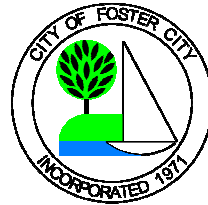


CITY OF FOSTER CITY  
ESTERO MUNICIPAL IMPROVEMENT DISTRICT

# **FIVE YEAR FINANCIAL PLAN**

## **For the Five Years ended June 30, 2013**



### **CITY COUNCIL/DISTRICT BOARD**

Pam Frisella, Mayor / President  
John Kiramis, Vice-Mayor / Vice-President  
Art Kiesel  
Linda Koelling  
Rick Wykoff

### **SUBMITTED BY THE CITY/DISTRICT MANAGER**

James C. Hardy

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# FOSTER CITY COMMUNITY PROFILE

## **Location**

Foster City is located midway between San Francisco and San Jose on the western shoreline of the San Francisco Bay, east of U.S. 101, which provides convenient access to the San Francisco Airport and San Francisco to the north and Santa Clara County to the south. The City is bisected by State Route 92 (the J. Arthur Younger Freeway), which runs between Half Moon Bay to the west and Highway 880 to the east via the San Mateo-Hayward Bridge. The City encompasses 12,345 acres, of which 9,726 acres are part of San Francisco Bay and Belmont Slough, and 2,619 acres are land area.

## **History**

Foster City had its beginning as reclaimed marshlands devoted to dairy farming and evaporation ponds. At the turn of the 20<sup>th</sup> century, the approximately 2,600 acres of tidal marshes now occupied by Foster City were owned by Frank Brewer, and the land was called Brewer Island. Brewer eventually sold his land to the Leslie Salt Company and Schilling Estate Company.

During the late 1950's, T. Jack Foster, in association with Bay Area developer Richard Grant, purchased an option to acquire Brewer Island for the development of a complete community. In 1960, the California Legislature created the Estero Municipal Improvement District (EMID), the state's first such public agency. The District was granted most of the governing powers associated with an incorporated municipality, except the powers to zone and approve development and certain

police powers. A board of three directors representing the two landowners governed the District.

Because San Mateo County retained the authority to approve development permits, T. Jack Foster prepared a master plan for the development of Brewer Island (Foster City) and submitted it to the County in 1961. The plan envisioned a self-contained community with a variety of housing types, waterfront lots and parks, an internal lagoon for drainage and public recreation, marinas, offices, stores, industry, and public services. The ultimate "buildout" was to include 11,000 housing units and a population of approximately 35,000. The Town Center, to be focused on an interior lake, was to include a combination of community and regional commercial services, offices, government agencies, entertainment establishments, and parks.



One of the more difficult aspects of the plan for the City was how to handle drainage in an area that was basically flat and at sea level. The engineering firm of Wilsey and Ham developed a plan to raise the surface level of the island four to five feet and to dig a central drainage basin area that also would serve as a runoff storage area. This drainage basin is now the Foster City Lagoon.

The County Board of Supervisors approved the Foster City plan in 1961, and groundbreaking for the first reclamation and development projects took place in August. Due to the extensive fill, compaction, and construction of facilities that had to precede any building, three years passed before the first homes were completed.

The Estero Municipal Improvement District was authorized to issue \$82,130,000 in bonds in order to finance the improvements necessary for development of Brewer Island (of which \$78,437,000 was issued). The bonds provided enough funding to build the lagoon, water system, sewer system, roads, bridges, and other necessary improvements.

By the end of 1964, 200 families had moved into Foster City. By 1966 the community had grown to 5,000 residents. The first public buildings constructed included the Corporation Yard in the early 1960's and the Public Safety Building (the former Fire Station) in 1965.

As the City developed, residents came to realize that their lack of representation on the EMID Board made it difficult to affect Board decisions on development and taxation issues. In early 1967 residents reached a compromise with T. Jack Foster and Sons to introduce legislation increasing the Board's size from three to five. Foster City residents would elect the two new directors. The legislation also contained a provision for

eventual transition of the Board to full citizen representation by 1970, a year prior to the statutory deadline. At that time, the EMID Board began incorporation proceedings.

Foster City was incorporated in April 1971, with the newly elected City Council assuming the powers of the EMID Board. Nearly seven years after the first families moved to Foster City, residents gained full control over municipal governance.

In 1972 the City opened a new City Hall. In 1974, the Recreation Center opened in Central Park (now Leo J. Ryan Park) on the shores of the Lagoon. In 1976 the fourth and last of the bridges crossing the Foster City lagoon system was completed and it was named the Bicentennial Bridge. The Foster City Community Development Agency was formed in 1981 to assist the growth of the City. A new Police Station located at 1030 East Hillsdale Boulevard was dedicated in March 1985. The Recreation Center was remodeled and expanded in 1997. A new Library/Community Center building was also completed in 1997. The new Government Center with Fire Station, City Hall, and an addition to the Police Station was completed December 2002. The new Council Chambers was completed November 2003.

## ***Government Services***

The Estero Municipal Improvement District, the City of Foster City, and the Foster City Community Development Agency provide governmental services to the citizens of Foster City. The members of the City Council serve as the policy-making body for all three governmental agencies. City voters elect Council members to staggered terms of four years each. The City Council meets regularly on the first and third Mondays of each month at 7:30 p.m. in the Council Chambers at 620 Foster City Boulevard and may call additional special

meetings. These meetings are televised on the City's government access station, FCTV Comcast Channel 27 or ATT Channel 99. All meetings of the City Council, Planning Commission and any committees are open to the public except when certain personnel matters and legal items are discussed.



Figure 2: Foster City Government Center

The City Council has appointed one commission and nine committees to advise it on matters of special interest:

- Arts and Culture Committee
- Audit Committee
- Education Committee
- Information Technology Advisory Committee
- Noise Abatement Committee
- Parks and Recreation Committee
- Planning Commission
- Senior Citizen Advisory Committee
- Traffic Review Committee
- Youth Advisory Committee

For additional information regarding each advisory committee or commission, please refer to the Foster City Roster, available from the City Clerk's Office, (650) 286-3253.

## City of Foster City

Foster City is a general law city (rather than a charter city) as established by the California Government Code, Section 34102, and uses the Council-Manager form of government. A City Manager is appointed by and responsible to the City Council to serve as Chief Administrative Officer overseeing personnel, developing the budget, proposing policy objectives, and implementing policies and programs adopted by the City Council. Nine departments report to the City Manager, which include:

- Five line departments, so-called because they provide direct services to the public: Community Development, Fire, Parks and Recreation, Police, Public Works; and
- Four support departments, which primarily serve to support the efforts of the line departments: Administrative Services, City Clerk, Financial Services and Human Resources.

The City's administrative offices are located at 610 Foster City Boulevard, and can be reached by phone at (650) 286-3200 or from the City's web site at [www.fostercity.org](http://www.fostercity.org).

