



# CITY OF BELMONT

FY 2021 Proposed Budget Introduction

May 26, 2020

# Agenda

- FY 2021 Budget Overview
  - Budget Brief
    - Summary
    - Strategic Plan/Strategic Focus Areas
    - Long Term Forecasts
    - COVID-19 Impacts
  - Department Budget Review
  - Capital Improvement Program
- Next Steps





# BUDGET BRIEF

# CITY MANAGER'S MESSAGE

ALIGNING WITH COUNCIL AND COMMUNITY PRIORITIES

MAINTAINING A BALANCED BUDGET

ENSURING PUBLIC SAFETY

STAYING FOCUSED ON INFRASTRUCTURE AND CAPITAL IMPROVEMENT

SUSTAINING LONG-TERM NEEDS





# SUMMARY

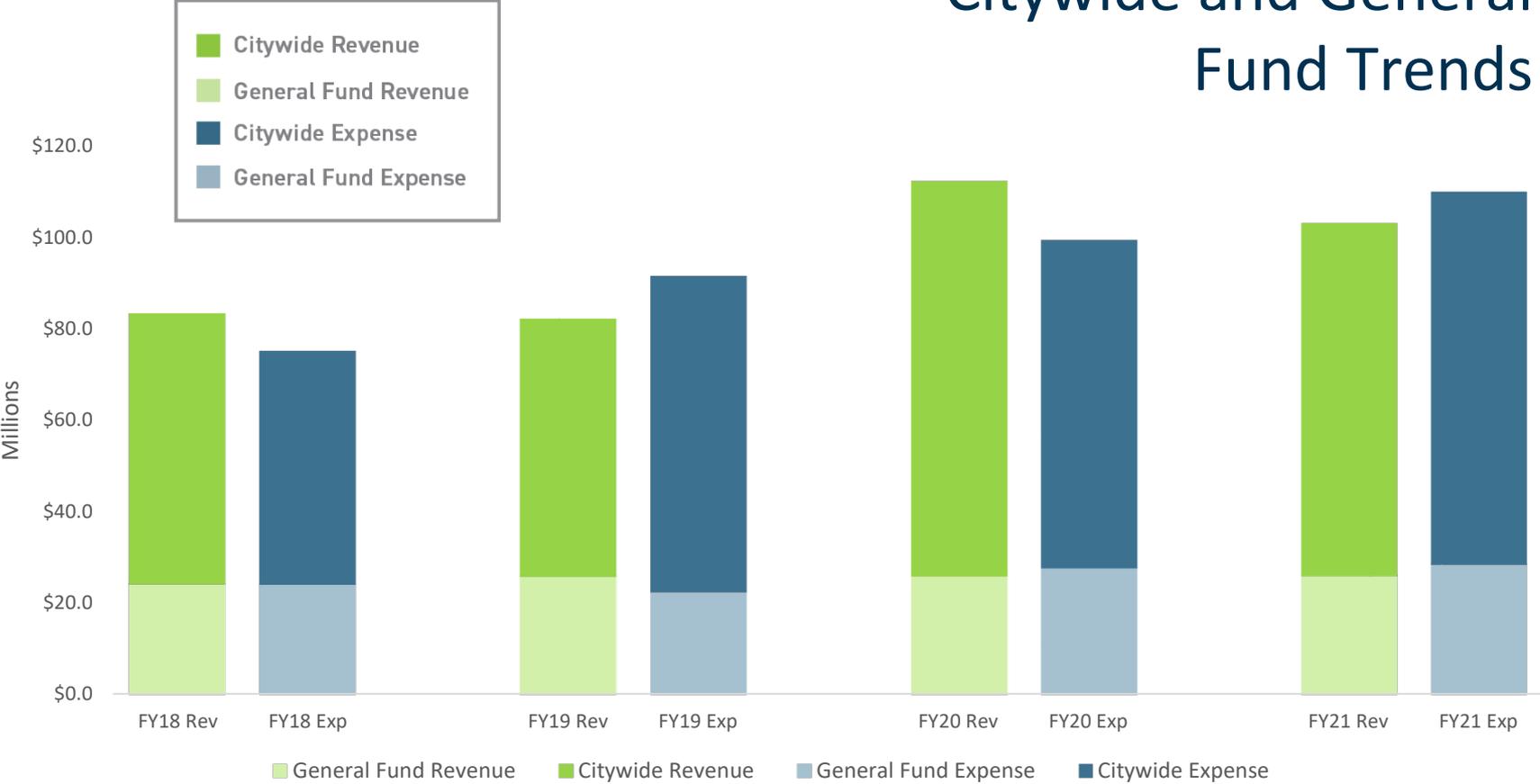
# Responsible Fiscal Management

Best Practice	Belmont Budget	
Prepare a balanced budget	FY 2021 Budget is balanced	✓
Implement cost control measures	Year-over-year personnel, supplies and services categories flat	✓
Run a lean organization	FTE count down	✓
Leverage shared services	San Mateo Consolidated Fire Department	✓
City reserves stable and ensured throughout forecast	\$5M minimum reserve requirement & 33% reserve target not met through forecast period. Corrective action required.	✗
BFPD reserves stable and ensured throughout forecast	Increasing reserves throughout forecast	✓
Use excess reserves responsibly	Sewer Collection reserves used for CIP	✓
Plan for contingencies	\$250k in FY 2021 Budget	✓
Fees	Cost recovery in Master Revenue Schedule	✓



# CITYWIDE BUDGET AT-A-GLANCE

## Citywide and General Fund Trends

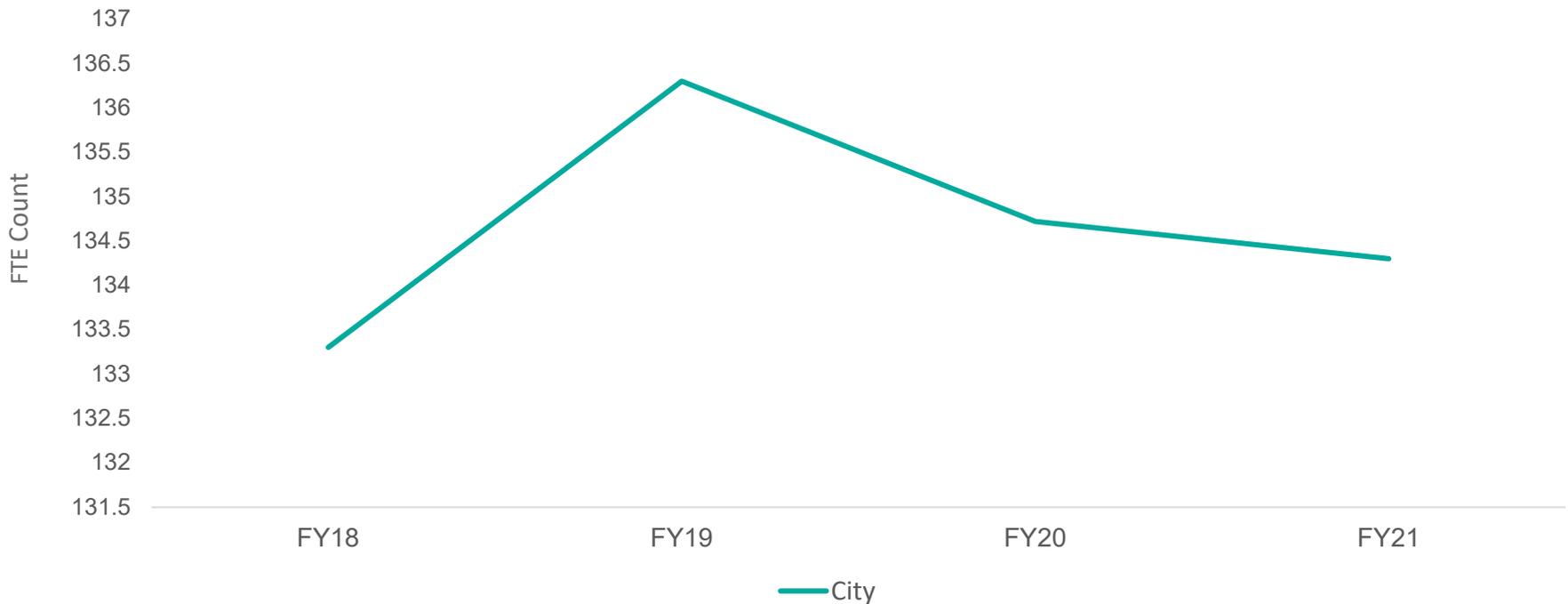


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# CITYWIDE BUDGET AT-A-GLANCE

## Staffing Trends



- *Fire positions now in San Mateo Consolidated Fire Department*
- *Reflects change to elected City Clerk and City Treasurer*



