 2,080 hours a year.

Full Cost Recovery – Recovering or funding the full costs of a project or service, typically through a user fee. In addition to the costs directly associated with the project, such as staff and equipment, projects will also draw on the rest of the organization. For example, adequate finance, human resources, management, and IT systems are also integral components of any project or service.

Fund – A self-balancing set of accounts. Governmental accounting information is organized into funds, each with separate revenues, expenditures and fund balances.

Fund Balance – The difference between fund assets and fund liabilities in a governmental or trust fund. Changes in fund balances are the result of the difference of revenues to expenditures. When revenues exceed expenditures in a given period, fund balance increases and when expenditures exceed revenue, fund balance decreases.

Funding Source – Identifies fund(s) that will provide resources for Town expenditures.

FY – See Fiscal Year.

GAAP – See Generally Accepted Accounting Principles.

Gann Limit – See Appropriation Limit.

Gas Tax Fund – Fund required by State law to account for gas tax revenues received from the State and expended for construction and maintenance of Town streets.

GASB – See Governmental Accounting Standards Board.

GASB Statement No. 34 – Requires state and local governments to produce financial statements on an accrual basis, in much the same manner as private sector businesses. The objective is to enhance the understandability and usefulness of the financial reports of state and local governments to the public, legislative and oversight bodies, and investors and creditors.

GASB Statement No. 45 – Requires the measurement and recognition criteria for other Post Employment Benefits (OPEB) for reporting purposes. The objective is to recognize the cost of benefits, provide information on related liabilities and provide information for assessing fiscal health for future periods.

GASB Statement No. 54 – Intended to improve the usefulness of the amount reported in fund balance by providing a more structured classification. It also clarifies the definition of existing governmental fund types.

GASB Statement No. 68 – Improves accounting and financial reporting by state and local governments for pensions. It establishes standards for measuring and recognizing liabilities and expenditures and identifies the methods and assumptions that should be used to calculate those liabilities and expenditures.

GASB Statement No. 75 – Improves accounting and financial reporting by state and local governments for post-employment benefits other than pensions (other post-employment benefits or OPEB) such as retiree medical and retiree dental benefits. It also improves information provided by state and local governmental employers about financial support for OPEB.

Generally Accepted Accounting Principles (GAAP) – Uniform standards used by state and local governments for financial recording and reporting; established by the accounting profession through the Governmental Accounting Standards Board.

General Fund – The primary fund of the Town used to account for all revenues of the Town not legally restricted as to use and related expenditures.

General Fund Reserves – The balance of all general funds not otherwise appropriated (budgeted) or accounted for, such as the allocated reserves Council set aside for Litigation, Insurance, Disaster Preparedness, Employee Benefits and Operations.

General Plan – A plan of a city, county or area which establishes zones for different types of development, uses, traffic patterns, and future development.

General Revenue – General sources of income a city collects and receives for public use (e.g. property tax). There are no restrictions as to the use of these monies – often referred to as Discretionary Revenue. General Revenue comprises the General Fund.

GF – See General Fund.

GFOA – Government Finance Officers Association.

GHG – Greenhouse Gas emissions.

GIS – Geographic Information System. A Geographic Information System (GIS) is designed to capture, store, manipulate, analyze, manage, and present all types of geographical data. It analyzes spatial location and organizes layers of information into visualizations using maps. With this unique capability, GIS reveals deeper insights into data, such as patterns, relationships, and situations — helping city departments make better decisions and more effective use of resources.

Goal – An observable and measurable end result having one or more objectives to be achieved within a more or less fixed time frame.

Governmental Accounting Standards Board (GASB) – The body that sets accounting standards specifically for governmental entities at the state and local levels.

Governmental Funds – Self-balancing sets of accounts that are maintained for governmental activities. Financial statements of governmental funds are prepared on the modified accrual basis of accounting and the current financial resource flows method of measurement focus. All of the Town’s funds are in the governmental category. (See Measurement Focus)

GP – General Plan.

Grant – A payment of money, often earmarked for a specific purpose or program, e.g. from one governmental unit to another or from a governmental unit to a not-for-profit agency.