## Estero Municipal Improvement District

As described in the History section, the Estero Municipal Improvement District (EMID) was created in 1960 and granted most of the governing powers associated with an incorporated municipality. EMID sold bonds to finance the major improvements needed for development of the City. EMID provides water and sewer service to Foster City and water service to Mariner's Island and is a separate legal entity with the City Council serving as its Board of Directors.

## Community Development Agency

While Foster City has historically been a bedroom community, the City has made an effort to broaden its tax base and provide a more balanced mix of uses. A substantial amount of commercial and light industrial development has taken place in recent years, although residential growth has also continued. This commercial growth has been assisted by the creation of the Community Development Agency (CDA) and the adoption in 1981 of a redevelopment plan and program, called the "Community Development Project Area." The City Council serves as the Agency's Board of Directors.

Construction was completed in 2002 on two new project areas that were added in 1999: the Marlin Cove and Hillsdale/Gull Redevelopment Project Areas. These redevelopment projects alleviated blighted conditions as well as provided 439 units of needed housing.

The Community Development Agency receives its funding from a "tax increment" portion of the property tax. Pursuant to California Redevelopment Law, the tax increment is the increase in property taxes after the "base year" – the year the Project Area was established. The tax increment is distributed to the Community Development Agency and other agencies, subject to negotiated agreements. The Agency is also obligated to spend a minimum of 20% of the tax increment funds it receives on affordable housing.

## ***Cultural***

Foster City's Arts and Culture Committee provides a range of activities such as workshops, contests, concerts, and monthly showings in the Museum Gallery located in the Foster City Recreation Center, 650 Shell Boulevard. The Parks and

Recreation Department sponsors a very popular annual Summer Concerts in the Park series.

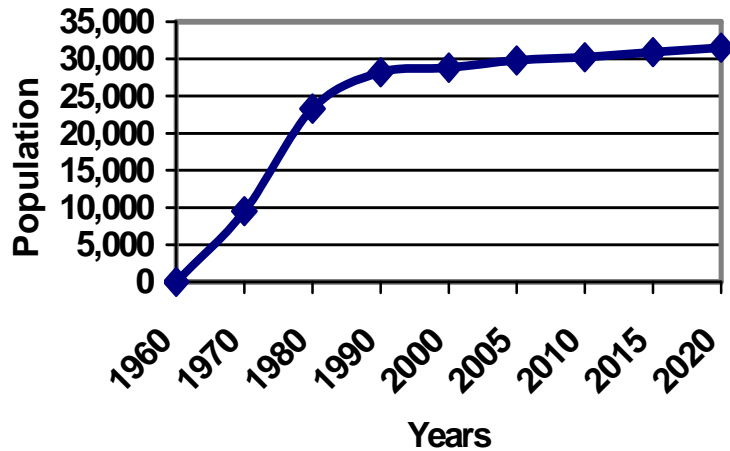
The Foster City Library, a branch of the San Mateo County Library, is located in the Civic Center complex at 1000 East Hillsdale Boulevard. This new library building was completed in 1997 and includes 18,500 sq. ft. of library space and a 9,000 sq. ft. Community Center.

The City is one of the sponsors of two annual community events: the Fourth of July Celebration and the Art and Wine Festival. The Fourth of July Celebration is an all-day event co-sponsored by the Lions Club that includes fireworks, family games, food, demonstrations, and other activities. The Art and Wine Festival is held the first weekend after Memorial Day and is co-sponsored by the Foster City Chamber of Commerce and the Rotary Club. The Festival includes carnival, midway games, demonstrations, arts and crafts, a talent show and other events.

## ***Population***

Foster City was virtually undeveloped in 1961 but experienced major growth in the 1970's and grew at a slower pace during the 1980's and 1990's. The City's population was estimated to be 30,269 as of January 1, 2007 by the California Department of Finance.

## Population Growth



The original Master Plan estimated a population at buildout of 35,000. The City's population for the year 2005 was projected to be 31,470 according to the Foster City Land Use and Circulation Element (1993). Projections 2007 published by the Association of Bay Area Governments projects a population of 30,200 in 2010 and 31,500 in 2020.

In 2007-08 no new housing units were completed. Additional housing units are called for in the Housing Element in order to provide the City's share of the region's housing needs. This is estimated to result in a population close to the 31,470 projected in the 1993 General Plan.

## Housing

In late 2002, the 439 new multi-family units included as part of the redevelopment of Marlin Cove and Hillsdale/Gull (Miramar Apartments) were completed. As of 2005, Phase III of

Promontory Point (East Hillsdale Blvd./Promontory Lane) was completed and added 31 housing units bringing the total number of units in the City to 12,480. Remaining housing growth will come through redevelopment of existing sites with new housing. The City adopted a revised Housing Element of the General Plan in December 2001 that identifies potential housing sites for further evaluation in order to meet the state requirements to plan for meeting the City's share of the region's housing needs.

## Housing Unit Growth

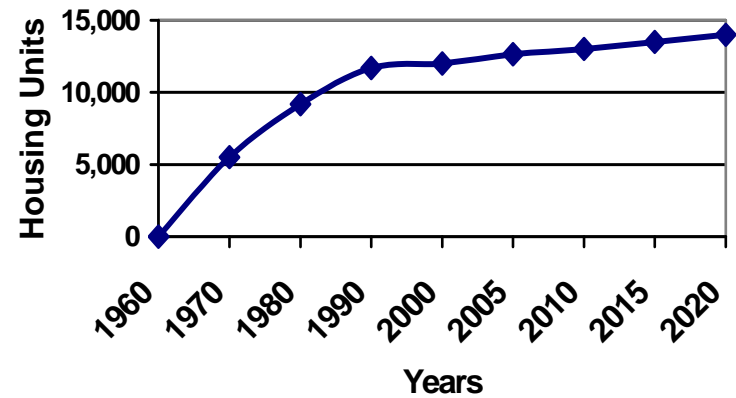




Figure 3: Miramar Apartments (Port O'Call)



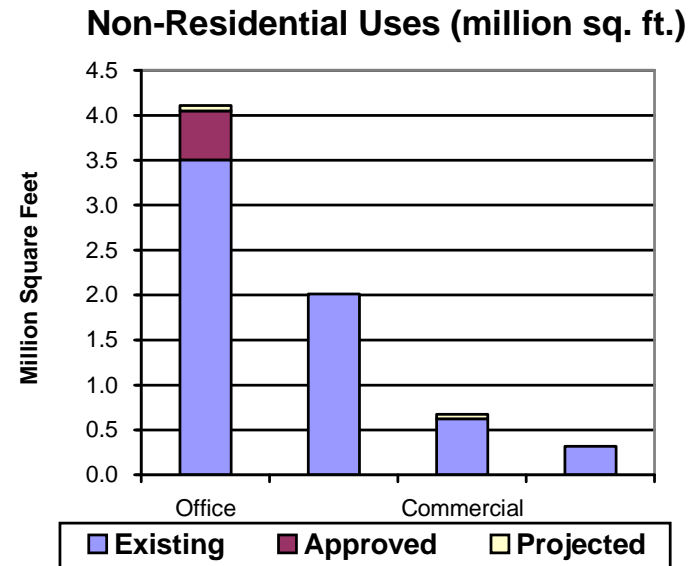
Figure 4: Marlin Cove Apartments

## Land Use

The benefits of providing a balance of land uses that serve a wide range of community needs have been recognized since the first Foster City Master Plan. Although construction during the early years of Foster City was largely residential, the City has actively pursued commercial and light industrial

development over the past fifteen years to achieve a more balanced mix of uses. Commercial, office, and industrial development provide a healthy and stable tax base as well as job opportunities within the City.