# Organizational Sustainability

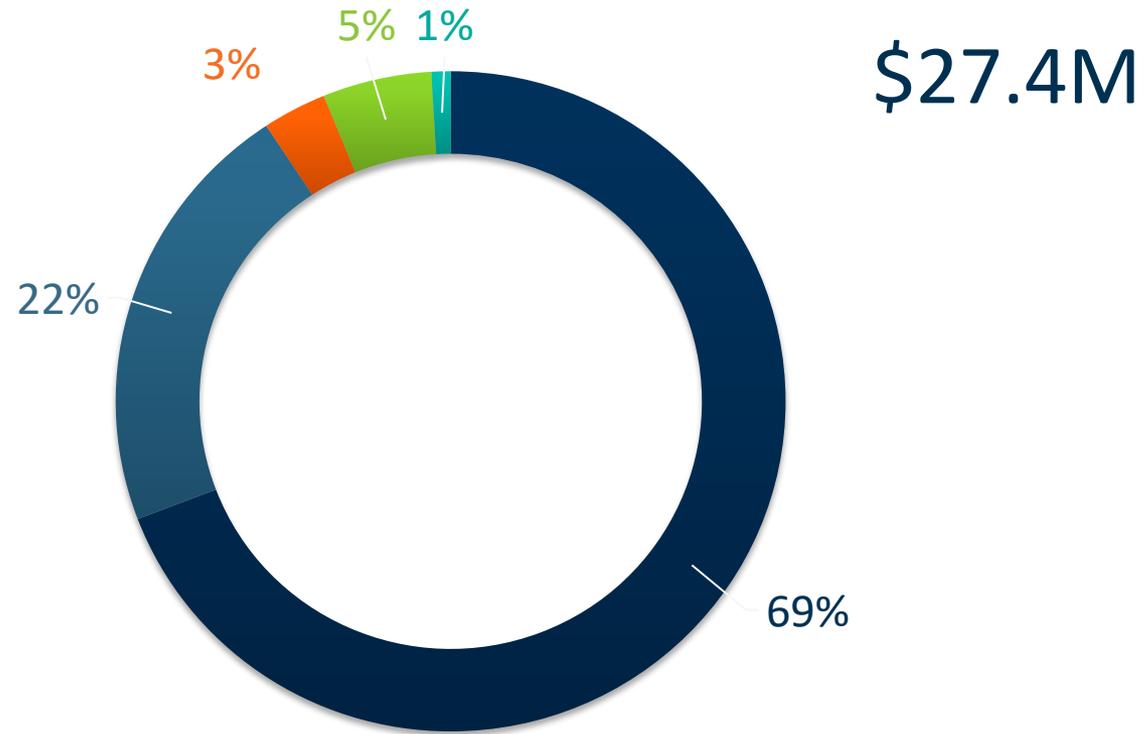


**City Manager's Office  
reorganizing for Clerk &  
Communications**

**HRIS realignment brings  
together compensation  
management within HR**



# GENERAL FUND REVENUES



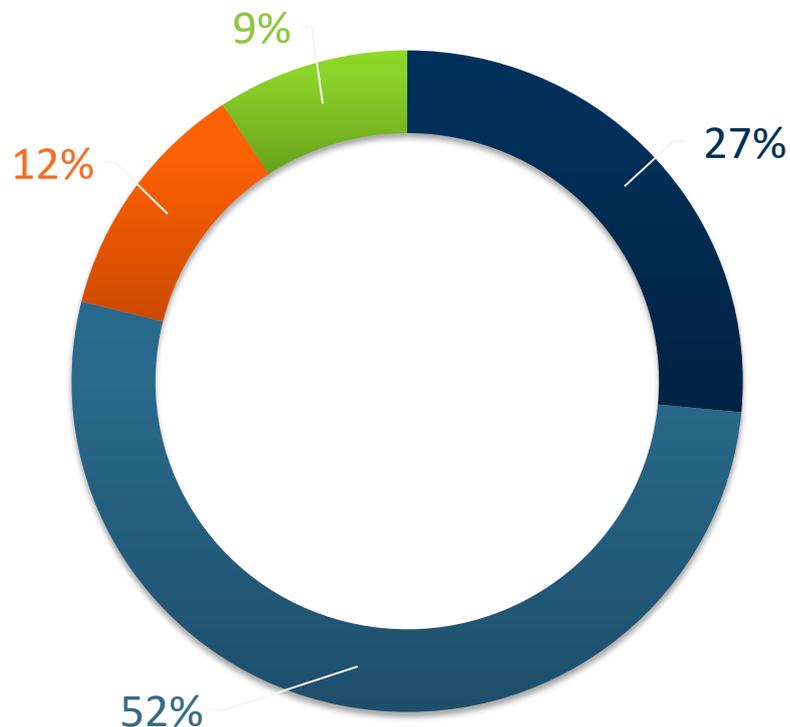
■ Taxes ■ Service Charges ■ Licenses ■ Other ■ Intergovernmental

- *Note: chart includes Measure I and excludes transfers*



# GENERAL FUND EXPENDITURES

\$27.8M



■ General Government   ■ Public Safety   ■ Highways and Streets   ■ Culture & Recreation

• *Note: chart includes Measure I and excludes transfers*

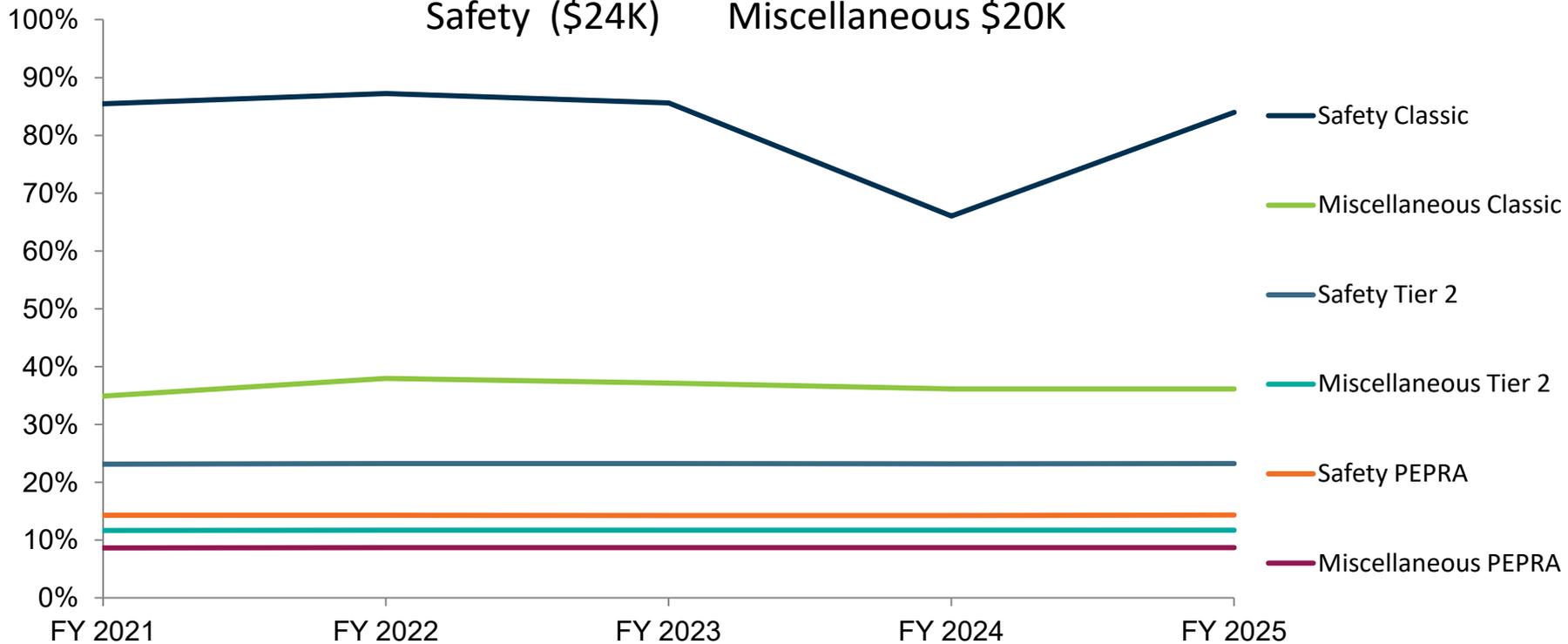


# Projected PERS Rate Increases

## Projected PERS Rate Increases (Decreases), Excluding Impact of ADP

FY 2021 - FY 2025 Constant \$

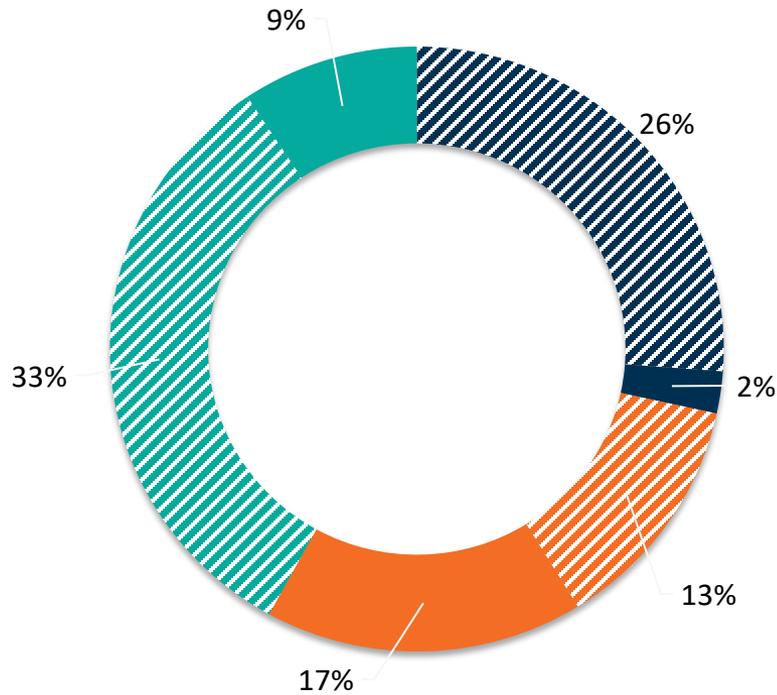
Safety (\$24K)      Miscellaneous \$20K



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# Capital and Retirement Obligations

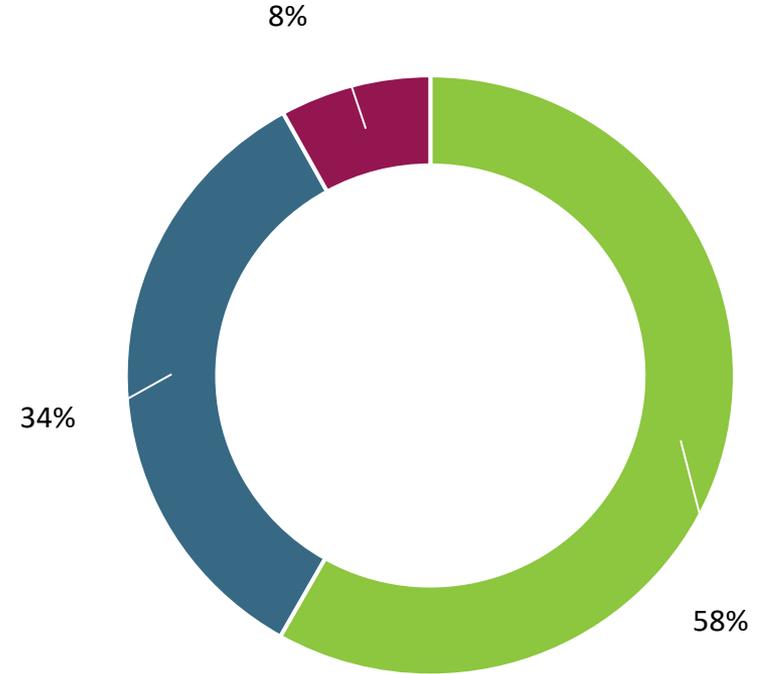
## Partially Funded Obligations



- Storm \$ Unfunded
- Streets \$ Unfunded
- Facilities & Parks \$ Unfunded

- Storm \$ Identified/Monetized
- Streets \$ Identified/Monetized
- Facilities & Parks \$ Identified/Monetized

## Funded Obligations



- Sewer
- PERS
- OPEB

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# STRATEGIC PLAN

# Strategic Plan

## MISSION

To enrich the quality of life for our community with the services provided for a safe, fulfilling and vibrant life.