Grievance – An actual or supposed circumstance regarded as just cause for complaint. A complaint or protestation based on such a circumstance.

HEART – Housing Endowment And Regional Trust.

HOA – Homeowners Association.

HR – Human Resources.

HRA – Human Resources Administration.

HVAC – Heating, Ventilation and Air Conditioning.

ICMA – International City/County Management Association.

Infrastructure – All Town-owned facilities supporting the operation of the government agency. It includes streets, roads, bridges, curbs and gutters, parks, water and sewer lines, storm drains, water pump stations and reservoirs, water wells, sewer lift stations, all government buildings and related facilities.

Interfund Transfers – Monies appropriated from one fund to another fund. This is done to reimburse the fund for expenses or to finance the operation of the other fund.

Internal Service Fund – A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost reimbursement basis.

IPM – Integrated Pest Management.

Irrevocable Trust – A type of trust that by its design can't be modified, amended, changed or revoked.

IT – Information Technology.

JPA – Joint Powers Agreement.

LAFCO – Local Agency Formation Commission.

LAIF – Local Agency Investment Fund.

LAO – Legislative Analyst’s Office.

LCW – Liebert Cassidy Whitmore.

Level of Service – Indicator that measures the performance of a system. Certain goals are defined and the service level gives the percentage to which they should be achieved.

Long Term Debt – Debt with a maturity of more than one year after the date of the issue.

LTD – Long Term Disability.

MADD – Mothers Against Drunk Driving.

Mandate (Mandated Services) – A legal requirement, usually imposed by State or Federal law. This term is used to refer to Town services, which are provided to comply with State or Federal laws, such as preparation of the City Council Agenda in compliance with the Brown Act.

Maturities – The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Measure A Fund – Fund used to account for the Town’s per-capita portion of a countywide, voter approved sales tax increase for improving transit and relieving congestion.

Measure M – Countywide, voter-approved vehicle registration fee, half of which goes to the cities in the county using a pro-rata formula based on population and road miles. The money can be used for pavement resurfacing, pothole repair, signs and striping, traffic signals, street sweeping, storm-inlet cleaning and local shuttles.

Measurement Focus – The accounting convention which determines: (1) which assets and which liabilities are included on the governmental unit’s balance sheet; and (2) whether its operating statement presents "financial flow" information (revenue and expenditures) or "capital maintenance" information (revenues and expenses).

Mid-Year – As of December 31st (mid-point of the fiscal year).

Mid-Year Budget Review – Annual process, which occurs in February, where staff analyzes the revenue and expenditures of the Town through the mid-point of the fiscal year (December 31st), projects the data to the end of the fiscal year (June 30th) and presents the information to Council, along with any recommended budget adjustments.

MMANC – Municipal Management Association of Northern California.

Modified Accrual Basis of Accounting – A form of accrual accounting in which (1) expenditures are recognized when the goods or services are received and (2) revenues, such as taxes, are recognized when measurable and available to pay expenditures in the current accounting period.

MOU – Memorandum Of Understanding.

MRP – Municipal Regional Stormwater Permit.

MTC – Metropolitan Transportation Commission.

Municipal Code – A book that contains City Council approved ordinances presently in effect. The Code defines Town law in various categories. (See Ordinance)

National Pollution Discharge Elimination System (NPDES) – A policy set forth by the Environmental Protection Agency, under the 1987 Federal Clean Water Act, imposing regulations that mandate local governments to control and reduce the amount of stormwater pollutant runoff into receiving waters.

Non-recurring Costs – One time activities for which the expenditure should be budgeted only in the fiscal year in which the activity is under taken.

Non-spendable Fund Balance – The amounts associated with inventories, prepaid expenses and other items legally or contractually required to be maintained intact.

NorCalHR – Northern California Municipal Human Resources Managers Group.

NPDES – See National Pollution Discharge Elimination System.

NSMCD – North San Mateo County Sanitation District.

OBF – On-Bill Financing.

Objectives – Desired results of the activities of a program.