Existing non-residential building stock includes 3.3 million sq. ft. of office, 2.0 million sq. ft. of industrial/research and development, 0.6 million sq. ft. of commercial and 509 hotel rooms.



The amount of office development is expected to increase over the next several years as older properties are redeveloped and the few remaining vacant sites are developed. The Bayside Towers III project for a 92,914 sq. ft. office/research and development building was approved in 2005 and is also expected to be constructed in the next few years.



Figure 5: EFI Model of Proposed Development on East Third Avenue

Also planned are new semi-public buildings as part of the North Peninsula Jewish Center (140,000 sq. ft.). The North Peninsula Jewish Center's Use Permit was approved in June 2000 and construction on Phase I buildings was completed in May 2004. The City is evaluating certain key development proposals: a mixed-use project in the Pilgrim/Triton area that would include commercial / office buildings, a park, and up to 730 housing units; and, the 15-acre Civic Center site, including senior housing, retail and a charter high school.



Figure 6: North Peninsula Jewish Campus

## Shopping

After the redevelopment of the old Port O' Call Shopping Center with the Miramar Apartments, Foster City now has six retail shopping areas: four neighborhood commercial centers (Edgewater Place, Marlin Cove, Charter Square and Beach Park Plaza) and two more regional-serving areas: The Marketplace along East Hillsdale Boulevard and the area

along Metro Center Boulevard that includes Costco Wholesale and Orchard Supply Hardware.

A small amount of additional retail (17,000 sq. ft.) has been provided on the first floor of the Parkside Towers development at the corner of Shell and East Hillsdale Boulevards. Additional retail is also being considered on the 15-acre site as part of the Mirabella San Francisco/Parkview Plaza Project and in the redeveloped Pilgrim-Triton area.

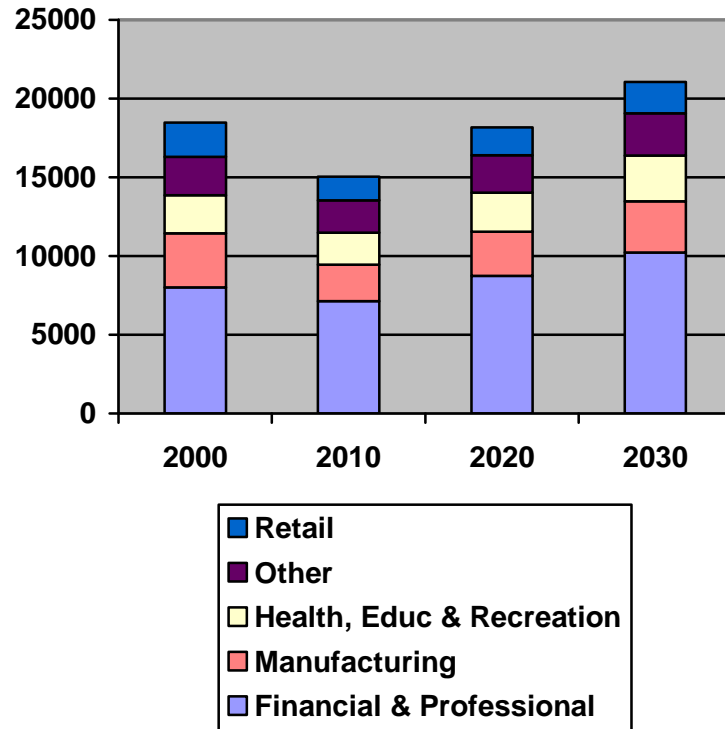
## Jobs

During the initial stages of Foster City's development, new growth was mainly residential or residential-serving in nature. Since 1980, several major commercial and industrial developments have been completed, adding a substantial daytime work force population to the City and providing employment opportunities to Foster City residents. The largest employers as of March 2007 are indicated in the accompanying table.

<u>Largest Employers</u>	<u>No. of Employees</u>
VISA	3,400
Applied Biosystems	1,655
Gilead Sciences	1,000
Electronics for Imaging	600
Sony Computer Entertainment	800

Projections 2007 by the Association of Bay Area Governments noted a decrease in jobs between 2000 and 2005 and then projects increases in the number of jobs, from 14,230 in 2005 to 15,040 in 2010 and 18,270 in 2020.

## Projected Jobs



Source: Projections 2007, Association of Bay Area Governments

## Education

The community is served by various private and public educational facilities. From a public education perspective, Foster City is served by the San Mateo-Foster City School District (elementary), the San Mateo Union High School District (high school), and the San Mateo Community College District (community college). There are six private preschools, three public and three private elementary schools, one private

and one public middle (junior high) school in the city limits. High school students have the opportunity to attend one of the six public high schools in the District, as well as a variety of private high school institutions in the nearby area from which to choose. A public charter high school is proposed for a 4-acre portion of the 15 acres adjacent to City Hall. The elementary schools and high schools serving Foster City youth continue to rank in the top quartile in educational achievement statewide. Finally, there are a variety of public and private colleges and universities within 40 miles of Foster City.

## Recreation

Foster City prides itself on the wealth of recreational amenities and activities provided to the community. Foster City has one of the highest ratios of park acreage to population in the nation, boasting more than 100 acres of park and open space land including bike paths, dog exercise areas, a lighted softball field, numerous soccer and youth baseball fields, tennis courts, basketball courts, picnic facilities, par-courses, and a wildlife refuge. Leo J. Ryan Park, encompassing eight acres overlooking Central Lake, is home to the gazebo, amphitheater, stage area, and the William J. Walker Recreation Center. The City completed a major renovation of the Leo J. Ryan. Park in 2005, which consists of a new boardwalk, amphitheater and other improvements. The boardwalk and the amphitheater were completed early 2004.

The City's lagoon system offers more than 200 acres of surface area, winding five miles throughout the City, for sailboat and windsurfing enthusiasts.

Through the City's Parks and Recreation Department, a wide variety of classes are offered year-round – from morning preschool programs to creative arts, sports, and fitness

programs for children, teens, adults and seniors alike. The Senior Center offers a variety of programs geared specifically for the seniors in the community. "The Vibe" Teen Center hosts activities for the youth, including a skateboard park. Finally, two bocce ball courts round out the amenities provided at the Recreation Center campus.

Active sports enthusiasts can join any number of organized team sports, including basketball, softball, soccer and volleyball.