## VISION

We are celebrated for enhancing:

- Distinctive community character
- Easy mobility
- Natural beauty
- Thriving culture
- Thriving economy

## VALUES

- Our citizens — our top priority
- Our employees — our most important resource
- Honesty, integrity, respect and ethics
- Open government
- Fiscal responsibility
- Quality services
- Continuous improvement
- Teamwork and partnerships

# Strategic Focus Areas



## INFRASTRUCTURE & MOBILITY

**GOAL:**  
A transportation, facilities and infrastructure system that maintains and improves our community to meet current and future demand.

**OBJECTIVES:**

- Advance sewer and storm improvements
- Advance pavement and street improvements
- Enhance multi-modal transportation
- Improve parks and facilities



## ECONOMIC DEVELOPMENT & HOUSING

**GOAL:** Local business, land use and housing policies to support economic development, downtown revitalization and diversity of housing choices.

**OBJECTIVES:**

- Coordinate housing and land use
- Implement Economic Development strategy



## FISCAL & ORGANIZATIONAL SUSTAINABILITY

**GOAL:** Long-term financial stability and investment in our employees to strengthen organizational development and effectiveness.

**OBJECTIVES:**

- Ensure fiscal/revenue sustainability
- Strengthen organizational development



## PUBLIC SAFETY

**GOAL:** Forward-thinking public safety services aligned with community needs, including civic engagement, partnerships and public education.

**OBJECTIVES:**

- Ensure public safety — Police and Fire



## QUALITY OF LIFE

**GOAL:** Maintain and enhance Belmont's character and quality of life in our community.

**OBJECTIVES:**

- Promote place-making
- Improve parks and recreational programs and facilities
- Expand communication and outreach