OES – Office of Emergency Services.

OPEB – Other Post Employment Benefits.

Operating Budget – A programmatic, financial, and organizational plan for furthering the goals of the City Council through departments of the Town, which does not include capital improvement projects.

Operating Expenses – Expenses incurred as a result of day-to-day operations.

Operational Accountability – Governments' responsibility to report the extent to which they have met their operating objectives efficiently and effectively, using all resources available for that purpose, and whether they can continue to meet their objectives for the foreseeable future.

Ordinance – A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. An ordinance has a higher legal standing than a resolution. Adopted ordinances form the Municipal Code. (See Municipal Code)

Pandemic Flu Plan – A Plan the Town uses to respond in an epidemic of the influenza virus that spreads on a worldwide scale and infects a large proportion of the human population. Influenza pandemics occur when a new strain of the influenza virus is transmitted to humans from another animal species.

PCI – Pavement Condition Index.

PCJPB – Peninsula Corridor Joint Powers Board (Also known as Caltrain Board)

PELRA – Public Employers Labor Relations Association.

PEMCHA – Public Employees Medical and Hospital Care Act.

PERS – Public Employees Retirement System. A pension plan administered by the State of California for government agencies. (Also known as CalPERS).

Performance Measures – Indicators used in budgets to show, for example, (1) the amount of work accomplished, (2) the efficiency with which tasks were completed, and (3) the effectiveness of a program, which is often expressed as the extent to which objectives were accomplished.

Personnel Expenditures – Salaries, wages and benefits paid to employees.

Police Grants Fund – Revenue associated with Police grants that have restricted uses and may be ongoing, for example, SLESF.

POST – Police Officer Standards and Training.

Priority Area – A category of Town services, such as Economic Development, Long Range Financial Plan or Neighborhoods which the City Council selects as an area of focus for staff in the coming fiscal year.

Program – Plan of action aimed at accomplishing a clear objective, with details on what work is to be done, by whom, when, and what means or resources will be used.

Program Revenues – Revenues received by a department as a result of the services or operations of that department (such as user fees), and generally used to finance the related services or programs.

Property Tax – A tax on the assessed value of property. California State Constitution Article XIII A provides that the combined maximum property tax rate on any given property equal to 1% of its assessed value unless an additional amount has been approved by voters for special taxes or general obligation bonds. San Mateo County remits the Town's share, including all penalties and interest.

Proposed Budget – The working document for the fiscal year under discussion.

PTAF – Property Tax Assessment Fee.

Public Employee Retirement System – See PERS.

Public Safety Grants Fund – Revenue associated with one-time or limited term Police Grants that have restricted uses.

PW – Public Works.

Real Estate Transfer Tax – A tax on the value of property transferred, currently levied at a rate of \$.275 per \$500. San Mateo County collects the tax and the Town receives the revenues. Revenues are dependent on how frequently the property is transferred and on the accrued value at the time of transfer.

Records Management System (RMS) – A system that automates the storage of current documents and important records of the Town (documents, agendas, minutes, reports, maps and vital records) to facilitate quick and easy access to these records using software and other technologies.

Request For Proposal (RFP) – Part of a procurement process which is frequently associated with obtaining professional or specialized services or goods. Vendors are invited to respond with a description of services and associated costs. The agency evaluates responses to determine the response which most closely meets the stated needs in a cost effective manner.

Reserve – An account used to designate a portion of the fund balance as legally segregated for a specific use, i.e., General Fund Reserve.

Reserve Policy – A Council adopted set of principles which establish an appropriate minimum level of reserves and specify how reserves can be used.

Resolution – A special order of the City Council that requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval.

Restricted Use Funds – Funds designated for use for a specific purpose.

Revenues – Income from all sources used to pay Town expenses.

RFP – See Request For Proposal.

RHNA – Regional Housing Needs Assessment.

Risk Management – An organized attempt to protect a government’s assets against accidental loss in the most economical method.

RMS – See Records Management System.

ROW – Right-Of-Way.

RWQCB – Regional Water Quality Control Board.