Finally, the City offers over 25,000 square feet of meeting space at its Recreation Center and Community Center that is available for lease to the public.

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# FIVE-YEAR FINANCIAL FORECAST (FY 2008-2009 to 2012-2013)

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The City has prided itself in managing its financial resources effectively throughout its history. The City's successful and well-planned growth has allowed the City to maintain the level and quality of the services provided to the community through FY 2008-2009.

Prior to becoming a City, the Estero Municipal Improvement District was established to finance the development of the City's infrastructure via low-interest bonds paid via property tax assessments. The final bond coupons were paid off in FY 2007-2008.

Just as the State of California was beginning to get out of one of its worst economic downturns in recent years, beginning in FY 2007-2008, the State finds itself once again facing a daunting economic crisis. The subprime mortgage crisis has led to homeowners defaulting on their mortgage loans, causing thousands of homes in the Sacramento Valley, Southern California, and various other pockets throughout the state to be foreclosed. This has depressed property values and property tax collections, and the ripple effect has caused sales across the state to decline, leading to unemployment and lower sales tax revenues. This crisis has impacted the entire nation, and for the first time in over a decade economists are indicating that the signals of a recession are upon us.

However, if there is a silver lining in this gloomy outlook, the San Francisco Bay Area has held its own with respect to property values and employment. In Foster City, while home

turnover has slowed, median home prices in the first quarter of 2008 increased by 5% over the previous year. Sales tax revenues continue to hold their own through the end of FY 2007-2008. Transient occupancy taxes have continued their pace, and other General Fund revenues show signs that the City will hit its targets projected in the FY 2007-2008 budget.

As we approach FY 2008-2009, we notice the following revenue trends:

- Property Taxes: Growth in residential property values continues to benefit the City, with the median home price in Foster City close to \$790,000 (\$700,000 for condominiums, and \$1.1 million for single-family residences). Property tax revenues have grown 5-10% per year since FY 2003-2004.
- Sales and Use Tax: Sales taxes have grown 8-10% per year since FY 2003-2004.
- Transient Occupancy Taxes: Transient occupancy tax revenues have risen dramatically, with 12-20% growth per year since FY 2005-2006.
- Building and Planning Permits: Permitting revenues exploded in FY 2005-2006 (32% and 49% increases, respectively), leveled off in FY 2006-2007, and show an 8% revenue growth trend in FY 2007-2008.
- Community Development Agency: Project Area One of the Agency is approaching the \$170 million revenue cap in 2010-2011. The City loaned the CDA an additional \$5 million at the end of FY 2004-2005 at an annual rate of 10%, with the anticipation of that

loan being repaid from tax increment revenues generated by the CDA. The latest tax increment projections show an infusion of nearly \$5 million in FY 2008-2009, and nearly \$7 million in FY 2009-2010 into its General Fund after Project Area One has paid all its indebtedness.

- Development – Two projects are expected to have a positive future impact on Foster City’s General Fund. The 15-acre site adjacent to City Hall, now known as the “Mirabella San Francisco Bay / Parkview Plaza” development has the potential to generate significant one-time and on-going revenues for the lease of that land. In addition, proposed development in the Pilgrim-Triton area has the potential of providing one-time development fees and ongoing property tax and sales tax revenues.

We also note the following trends on the expenditure side of the ledger as we approach FY 2008-2009:

- Personnel Costs: City employee salaries and benefits account for over 82% of total General Fund expenditures. Total personnel costs have risen an average of 3% per year the past 3 years when excluding retirement costs (see below).
- Retirement Costs: The single largest increase in personnel costs in recent years was due to increases in funding retirement plans. CalPERS’ “rate stabilization” plan instituted in FY 2006-2007 is reducing the amount of fluctuation seen in employer contributions rates. The recent decline in the stock market will impact contribution rates in future years, but the implementation of the CalPERS’ rate stabilization model will smooth out those impacts for the next 5-years.

- Services, Supplies, and Internal Service Charges: These expenditure categories have seen relatively little growth in the past 4 years, increasing less than 3% per year over that time.

While the State’s economic downturn has caused California to declare a fiscal emergency, and cities like Vallejo to threaten declaration of bankruptcy, Foster City is far from those dire straits. The City has a healthy General Fund reserve that will serve to protect the City now and in the future. Yet the City must continue to be wise in its management of fiscal resources. Do sustainable revenue sources exist to fund existing services? How will the City fund its long-term capital improvement programs? What is the City doing to plan for its long-term financial health? In short ... what is the City’s long-term financial plan?

The City’s policy of creating a five-year financial forecast allows it the opportunity to understand the fiscal impact of decisions being made today, and gives it the chance to take corrective steps to maintain its fiscal health as it has over the past 3 decades. The forecast is affected based upon the City’s short- and long-term goals as it relates to the City’s overall General Plan, the nature and extent of services and facilities provided to the community, and its capital improvement plans. These are represented in the form of the City’s Policy Calendar, which is created by the City Council each year as its priorities for the future. (See the “Introduction” section of this budget for more information on the City’s priority projects.)

Things outside of the City’s control also affect the five-year financial forecast: property values and the rate of turnover provide continued growth in the property tax revenue base over the long-term; local, regional, national, and worldwide economies affect the City’s financial stability; the State

government's financial situation will play into Foster City's revenue projections if the State were to find other means of circumventing local revenues, even after the passage of Proposition 1A; the economy may impact employment trends and the City's compensation philosophy of its employees. These trends have been considered in the preparation of the "Summary of Key Assumptions Used in Preparation of the Five-Year Financial Plan", located within this section of the budget.

How the City manages its finances over the next five years will set the tone of how it will survive financially well into the future:

- The City is projecting that revenues will exceed expenditures in the City's General Fund in FY 2008-2009 and in every year through FY 2012-2013, with significant one-time revenues generated in FY 2009-2010 through 2011-2012 due to the 15-acre site development, which will generate over \$2 million in lease revenues, let alone property tax and sales tax enhancements generated by the Project.
- The City has been conservative in its revenue and expenditure projections. This same approach is expected to continue in the future.
- The City is able to finance its major capital improvement programs over the next five years. The City projects that \$2 million per year will be set aside from General Fund revenues starting in FY 2009-2010 to fund long-term capital improvement projects such as park, bridge and levee / lagoon infrastructure where other external revenue sources may not be available.
- Water and Wastewater operations will continue to be self-funded. Water operations will experience significant rate volatility in the costs of obtaining water from San Francisco Public Utilities Commission due to the timing of

the \$4.3 billion capital improvement programs to improve Hetch Hetchy Water System. Wastewater operations are experiencing increased costs associated with the wastewater treatment plant operations in San Mateo and the cost of upgrades to the treatment plant and lift station rehabilitation projects.

- Through the assistance of the Community Development Agency, redevelopment is providing, and is expected to continue to provide, enhanced property and sales tax revenues to the City.
- The rates paid by the City to fund employee retirement plans through CalPERS are expected to stay consistent.
- The City / District / CDA will be debt free by the end of FY 2010-2011.