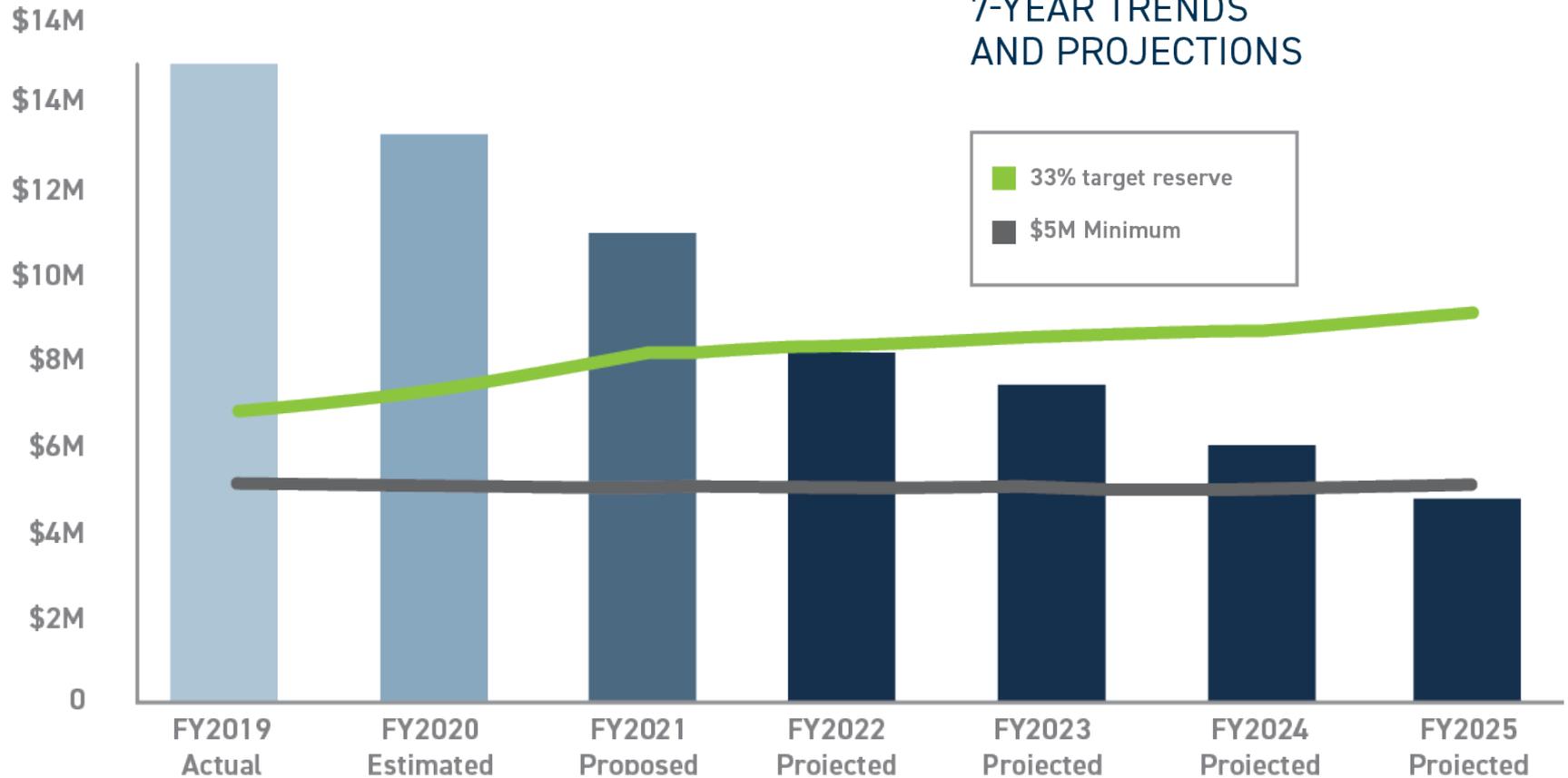




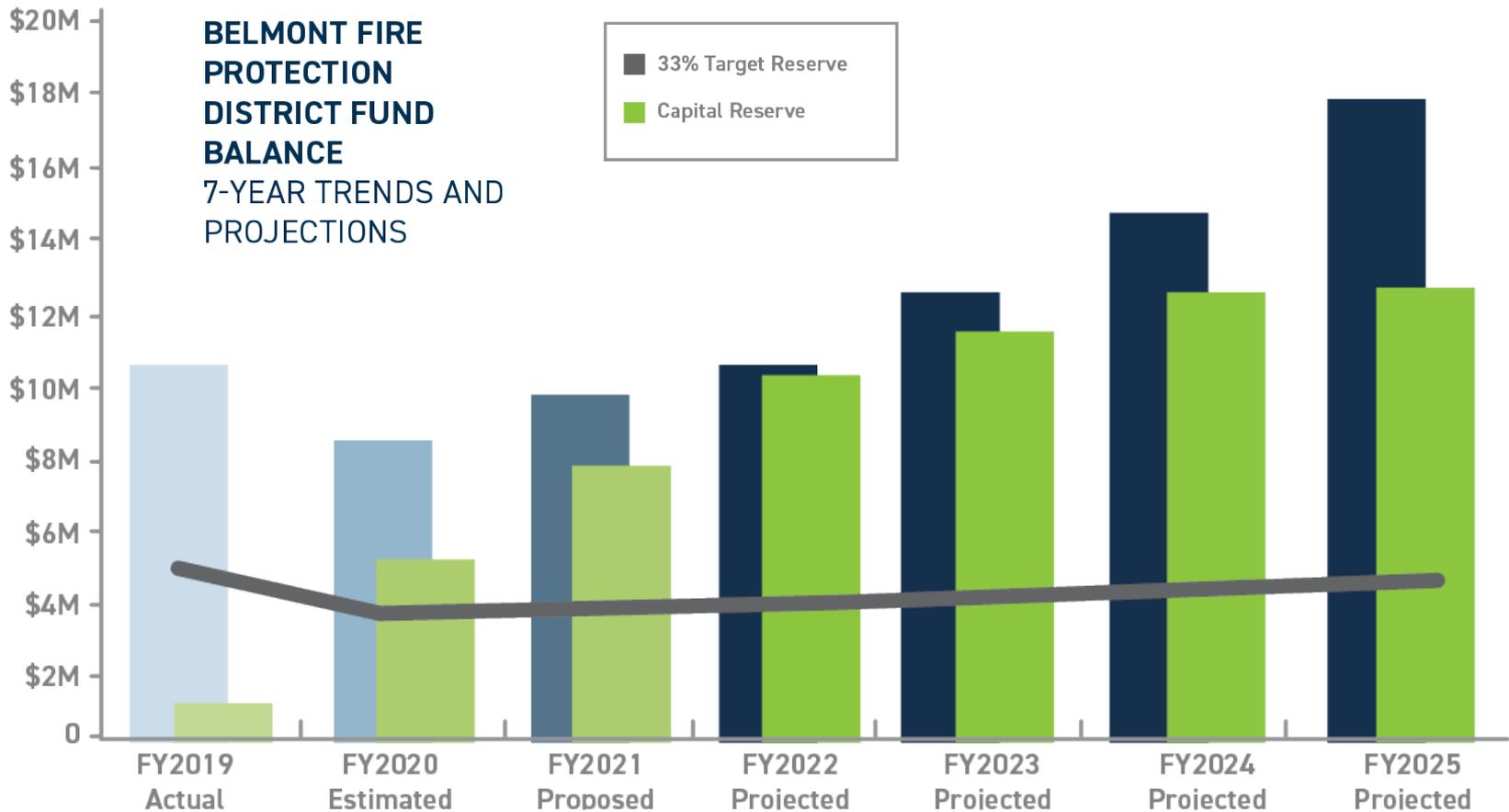
# LONG-TERM FORECAST

# 7-YEAR TRENDS AND PROJECTIONS

## CITY GENERAL FUND BALANCE 7-YEAR TRENDS AND PROJECTIONS



# 7-YEAR TRENDS AND PROJECTIONS

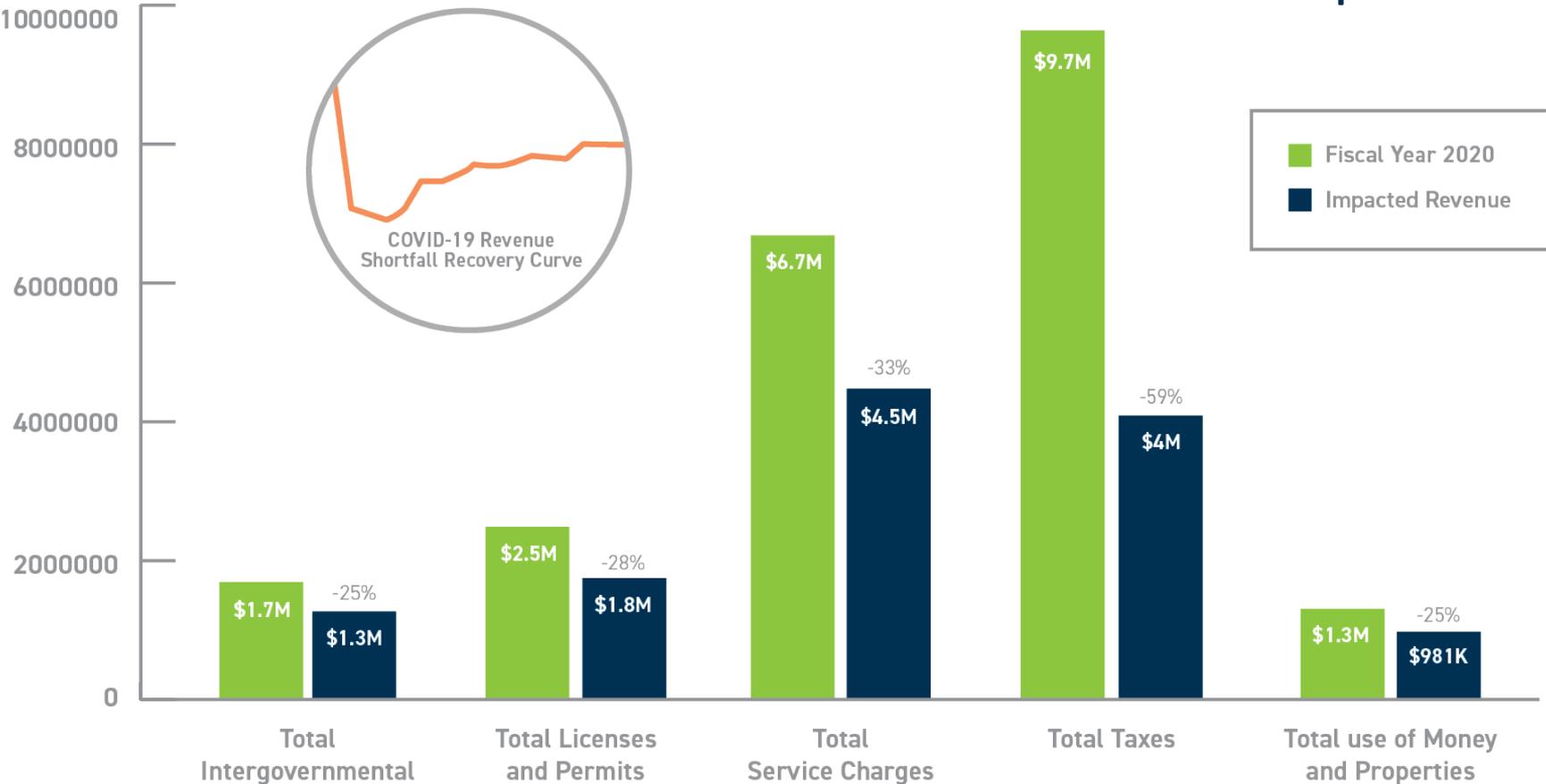




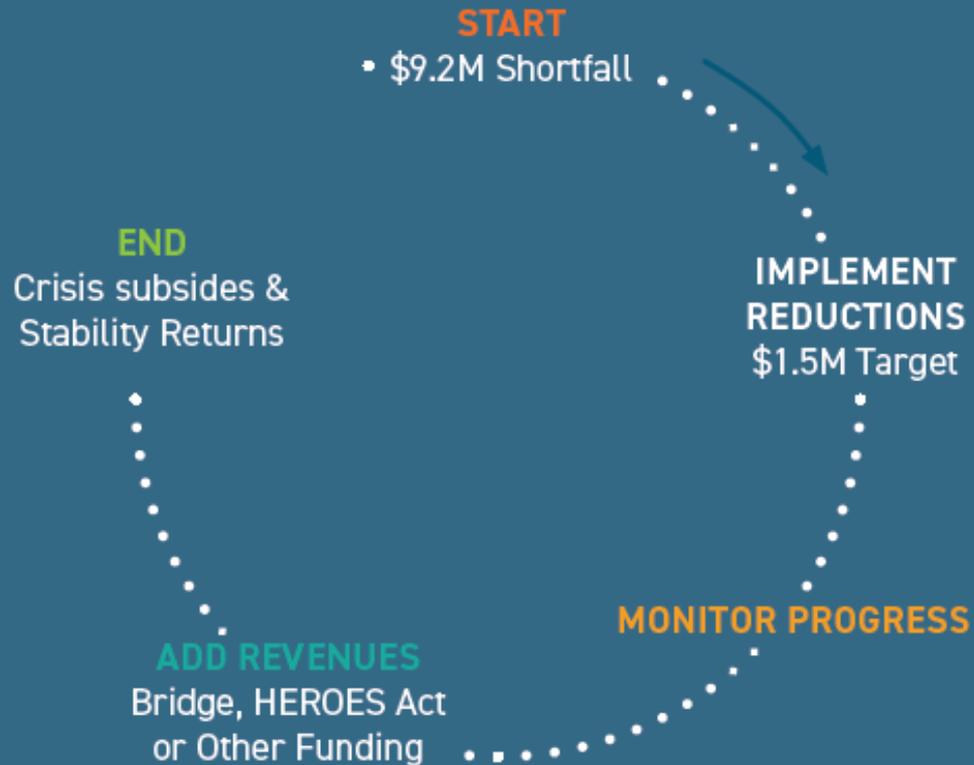
# COVID-19 FINANCIAL IMPACTS

# COVID-19 FISCAL IMPACT

## Preliminary Revenue Shortfall Impact



# COVID-19 Action Plan





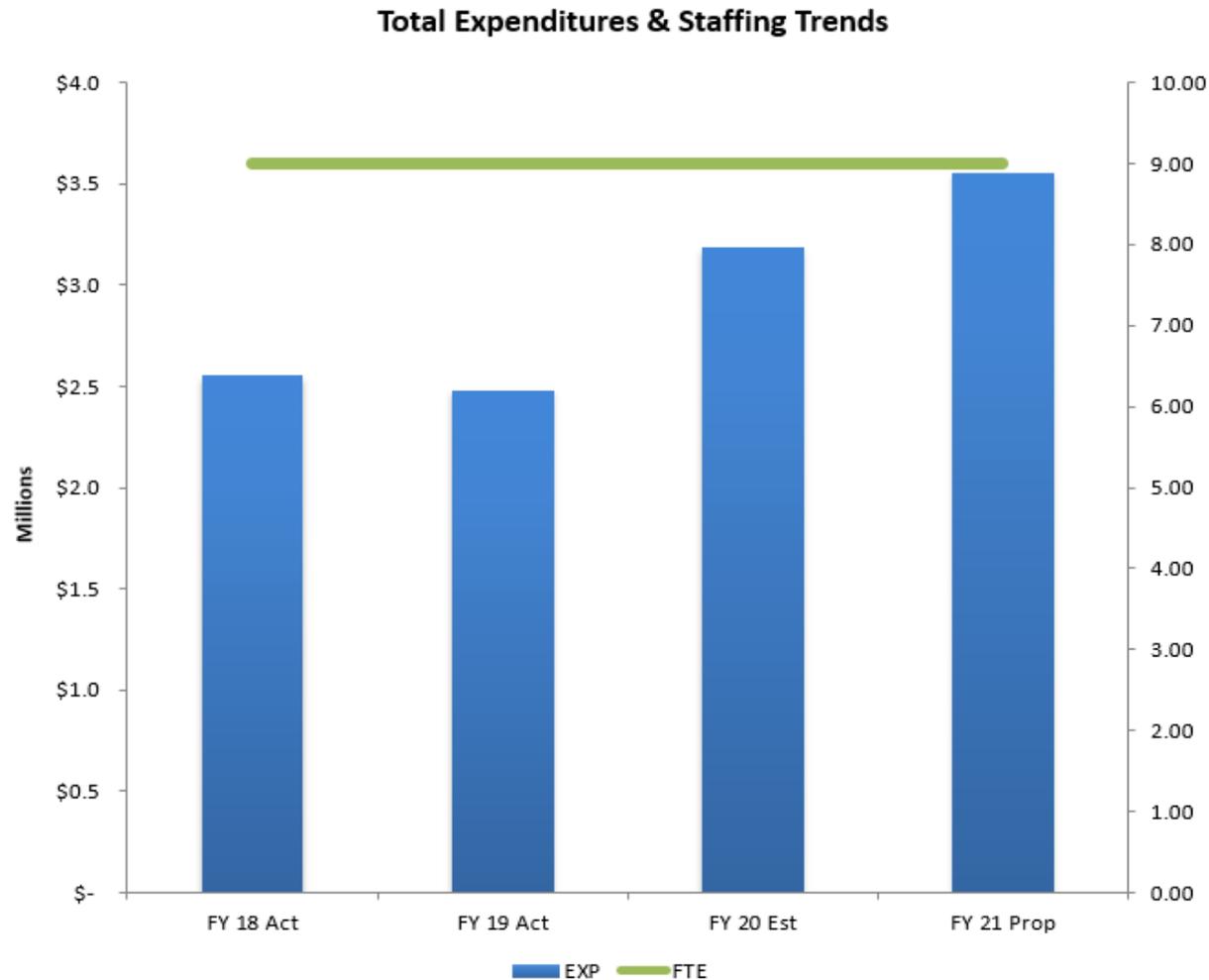
# DEPARTMENT BUDGET REVIEW



# COMMUNITY DEVELOPMENT

Department Budget Review

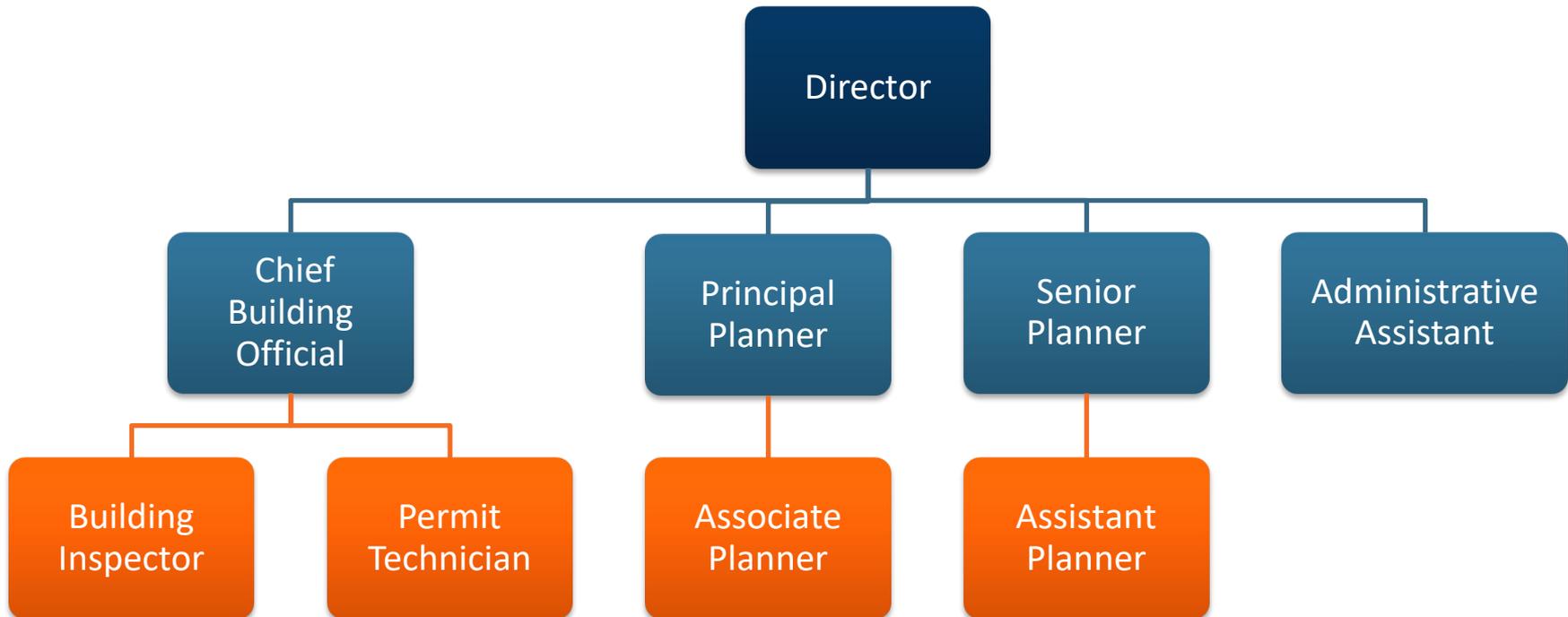
# Community Development Staffing



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# Community Development Organization



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# Community Development Highlights

- Implementation Actions/Projects for the adopted:
  - 2035 General Plan & Phase I Zoning
  - Belmont Village Specific Plan & Zoning (BVSP & BVZ)
  - Climate Action Plan (CAP)
- Sustainability Objectives
- Single Family Home & Tree Regulation Updates (Ongoing Enhancements)