Salaries and Wages – A fixed monthly or hourly sum paid to an employee.

Sales Tax – Taxes assessed on retail sales or leases of tangible personal property in the Town. The Town receives one percent of the 8.25% San Mateo County sales tax.

SAMCAT – San Mateo County Telecommunications Authority.

SamTrans – San Mateo County Transit District.

SB – Senate Bill.

Secured Taxes – Taxes levied on real properties in the Town which are “secured” by liens on the properties.

SFPUC – San Francisco Public Utilities Commission.

SLESF – See Supplemental Law Enforcement Services Fund.

SLPP – State-Local Partnership Program.

SMC – San Mateo County.

SMIP – San Mateo County Investment Pool.

Special Revenue Fund – A fund that accounts for the use of revenues that are legally restricted to expenditures for specific purposes.

SSARP – Systemic Safety Analysis Report Program. A grant program established by the State Department of Transportation (Caltrans) in 2016. The purpose of this grant is to study deficiencies in a government agency's roadway network including sidewalks, bike paths, crosswalks, accessibility barriers and street lights and recommend corrective measures to correct the problems.

SSF – South San Francisco.

SSO – Sanitary Sewer Overflow.

STEP – Saturation Traffic Enforcement Program.

STOPP – Stormwater Pollution Prevention Program.

Strategic Plan – Plan of action aimed at accomplishing a clear objective, with details on what work is to be done, by whom, when, and what means or resources will be used.

Strategic Planning – A comprehensive and systematic management tool designed to help organizations assess the current environment, increase effectiveness, develop commitment to the organization's mission and achieve consensus on strategies and objectives for achieving that mission. The focus is on aligning organizational resources to bridge the gap between present conditions and the envisioned future. The organization's objectives for a strategic plan will help determine how available resources can be tied to future goals.

Supplemental Assessment – An assessment of real property occurring after the real property lien date of January 1st of each year as a result of new construction or a change in ownership. The San Mateo County Assessor determines the new value of the property based on current market values, and then calculates the difference between the new value and the value set on January 1st.

Supplemental Law Enforcement Services Fund (SLESF) – A component of the Citizens' Option for Public Safety (COPS) program which provides grants to every city and county and five special districts that provide law enforcement in the State of California. SLESF funds are allocated among cities and counties and special districts that provide law enforcement services in proportion to population, except that each agency is to be allocated a minimum of \$100,000. The Town of Colma receives the minimum allocation.

Supplies and Services – Expenditures for materials, supplies and related services which are ordinarily consumed within a fiscal year.

SWAT – Special Weapons And Tactics.

Tax Levy – Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation of property.

Tax Equity Allocation – The amount of property taxes payable to the Town under a special law to assist cities that otherwise would receive low or no property taxes.

TDM – Transportation Demand Management.

TEA – Tax Equity Allocation.

TLC – Transportation for Livable Communities.

TMA – Training Managers Association.

Transportation Grants Fund – Fund used to account for one-time transportation grants awarded by Federal, State and Regional agencies, and the associated expenditures.

UBC – Uniform Building Code.

Unassigned Reserve – The amount of spendable fund balance that is not otherwise appropriated.

Unencumbered Appropriation – The portion of an appropriation not yet expended or encumbered.

Unfunded Capital Project – Capital Projects that are Town priorities but are currently without budgeted funds. Unfunded Capital Projects will be reviewed annually during the Town Budget process to see if funds are available for their design and construction and if these projects are ready to move from the Unfunded Capital Projects list to the Budgeted Capital Projects list.

Unfunded Position – Positions that are authorized but funding is not provided.

Unsecured Taxes – An ad-valorem (value-based) property tax that is the liability of the person or entity assessed for the tax. Because the tax is not secured by real property (such as land) the tax is called "unsecured."

Useful Life – An accounting term defined as the number of years, as set by the IRS, that depreciable business equipment or property is expected to be in use.

Way-finding – Information systems and signage that guide people through a physical environment and enhance their understanding and experience of the area or space.

Year-End – As of June 30th (end of fiscal year).

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End of 2019-2024 Capital Program