The City will need to pay close attention to the following trends over the next several years:

- The state of the local economy will need to be watched very closely to ensure that the City's revenue projections are consistent with those trends.
- The five-year projections of the City's General Fund, the fund that provides Police, Fire, Parks, Recreation, and other general amenities and services, shows the General Fund reserves staying well above the Council's reserve target policy of \$10 million. Included in those projections is the addition of one (1) Assistant Fire Chief, three (3) Firefighters and two (2) Police Officers in FY 2009-2010. The City will need to stay vigilant in managing its personnel costs in the future, ensuring that any enhanced service levels requiring additional staffing is maintained with long-term, sustainable revenue patterns and financial solvency.
- After the 15-acre site, the Pilgrim-Triton area, and other projected redevelopment activities in the commercial

area north of State Route 92, the City will not be generating as many one-time development fees or other new revenue sources resulting from construction as in the past. Significant decisions regarding land use planning and redevelopment opportunities will be made by the City Council in the coming years that will have a direct impact on the City's long-term financial health and the types and levels of services that the community will enjoy.

- The City will need to develop a long-term (greater than 10 year) capital improvement forecast to ensure that it can fund capital improvement programs beyond the five-year forecast.
- The City will need to develop a plan for fully funding its currently unfunded liabilities, including but not limited to longevity recognition benefits, PERS medical retirement, and its PERS pension liabilities.

Even in the midst of a financial crisis at the national and state levels, the five-year financial plan shows that the City is able to live within its means thanks to wise land use and financial decisions made by current and previous Councils. However, the City will need to carefully review its land use decisions based upon the service requirements to the community and the financial resources those service levels require, as well as look at improving existing revenues and/or new revenue streams to maintain the City's financial health.

The City's financial condition is currently strong. There is reason for optimism over the five-year period, but sound financial decisions will need to be made in the next few years to enable the City to maintain its financial strength, maintaining it as one of the most attractive, safest, and most highly desirable places to live, work and visit in the Bay Area.

## **City of Foster City**

### **Summary of Key Assumptions Used in Preparation of the Five-Year Financial Plan for the Five Years Ended June 30, 2013**

The attached City of Foster City Five-Year Financial Plan covers the five year period ending June 30, 2013. The analysis makes key assumptions that, based on historical trends and current information received from various sources, are considered most likely to be incurred. The key assumptions made in the preparation of the Plan are listed here. Several sources were used in preparing these assumptions:

- Budget information from the State Department of Finance
- Consumer price index adjustments and unemployment rate trends from the Bureau of Labor Statistics
- Residential property value trends from the National Association of Realtors, California Association of Realtors, and MLS Listings.
- Consumer spending and interest rate trends as compiled by the Federal Reserve Bank
- Property assessment valuations from the County Assessor's office
- Anticipated commercial and residential developments in the City through the Community Development Department
- Growth trends in business activity in the Bay Area (especially Silicon Valley)
- Market rates realized on existing investments and securities
- Availability of Federal and State Grants
- Pending and current legislation affecting local government revenues and costs
- Known one-time revenues and expenditures

#### **Revenue Assumptions**

Assumptions made in determining significant revenue amounts are listed below:

#### **Property Taxes**

- Foster City has for the most part been exempt from the foreclosure trends seen in the East Bay and Sacramento Valley relative to the subprime market trends. Nevertheless, home sales volume has declined in the past 12 months. Typical growth in property taxes has been 5-10%. Given the state of the market, a 4% increase per year is assumed based on projected actual property tax collections in FY 2007-2008, the past experience over the past three years, and most recent projections by the County Assessor's office. The Community Development Agency's Project One reaches its cap in FY 2010-2011. An infusion of \$4 million of additional property tax revenue is expected in that year, and a total of \$5.3 million additional property tax revenues per year starting in FY 2011-2012.

#### **Sales & Use Tax**

- Given the recent economic downturn being experienced in the State and locally, a conservative assumption of zero (0%) growth is made for FY 2008-2009 and FY 2009-2010, based on projected actual sales & use tax revenue in FY 2007-2008. Thereafter, a 3% growth rate in each subsequent year is assumed based on anticipated economic recovery in sales and use tax, and expansion plans of key retailers in Foster City.

### Transient Occupancy Tax

- Current tax rate of 8% is assessed to people staying in the City's two hotels -- Crowne Plaza and Marriott Courtyard. Gains have been noted in the past three fiscal years, with a 12% gain projected for FY 2007-2008. Based on this track history and hotel projections, no growth over projected actual TOT revenues is expected in FY 2008-2009, with 3% growth in each subsequent year thereafter, assuming continued tourism and business travel.

### Investment Earnings

- Return on investments rate of 3.5% is anticipated over the next five years. Most of the City's investments are in fixed securities, and the interest market primarily affects the City's rate of return. The City has seen a downturn in market rates over the past year as the Federal Reserve has attempted to stimulate the economy. Additional growth anticipated in the five year period will be based on revenues exceeding expenditures.

### Loan Repayments from CDA

- The Loan balance outstanding owed to the City by the Community Development Agency is \$11.8 million as of July 1, 2008. The CDA cash flow analysis indicates \$13,920,000 in principal and interest repayments over the five year period (\$4,827,000 in FY 2008-2009 to \$61,000 in FY 2012-2013).

### Land Lease Revenues / Park-in-Lieu Fees

- Over the next 12 months, the City Council will make key land use decision on two significant project areas that impact future revenues. The nature, extent and timing of those revenue sources will become clearer in that time. Based upon the business terms between the City and

Mirabella San Francisco Bay project adjacent to the Government Center, the City assumes that over \$2 million in annual land lease revenues will be generated from the project, of which payment will commence in FY 2010-2011. In addition, approximately \$3.5 million in Park-in-Lieu fees is assumed from the project in FY 2010-2011. The Pilgrim-Triton proposed redevelopment includes housing components that is assumed will generate over \$4 million in Park-In-Lieu fees in FY 2012-2013.

### Water and Sewer Revenues

- Water Rates -- The City currently serves approximately 8,400 utility customers. Due to planned water rate increases charged by the SFPUC, water rates assume a 10% revenue increase in FY 2008-2009 and FY 2009-2010, and 9% annual revenue increases starting in FY 2010-2011 through FY 2012-2013, to cover increased costs associated with the Hetch Hetchy Water System improvements.
- Sewer Rates – Sewer rates assume an 8% increase in FY 2008-2009, 5% increases per year in FY 2009-2010 through 2011-2012, and 4% increase in FY 2012-2013, to cover increased costs associated with the WWTP plant operations and capital improvement programs.

### State Funding

Given the State of California's fiscal condition, several key assumptions have been made with respect to funding from the State. All existing State funding that impacts cities is expected to remain unchanged with the following exceptions:

- *COPS Grants* – Annual funding of the COPS Grant program is anticipated to be eliminated. This

\$100,000 per year program that previously funded a Police Officer position is assumed to be eliminated in FY 2008-2009 and for the next five years.