- Wireless Ordinance Amendments
- Placemaking Initiatives
- Zoning Text Amendments to Comply with State Housing Law (Ongoing)



# Community Development Alignment

## Strategic Focus Area Initiatives

### ECONOMIC DEVELOPMENT AND HOUSING

Objective	Top Supporting Initiatives
Coordinate housing and land use	Complete sale of vacant Housing Successor real property assets and reinvest proceeds into affordable housing projects
	Evaluate and implement land use/density/intensity increases within BVSP, ECR Transit Corridor Area, and Harbor Industrial Area (HIA)
	General Plan Housing Element 2023-2030 update
	Implement policies and actions from 2035 GP & BVSP & CAP
	Assess development review system to identify process improvements
	Evaluate short-term residential rental rules and regulations



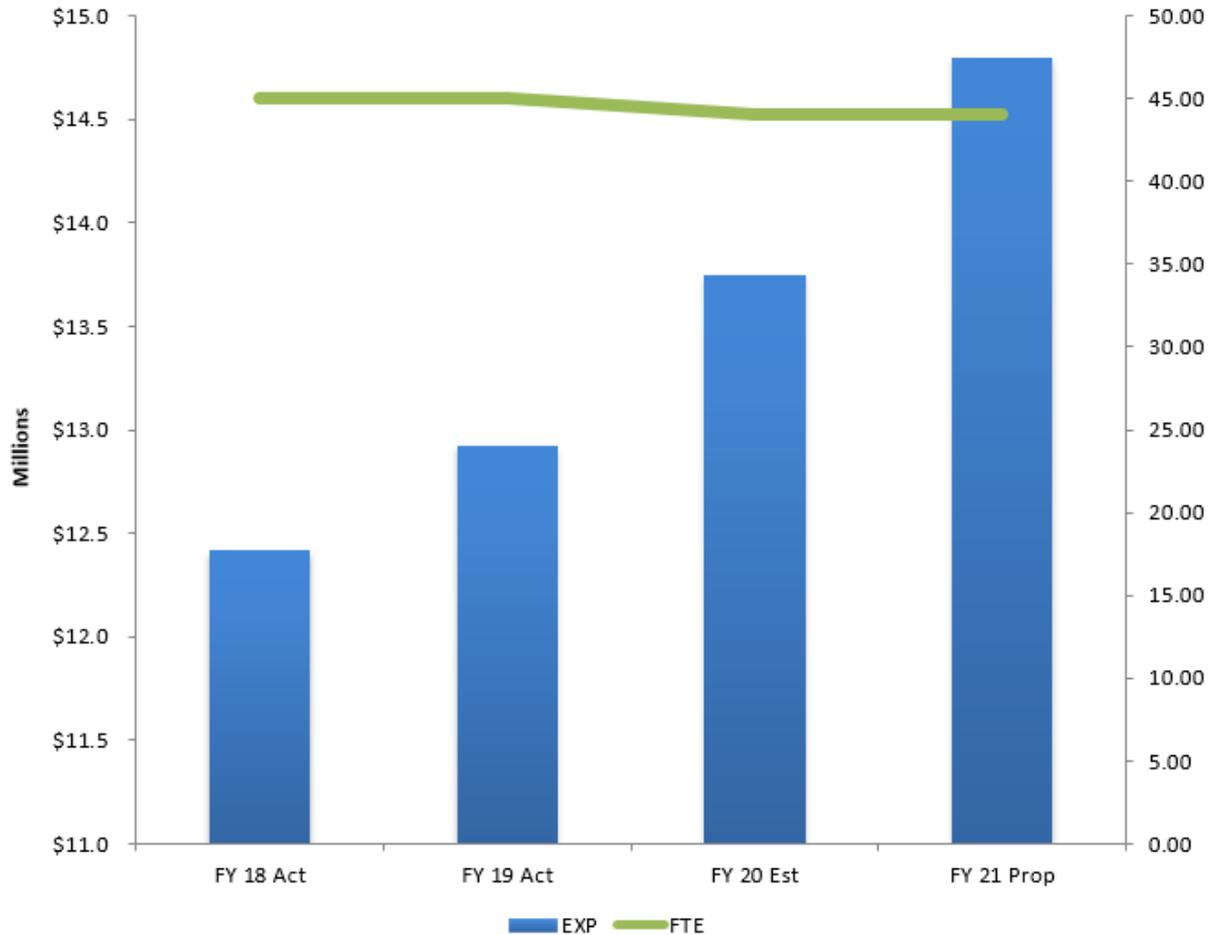


# POLICE DEPARTMENT

Department Budget Review

# Police Department Staffing

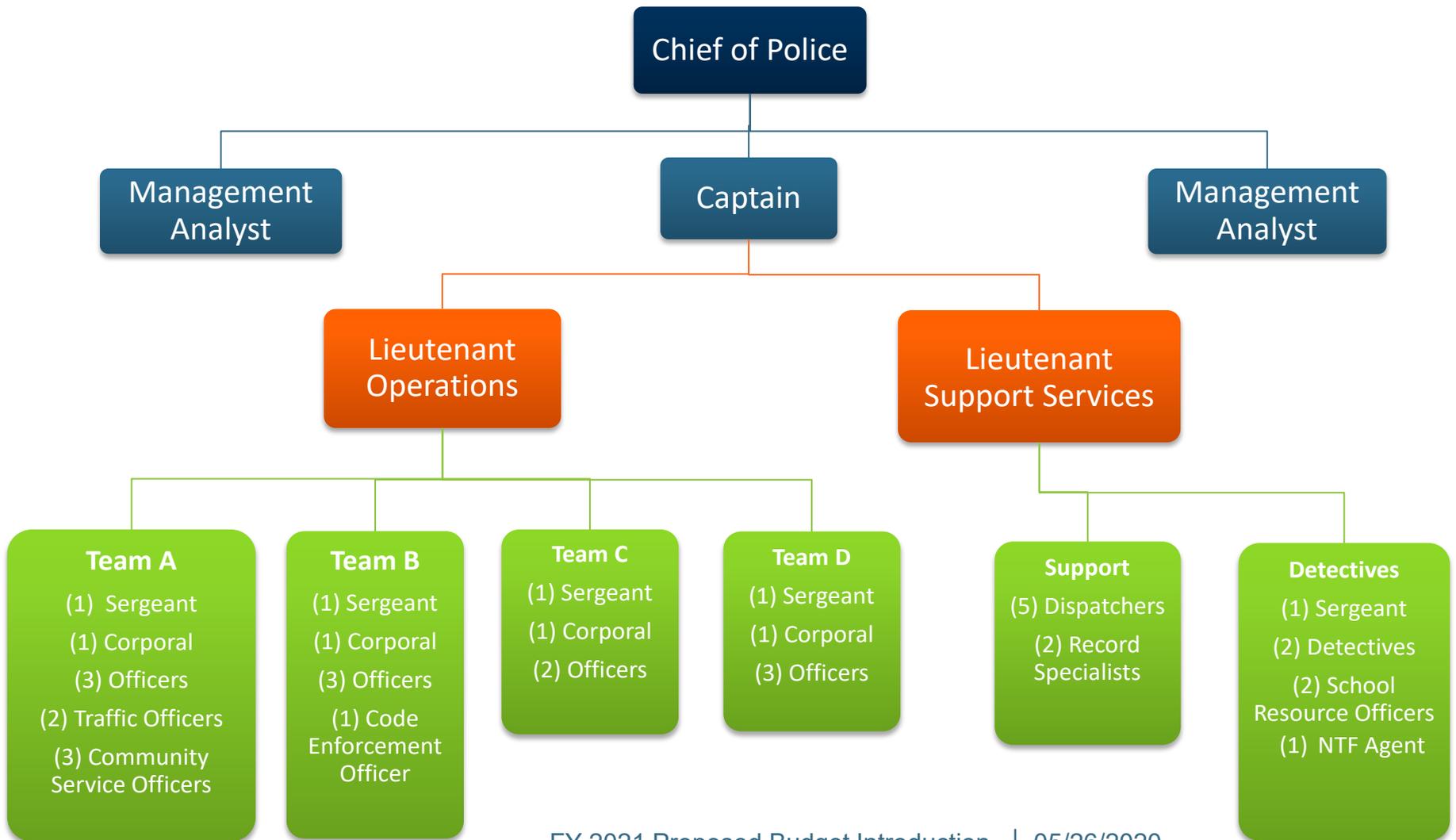
Total Expenditures & Staffing Trends



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# Police Department Organization



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# Police Department Highlights

- Fully Staffed
- Introduced Belmont T.R.A.C.
- Re-designed K9 program “Bandit”
- Actively participating in SMC Narcotics Task Force
- Created Wellness Program
  - Wellness Officer & New Gym
- Improved PD Webpage
  - Home Surveillance Camera Guide
  - Camera Registration & Transparency pages added

# Police Department Alignment

## Strategic Focus Area Initiatives

PUBLIC SAFETY	
Objective	Top Supporting Initiatives
Ensure public safety	Incorporate new position to include community outreach efforts through social media
	Conduct community outreach and education for emergency preparedness
	Conduct promotions and incorporate programs and training for succession planning purposes
	Incorporate computer-simulation based training into PD Operations Division



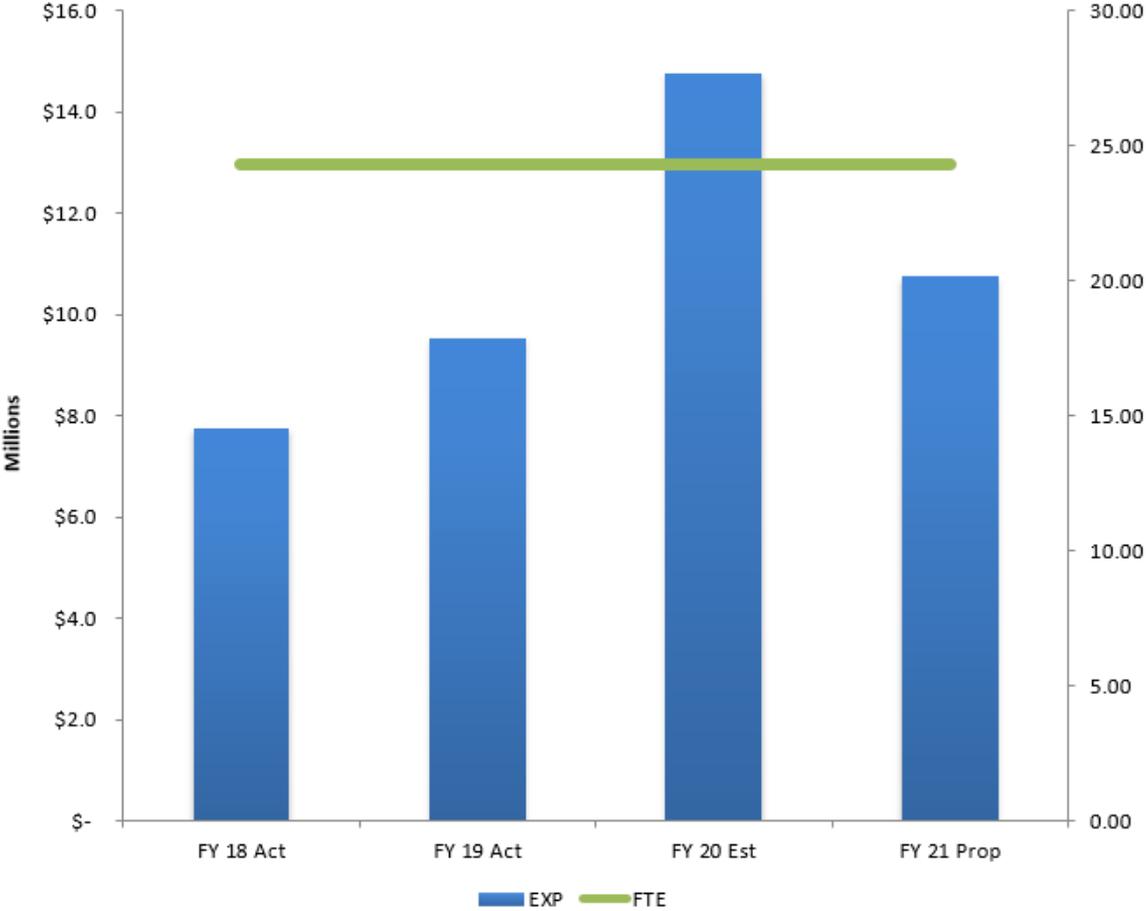


# PARKS & RECREATION

Department Budget Review

# Parks & Recreation Staffing

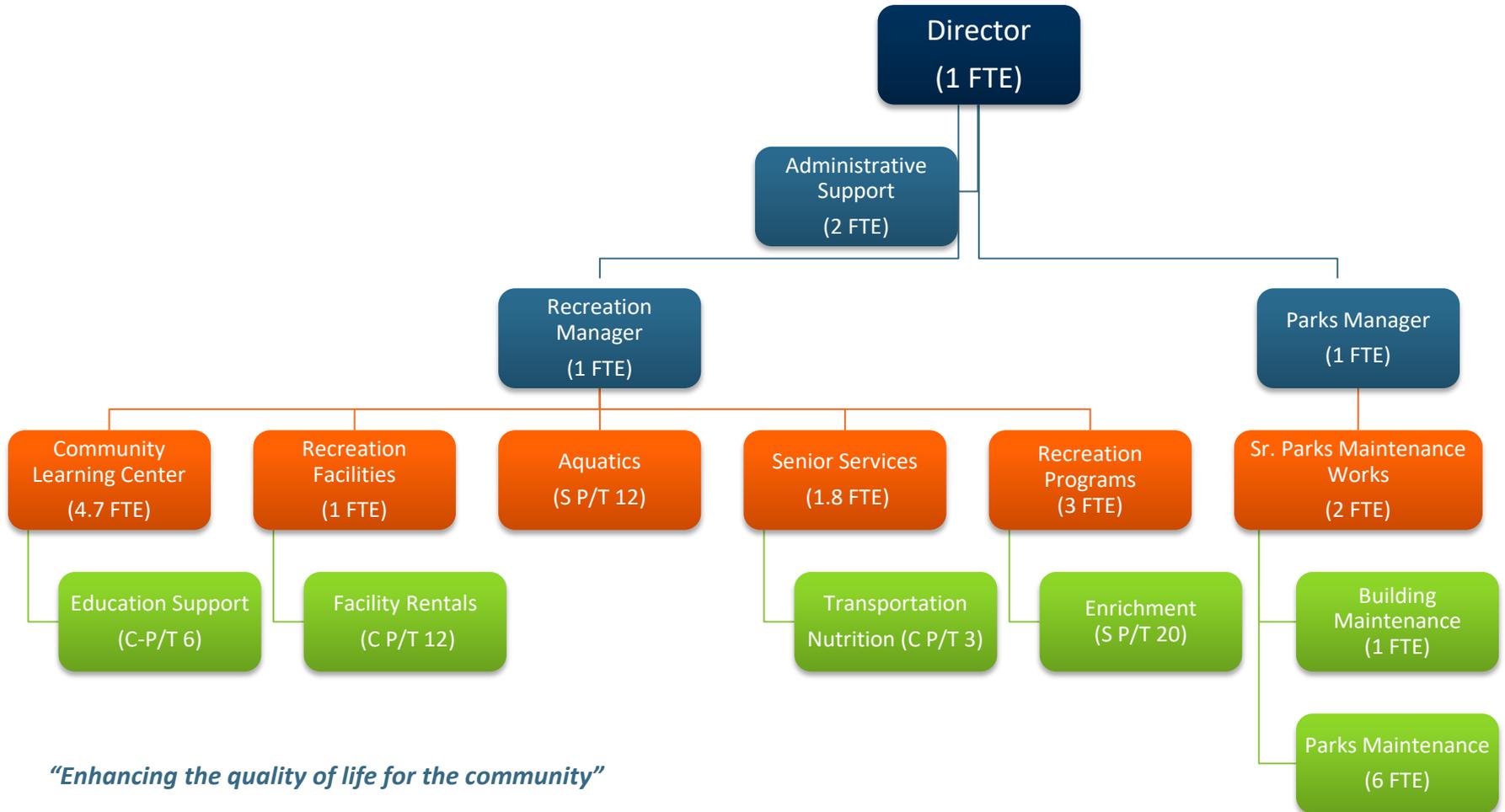
Total Expenditures & Staffing Trends



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# Parks & Recreation Organization



*"Enhancing the quality of life for the community"*

# Parks & Recreation Highlights

- Belmont Sports Complex Synthetic Turf and Improvement Project (underway)
- Belmont Community Center Conceptual Design Plan
- Developing Public Art Master Plan
- Installation of outdoor exercise equipment at Barrett (County Grant)
- Open Space Trail Maintenance & Fuel Mitigation/Reduction (ongoing)
- Programs, events, and activities for the Belmont Community, e.g.:
  - 9 Special Events
  - Poet Laureate Program
  - Health and Wellness for Teens
  - Virtual Rec in Response to COVID-19



# Parks & Recreation Alignment

## Strategic Focus Area Initiatives

### INFRASTRUCTURE AND MOBILITY

#### Objective

#### Top Supporting Initiatives

Improve Parks & Facilities

Begin masterplan update of the Parks, Recreation and Open Space with community engagement

Complete Belmont Sports Complex Synthetic Turf Improvement Project

Conduct a City-wide Facility assessment

### QUALITY OF LIFE

Improve Parks and Recreation Programs and Facilities

Continue Belmont Community Center Design education and outreach efforts, subject to assessment of funding strategy and support

Prepare Parks, Recreation and Open Space Master Plan

Continue to offer new and innovative recreational programs and services for all ages and abilities

Promote Place-making

Complete one public art installation

Complete Public Art Master Plan to guide process and funding strategies for public art