- *Proposition 42 Transportation Funding* – The State has committed to funding transportation initiatives passed by the voters under Proposition 42 for the first time in three years. Funding of approximately \$300,000 per year is expected to commence in FY 2008-2009 through FY 2012-2013.
- *Proposition 1B Funding* – The anticipated allocation of Proposition 1B funding passed by voters in 2006, of which the first payment was received in FY 2007-2008, is not assumed to be received again until FY 2012-2013. Foster City's allocation is estimated to be \$459,000.
- *Booking Fees* – The State's funding to counties in support of booking suspects at county jails is expected to be reduced and/or eliminated in FY 2008-2009. Counties are allowed under State law to pass along those funding decreases to law enforcement agencies that they serve. The anticipated reduction in funding is expected to require Foster City to spend an additional \$18,000 per year.

### Expenditure Assumptions

Assumptions made in determining significant expenditures are listed below:

#### Service Level Changes and Capital Improvement Projects

- No material service level changes are anticipated in the 5-year forecast other than the addition of employees in the Fire and Police departments indicated below.

Proposed Capital Improvement Projects are incorporated into the Plan.

#### Employee Services

- Two (2) Police Officers, one (1) Assistant Fire Chief, and three (3) Firefighters are added in FY 2009-2010.
- Much of the City's workforce falls under collective bargaining agreements. Negotiated agreements with all bargaining units and the Management Employees call for CPI adjustments ranging from 0%-5%. A 3.2% increase has been included as a CPI adjustment for FY 2008-2009, with a 4% increase included for FY 2009-2010 and thereafter.
- Changes to the Miscellaneous Employees retirement benefits in FY 2007-2008 have been incorporated into the FY 2008-2009 budget and the Five-Year Financial Plan. PERS return estimates for the recent 12 months indicate returns less than the actuarial assumption of 7-3/4%. However, given the rate-smoothing policy implemented by the CalPERS board in FY 2006-2007, there is no expectation of significant changes to the employer's contribution rate over the five-year forecast.

#### Supplies and Services, Capital Outlay, Internal Service Charges, and Reallocations

- An estimate of 3% increase in annual expenditures was used based on CPI trends and actual increased expenditures the past three fiscal years.

#### Anticipated Budgetary Savings (General Fund Only)

- Historical analysis of the General Fund shows that the City has annual budgetary savings (actual expenditures less than budgeted expenditures) averaging 8% per year

over the past 10 years, with smaller percentages in the recent years due to conscious trimming of expenditures. A conservative estimate of 2% budgetary savings per year is used in the financial projections, with no anticipated expenditure savings in FY 2008-2009 as another conservative measure. This is only used in the General Fund analysis.

**City of Foster City, California**  
 Summary -- All Funds  
 Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Revenues by Source:</b>						
<b>Governmental Fund Type Revenues</b>						
Property taxes	\$ 10,845,000	\$ 11,275,000	\$ 11,716,000	\$ 16,175,000	\$ 18,112,000	\$ 18,826,000
Other taxes	\$ 8,604,000	\$ 8,956,000	\$ 9,115,000	\$ 9,387,000	\$ 9,668,000	\$ 9,960,000
Licenses and permits	\$ 1,126,000	\$ 1,204,000	\$ 1,227,000	\$ 2,030,000	\$ 1,330,000	\$ 1,611,000
Intergovernmental	\$ 3,051,250	\$ 2,877,000	\$ 2,872,000	\$ 2,890,000	\$ 2,890,000	\$ 3,849,000
Charges for current services	\$ 1,631,000	\$ 1,587,000	\$ 1,627,000	\$ 3,082,000	\$ 1,703,000	\$ 2,042,000
Special assessments	\$ 275,000	\$ 190,000	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 3,118,000	\$ 3,123,000	\$ 2,782,000	\$ 7,125,000	\$ 4,621,000	\$ 4,877,000
Other	\$ 1,165,000	\$ 491,000	\$ 455,000	\$ 5,773,000	\$ 1,760,000	\$ 4,694,750
<b>Proprietary Fund Type Revenues</b>						
Sales & service charges	\$ 12,322,000	\$ 13,446,000	\$ 14,499,000	\$ 15,558,000	\$ 16,701,000	\$ 17,866,000
Connection fees	\$ 77,000	\$ 77,000	\$ 22,000	\$ 850,200	\$ 47,000	\$ -
Vehicle, equipment rental and other user charges	\$ 6,399,480	\$ 5,898,501	\$ 6,045,000	\$ 6,143,000	\$ 6,244,000	\$ 6,349,000
Interest and rentals	\$ 871,000	\$ 1,696,000	\$ 1,747,000	\$ 1,799,000	\$ 1,536,000	\$ 1,583,000
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 109,250	\$ 173,600	\$ 176,600	\$ 179,700	\$ 182,900	\$ 186,200
<b>Total Revenues</b>	<b>\$ 49,593,980</b>	<b>\$ 50,994,101</b>	<b>\$ 52,283,600</b>	<b>\$ 70,991,900</b>	<b>\$ 64,794,900</b>	<b>\$ 71,843,950</b>
<b>Expenditures (see attached)</b>	<b>\$ 56,600,520</b>	<b>\$ 53,471,108</b>	<b>\$ 57,502,475</b>	<b>\$ 62,706,118</b>	<b>\$ 60,220,143</b>	<b>\$ 63,523,232</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (7,006,540)</b>	<b>\$ (2,477,007)</b>	<b>\$ (5,218,875)</b>	<b>\$ 8,285,782</b>	<b>\$ 4,574,757</b>	<b>\$ 8,320,718</b>
<b>Loan Principal Payment from CDA</b>	<b>\$ 2,943,225</b>	<b>\$ 3,662,643</b>	<b>\$ 6,883,000</b>	<b>\$ 1,010,000</b>	<b>\$ 50,000</b>	<b>\$ 36,000</b>
<b>Net Transfers In (Out)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (4,063,315)</b>	<b>\$ 1,185,636</b>	<b>\$ 1,664,125</b>	<b>\$ 9,295,782</b>	<b>\$ 4,624,757</b>	<b>\$ 8,356,718</b>
<b>Opening Fund Balance</b>	<b>\$ 55,416,733</b>	<b>\$ 51,353,418</b>	<b>\$ 52,539,054</b>	<b>\$ 54,203,179</b>	<b>\$ 63,498,961</b>	<b>\$ 68,123,718</b>
<b>Ending Fund Balance</b>	<b>\$ 51,353,418</b>	<b>\$ 52,539,054</b>	<b>\$ 54,203,179</b>	<b>\$ 63,498,961</b>	<b>\$ 68,123,718</b>	<b>\$ 76,480,436</b>

**City of Foster City, California**  
 Expenditure Summary -- All Funds  
 Five Year Financial Plan for the Years Ended June 30, 2013