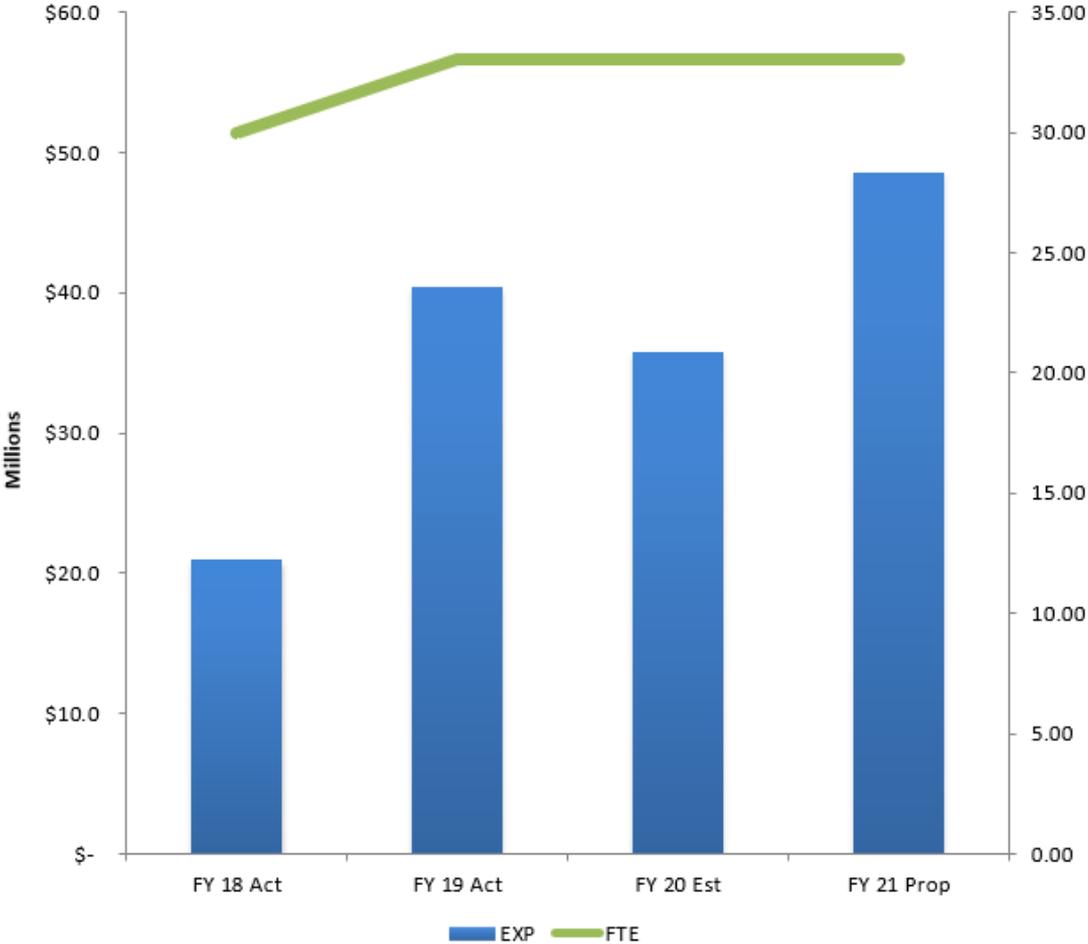


# PUBLIC WORKS

Department Budget Review

# Public Works Staffing

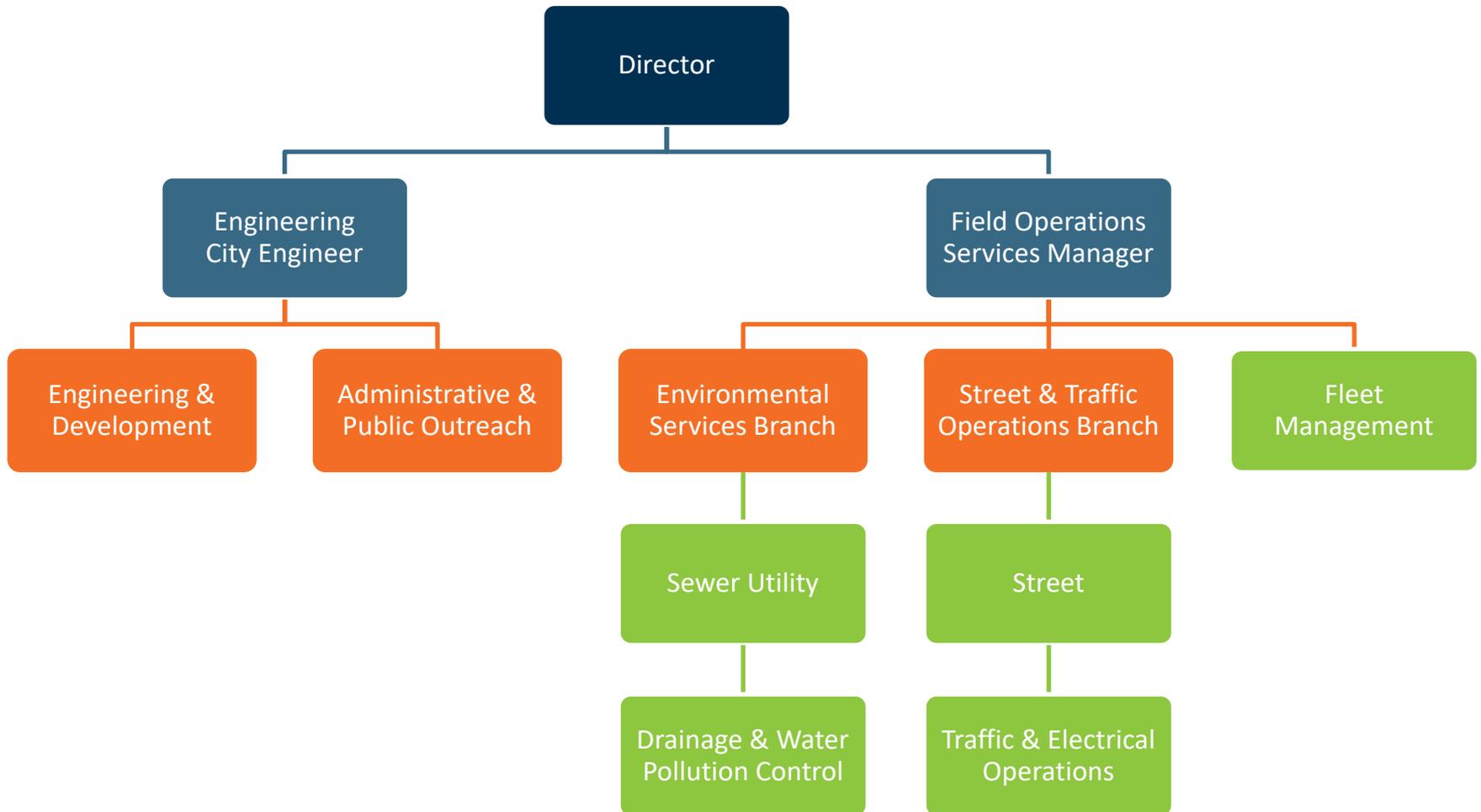
## Total Expenditures & Staffing Trends



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# Public Works Organization



# Public Works Highlights

- Reviewed Traffic Engineering Studies and Subdivision Maps for development projects
- Maintained and repaired 140 lane miles of streets, including curbs, gutters, sidewalks and ADA ramps and retaining walls
- Performed preventative maintenance on 1,450 streetlights
- Sealed 53,000 linear feet of pavement cracks and placed 350 tons of asphalt for road repairs and hundreds of potholes
- Maintained and repaired 3,000+ road signs
- Maintained 43,000+ linear feet of painted curb and roadway striping
- Maintained 6 signalized intersections
- Maintained/inspected 1,400+ storm drain inlets, 2 pump stations and 26 miles of storm drain lines
- Designed Ralston Avenue Corridor 3 Segment Improvements
- Implemented Sewer Inflow and Intrusion Detection and Elimination Program
- Construction of North Road Pump Station
- Designed El Camino Capacity Improvement Project
- Financed SVCW's CIP rollout (RESCU)
- Secured environmental permits for storm drainage
- Performed inspections and MRP regulatory compliance
- Maintained 102 City vehicles
- Swept 3,000+ curb miles of streets
- CCTV'd 7,000+ linear feet of storm drain lines



# Public Works Alignment

## Strategic Focus Area Initiatives

INFRASTRUCTURE AND MOBILITY	
Objective	Top Supporting Initiatives
Enhance Multi-Modal Transportation	Ralston Corridor Segment 3
	Alameda de las Pulgas Corridor Improvements
	Feasibility Study for O'Neill Grade Separated Crossing
	Implement BVSP mobility improvements with new development
	Implement Sidewalk Installation Policy
	Seek grant/other opportunities to add/enhance bike lanes and sidewalks
	Implementation of Transportation Demand Management Program
	Neighborhood Traffic Calming Policy
	Address residents request through PTSC



# Public Works Alignment

## Strategic Focus Area Initiatives

INFRASTRUCTURE AND MOBILITY	
Objective	Top Supporting Initiatives
Advance Pavement & Street Improvements	Present Pavement Condition Report to City Council
	2019 Pavement Project Phase II Complete Construction
	2020 Pavement Reconstruction Project
	Develop/update 5-year Pavement Program
Advance Sewer & Storm Improvements	Complete updates to Sewer and Stormwater Master Plans
	North Road Pump Station and Force Main Rehabilitation Project
	El Camino Capacity Improvement Project
Advance stormwater improvement priority repairs (Measure I)	Belmont Creek Restoration and Overflow Storage Project



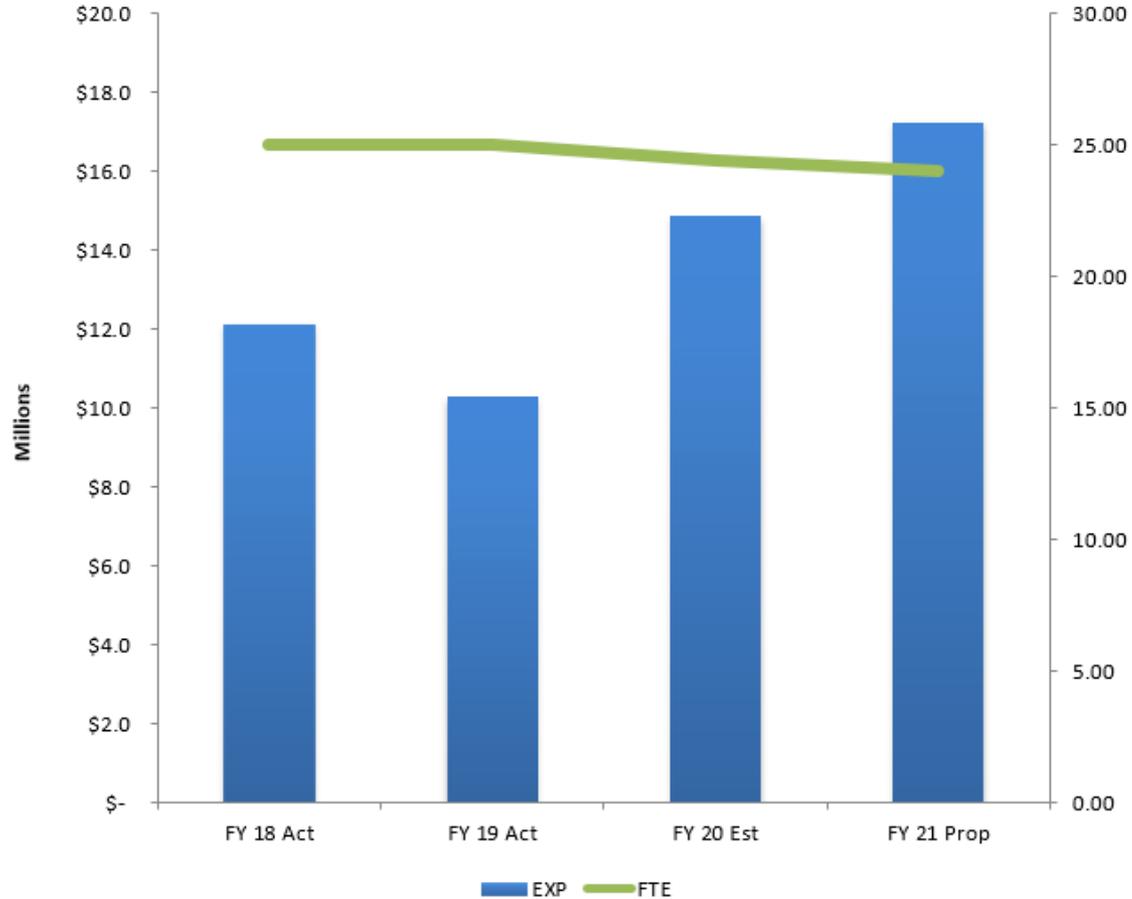


# ADMINISTRATIVE DEPARTMENTS

Department Budget Review

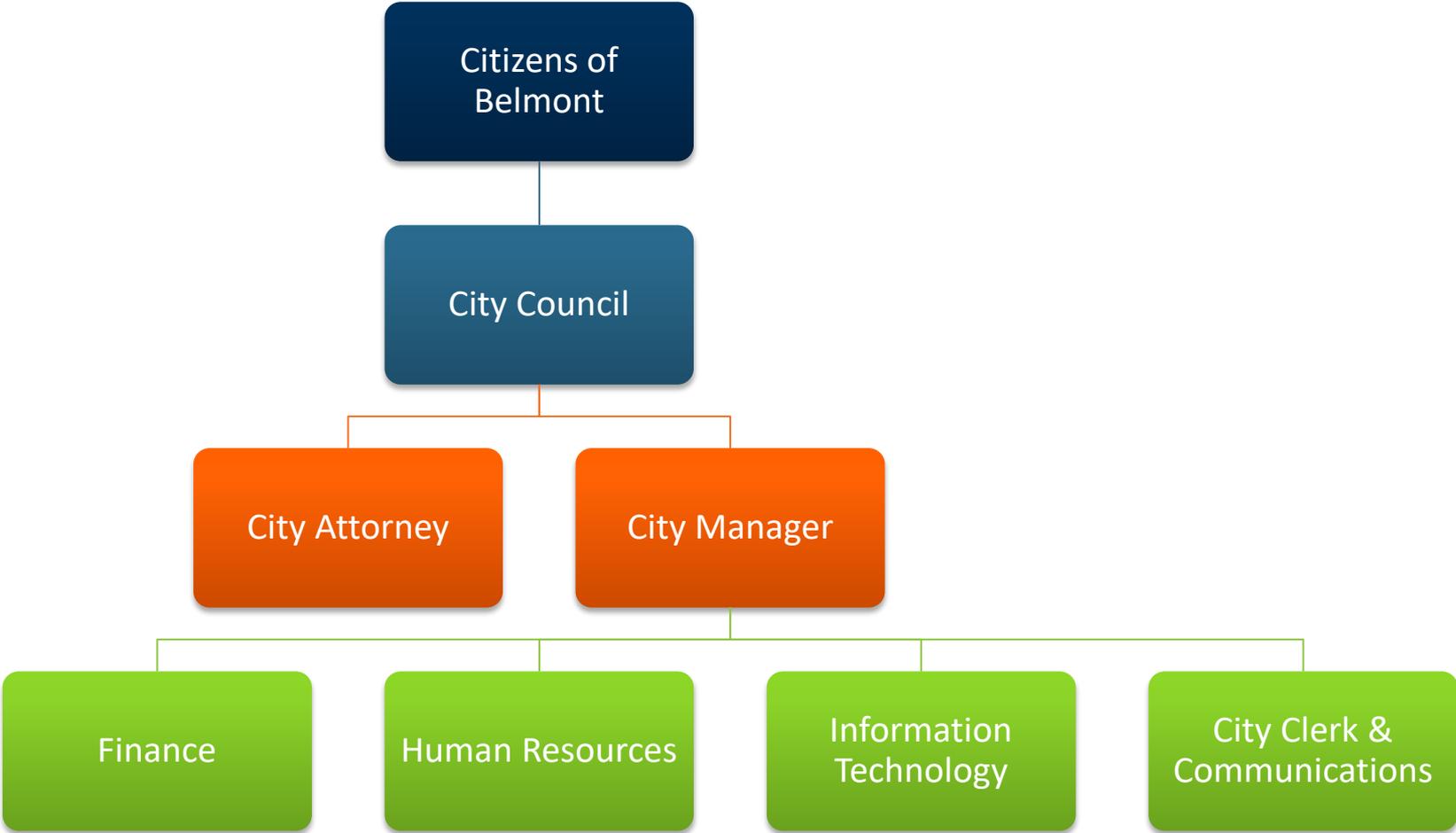
# Administrative Department Staffing

Total Expenditures & Staffing Trends



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# Administrative Department Organization



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# Administrative Department Highlights

- Adopted new Strategic Plan with Strategic Focus Areas (CM)
- Firehouse Square and Artisan Crossing Developments (CM/CA)
- Adopted Citywide Economic Development Implementation Strategy and FY20 Action Plan (CM/FN)
- COVID-19 Action Plan (CM/FN/CA/HR)
- Entitlement and ENA Hill Street Development (CM)
- O365 SharePoint implementation, including workflow development (IT)
- Decreased cost & claims in Workers' Compensation Program (HR)
- Creation of secure DMZ for public facing content (IT)
- Disaster Recovery Upgrade (IT)
- HRIS Implementation (HR/IT/FN)
- TrackIt cloud deployment (IT)
- City Manager & Public Works Director recruitment (HR)
- Financing Plan for Infrastructure & Services (FN)
- DDA for Fire Station Property (CA)
- Firearms Storage Ordinance (CA)
- Automated Agenda System (CC/IT)
- Municipal Code/Zoning Code Merge (CC)
- Awarded Employee Health & Wellness grant from League of CA Cities Workforce Health (HR)



# Administrative Department Alignment

## Strategic Focus Area Initiatives

### ECONOMIC DEVELOPMENT AND HOUSING

Objective	Top Supporting Initiatives
Implement Economic Development Strategy	Develop a formal community benefit program/policy
	Explore opportunities to create a structured Strategic Economic Development Incentive Fund
	Participate in Chamber of Commerce operational activities; develop an Economic Development recurring newsletter; explore business visitation program options
	Initiate Ad-Hoc Economic Development Advisory Committee to support COVID-19 Business Recovery and Reopening Efforts

### QUALITY OF LIFE

Expand Communication and Outreach	Complete Strategic Communications and Outreach Work Plan
	Initiate near-term strategies recommended in adopted Work Plan



# Administrative Department Alignment

## Strategic Focus Area Initiatives

### FISCAL AND ORGANIZATIONAL SUSTAINABILITY

Ensure  
Fiscal/Revenue  
Sustainability

Complete polling and community outreach for potential November 2020 revenue measures

Finalize Development Impact Fee recommendations and review fees with City Council

Strengthen  
Organizational  
Development

Introduce paperless processes by automating procurement and civic meeting document workflow

Migrate applications to cloud-based solutions to increase remote accessibility and functionality

Create work plan outlining inventory of existing talent, assessment of future talent needs, gaps/deficiencies, talent acquisition strategies, etc.

Create a culture where employees know they are valued; encourage employee involvement.





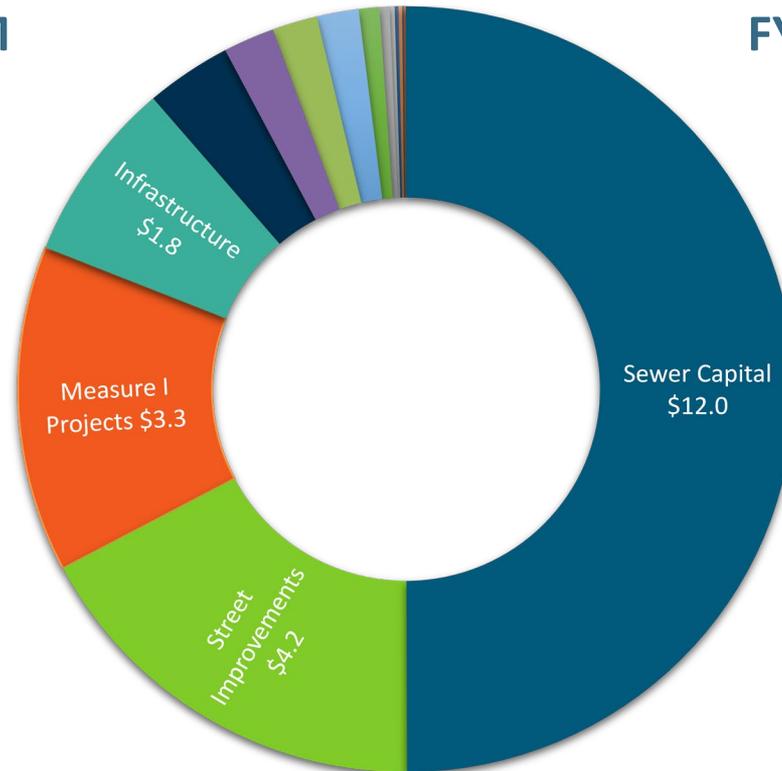
# CAPITAL IMPROVEMENT PROGRAM

# Capital Improvement Plan

(in millions)

5-Year CIP \$65.4M

FY 2021 CIP \$24.0M



- |                     |                           |                            |                |
|---------------------|---------------------------|----------------------------|----------------|
| Measure I Projects  | Library Maintenance & Ops | Athletic Field Maintenance | RMRA Street    |
| Street Improvements | General Facilities        | Comcast                    | Planned Parks  |
| Open Space          | Infrastructure            | Sewer Capital              | Storm Drainage |
| Fleet and Equipment | Facilities Management     | Recreational Facilities    |                |





# NEXT STEPS

# Audit Subcommittee Input

- Special Meeting on May 27<sup>th</sup> to review the proposed FY 2021 Budget and make recommendation to Council, including policy considerations
- Report to Council June 9<sup>th</sup>



- Questions and Answers
  - Give direction
    - June 9<sup>th</sup>
- Audit Subcommittee Report
- Adopt Budget
- Financial Policies
- Fees
  - Other Actions
- COVID-19 Action Plan