<b>Total By Expenditure</b>	<b>Approved</b>	<b>Five Year Financial Plan</b>				
	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 28,741,638	\$ 30,119,480	\$ 32,242,559	\$ 33,475,444	\$ 34,756,225	\$ 36,086,673
<i>Supplies and other</i>	\$ 15,390,546	\$ 14,297,233	\$ 14,639,600	\$ 15,518,828	\$ 17,062,586	\$ 19,162,696
<i>Capital Outlay</i>	\$ 7,000,719	\$ 4,084,267	\$ 6,279,986	\$ 9,367,186	\$ 3,706,402	\$ 3,462,694
<b>Total department expenses</b>	<b>\$ 51,132,903</b>	<b>\$ 48,500,980</b>	<b>\$ 53,162,145</b>	<b>\$ 58,361,458</b>	<b>\$ 55,525,213</b>	<b>\$ 58,712,063</b>
<b>Interdepartmental charges (credits)</b>	<b>\$ 6,263,968</b>	<b>\$ 5,792,574</b>	<b>\$ 5,868,009</b>	<b>\$ 5,944,109</b>	<b>\$ 6,072,962</b>	<b>\$ 6,255,682</b>
<b>Reallocations</b>	<b>\$ (796,351)</b>	<b>\$ (822,446)</b>	<b>\$ (865,679)</b>	<b>\$ (910,449)</b>	<b>\$ (657,032)</b>	<b>\$ (696,513)</b>
<b>Total</b>	<b>\$ 56,600,520</b>	<b>\$ 53,471,108</b>	<b>\$ 58,164,475</b>	<b>\$ 63,395,118</b>	<b>\$ 60,941,143</b>	<b>\$ 64,271,232</b>
Anticipated Expenditure Savings	\$ -	\$ -	\$ (662,000)	\$ (689,000)	\$ (721,000)	\$ (748,000)
<b>Net Expenditures</b>	<b>\$ 56,600,520</b>	<b>\$ 53,471,108</b>	<b>\$ 57,502,475</b>	<b>\$ 62,706,118</b>	<b>\$ 60,220,143</b>	<b>\$ 63,523,232</b>

**City of Foster City, California**  
**General Fund**  
**Five Year Financial Plan for the Years Ended June 30, 2013**

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Revenues by Source:</b>						
Property taxes	\$ 10,845,000	\$ 11,275,000	\$ 11,716,000	\$ 16,175,000	\$ 18,112,000	\$ 18,826,000
Other taxes	\$ 7,540,000	\$ 7,787,000	\$ 7,939,000	\$ 8,194,000	\$ 8,458,000	\$ 8,731,000
Licenses and permits	\$ 1,126,000	\$ 1,204,000	\$ 1,227,000	\$ 2,030,000	\$ 1,330,000	\$ 1,611,000
Intergovernmental	\$ 2,468,000	\$ 2,557,000	\$ 2,557,000	\$ 2,557,000	\$ 2,557,000	\$ 2,557,000
Charges for current services	\$ 1,556,000	\$ 1,453,000	\$ 1,486,000	\$ 2,937,000	\$ 1,554,000	\$ 1,889,000
Interest and rentals	\$ 2,821,000	\$ 2,715,000	\$ 2,401,000	\$ 6,685,000	\$ 4,069,000	\$ 4,107,000
Other	\$ 755,000	\$ 453,000	\$ 417,000	\$ 2,931,000	\$ 431,000	\$ 438,000
<b>Total Revenues</b>	<b>\$ 27,111,000</b>	<b>\$ 27,444,000</b>	<b>\$ 27,743,000</b>	<b>\$ 41,509,000</b>	<b>\$ 36,511,000</b>	<b>\$ 38,159,000</b>
<b>Expenditures (see attached)</b>	<b>\$ 29,903,201</b>	<b>\$ 30,875,184</b>	<b>\$ 32,425,337</b>	<b>\$ 33,756,615</b>	<b>\$ 35,331,281</b>	<b>\$ 36,670,210</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (2,792,201)</b>	<b>\$ (3,431,184)</b>	<b>\$ (4,682,337)</b>	<b>\$ 7,752,385</b>	<b>\$ 1,179,719</b>	<b>\$ 1,488,790</b>
<b>Loan Principal Payment from CDA</b>	<b>\$ 2,943,225</b>	<b>\$ 3,662,643</b>	<b>\$ 6,883,000</b>	<b>\$ 1,010,000</b>	<b>\$ 50,000</b>	<b>\$ 36,000</b>
<b>Net Transfers In (Out)</b>	<b>\$ (87,050)</b>	<b>\$ (100,000)</b>	<b>\$ (2,101,806)</b>	<b>\$ (2,106,100)</b>	<b>\$ (2,109,300)</b>	<b>\$ (2,112,600)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 63,974</b>	<b>\$ 131,459</b>	<b>\$ 98,857</b>	<b>\$ 6,656,285</b>	<b>\$ (879,581)</b>	<b>\$ (587,810)</b>
<b>Opening Fund Balance</b>	<b>\$ 16,825,026</b>	<b>\$ 16,889,000</b>	<b>\$ 17,020,459</b>	<b>\$ 17,119,316</b>	<b>\$ 23,775,601</b>	<b>\$ 22,896,020</b>
<b>Ending Fund Balance</b>	<b>\$ 16,889,000</b>	<b>\$ 17,020,459</b>	<b>\$ 17,119,316</b>	<b>\$ 23,775,601</b>	<b>\$ 22,896,020</b>	<b>\$ 22,308,210</b>

**City of Foster City, California**  
 General Fund Expenditures Detail  
 Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 24,515,678	\$ 25,572,920	\$ 27,585,341	\$ 28,678,859	\$ 29,815,822	\$ 30,997,957
<i>Supplies and other</i>	\$ 4,366,505	\$ 4,450,064	\$ 4,583,566	\$ 4,821,073	\$ 4,962,705	\$ 5,108,586
<i>Capital Outlay</i>	\$ 18,200	\$ 21,200	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total department expenses	\$ 28,900,383	\$ 30,044,184	\$ 32,178,907	\$ 33,509,932	\$ 34,788,527	\$ 36,116,543
<b>Interdepartmental charges (credits)</b>	\$ 4,057,986	\$ 3,865,640	\$ 4,034,109	\$ 4,155,132	\$ 4,279,786	\$ 4,408,180
<b>Reallocation</b>	\$ (3,055,168)	\$ (3,034,640)	\$ (3,125,679)	\$ (3,219,449)	\$ (3,016,032)	\$ (3,106,513)
Total	\$ 29,903,201	\$ 30,875,184	\$ 33,087,337	\$ 34,445,615	\$ 36,052,281	\$ 37,418,210
Anticipated Expenditure Savings (2.0%)	\$ -	\$ -	\$ (662,000)	\$ (689,000)	\$ (721,000)	\$ (748,000)
Net Expenditures	\$ 29,903,201	\$ 30,875,184	\$ 32,425,337	\$ 33,756,615	\$ 35,331,281	\$ 36,670,210

**City of Foster City, California**  
Special Revenue Funds  
Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Revenues by Source:</b>						
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other taxes	\$ 1,064,000	\$ 1,169,000	\$ 1,176,000	\$ 1,193,000	\$ 1,210,000	\$ 1,229,000
Licenses and permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ 100,000	\$ 290,000	\$ 305,000	\$ 323,000	\$ 323,000	\$ 782,000
Charges for current services	\$ 75,000	\$ 134,000	\$ 141,000	\$ 145,000	\$ 149,000	\$ 153,000
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 80,000	\$ 96,000	\$ 66,000	\$ 74,000	\$ 133,000	\$ 295,000
Other	\$ 410,000	\$ 38,000	\$ 38,000	\$ 2,287,000	\$ 1,329,000	\$ 4,256,750
<b>Total Revenues</b>	<b>\$ 1,729,000</b>	<b>\$ 1,727,000</b>	<b>\$ 1,726,000</b>	<b>\$ 4,022,000</b>	<b>\$ 3,144,000</b>	<b>\$ 6,715,750</b>
<b>Expenditures (see attached)</b>	<b>\$ 4,237,775</b>	<b>\$ 1,621,713</b>	<b>\$ 2,952,884</b>	<b>\$ 3,609,151</b>	<b>\$ 1,730,516</b>	<b>\$ 1,771,982</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (2,508,775)</b>	<b>\$ 105,287</b>	<b>\$ (1,226,884)</b>	<b>\$ 412,849</b>	<b>\$ 1,413,484</b>	<b>\$ 4,943,768</b>
<b>Net Transfers In (Out)</b>	<b>\$ 2,400,000</b>	<b>\$ (38,000)</b>	<b>\$ (38,000)</b>	<b>\$ (38,000)</b>	<b>\$ (38,000)</b>	<b>\$ (2,248,000)</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (108,775)</b>	<b>\$ 67,287</b>	<b>\$ (1,264,884)</b>	<b>\$ 374,849</b>	<b>\$ 1,375,484</b>	<b>\$ 2,695,768</b>
<b>Opening Fund Balance</b>	<b>\$ 2,422,175</b>	<b>\$ 2,313,400</b>	<b>\$ 2,380,687</b>	<b>\$ 1,115,803</b>	<b>\$ 1,490,652</b>	<b>\$ 2,866,136</b>
<b>Ending Fund Balance</b>	<b>\$ 2,313,400</b>	<b>\$ 2,380,687</b>	<b>\$ 1,115,803</b>	<b>\$ 1,490,652</b>	<b>\$ 2,866,136</b>	<b>\$ 5,561,904</b>

**City of Foster City, California**  
Special Revenue Fund Expenditures Detail  
Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 131,500	\$ 79,100	\$ 55,723	\$ 57,395	\$ 59,117	\$ 60,891
<i>Supplies and other</i>	\$ 22,500	\$ 42,500	\$ 43,775	\$ 45,088	\$ 46,441	\$ 47,834
<i>Capital Outlay</i>	\$ 3,350,000	\$ 750,000	\$ 2,100,000	\$ 2,750,000	\$ 865,000	\$ 900,000
<b>Total department expenses</b>	<b>\$ 3,504,000</b>	<b>\$ 871,600</b>	<b>\$ 2,199,498</b>	<b>\$ 2,852,483</b>	<b>\$ 970,558</b>	<b>\$ 1,008,725</b>
<b>Interdepartmental charges (credits)</b>	<b>\$ 7,775</b>	<b>\$ 9,113</b>	<b>\$ 9,386</b>	<b>\$ 9,668</b>	<b>\$ 9,958</b>	<b>\$ 10,257</b>
<b>Reallocation</b>	<b>\$ 726,000</b>	<b>\$ 741,000</b>	<b>\$ 744,000</b>	<b>\$ 747,000</b>	<b>\$ 750,000</b>	<b>\$ 753,000</b>
<b>Total</b>	<b>\$ 4,237,775</b>	<b>\$ 1,621,713</b>	<b>\$ 2,952,884</b>	<b>\$ 3,609,151</b>	<b>\$ 1,730,516</b>	<b>\$ 1,771,982</b>
Anticipated Expenditure Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 4,237,775</b>	<b>\$ 1,621,713</b>	<b>\$ 2,952,884</b>	<b>\$ 3,609,151</b>	<b>\$ 1,730,516</b>	<b>\$ 1,771,982</b>

**City of Foster City, California**  
 Debt Service Funds  
 Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Revenues by Source:</b>						
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for current services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special assessments	\$ 275,000	\$ 190,000	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 17,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	\$ 292,000	\$ 202,000	\$ -	\$ -	\$ -	\$ -
<b>Expenditures (see attached)</b>	\$ 2,105,650	\$ 439,103	\$ 439,903	\$ -	\$ -	\$ -
<b>Net revenues over (under) expenditures before transfers</b>	\$ (1,813,650)	\$ (237,103)	\$ (439,903)	\$ -	\$ -	\$ -
<b>Net Transfers In (Out)</b>	\$ -	\$ -	\$ (1,194)	\$ -	\$ -	\$ -
<b>Net Increase (Decrease) in Fund Balance</b>	\$ (1,813,650)	\$ (237,103)	\$ (441,097)	\$ -	\$ -	\$ -
<b>Opening Fund Balance</b>	\$ 2,491,850	\$ 678,200	\$ 441,097	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ 678,200	\$ 441,097	\$ -	\$ -	\$ -	\$ -

**City of Foster City, California**  
Debt Service Fund Expenditures Detail  
Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Debt Service Payments</i>	\$ 2,105,650	\$ 439,103	\$ 439,903	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 2,105,650</b>	<b>\$ 439,103</b>	<b>\$ 439,903</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Interdepartmental charges (credits)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Reallocation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 2,105,650</b>	<b>\$ 439,103</b>	<b>\$ 439,903</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Anticipated Expenditure Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 2,105,650</b>	<b>\$ 439,103</b>	<b>\$ 439,903</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**City of Foster City, California**  
**Capital Improvements (City) Fund**  
**Five Year Financial Plan for the Years Ended June 30, 2013**

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Revenues by Source:</b>						
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ 483,250	\$ 30,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 510,000
Charges for current services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special assessments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 200,000	\$ 300,000	\$ 315,000	\$ 366,000	\$ 419,000	\$ 475,000
Other	\$ -	\$ -	\$ -	\$ 555,000	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 683,250</b>	<b>\$ 330,000</b>	<b>\$ 325,000</b>	<b>\$ 931,000</b>	<b>\$ 429,000</b>	<b>\$ 985,000</b>
<b>Expenditures (see attached)</b>	<b>\$ 868,500</b>	<b>\$ 370,000</b>	<b>\$ 1,075,000</b>	<b>\$ 445,000</b>	<b>\$ 120,000</b>	<b>\$ 100,000</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (185,250)</b>	<b>\$ (40,000)</b>	<b>\$ (750,000)</b>	<b>\$ 486,000</b>	<b>\$ 309,000</b>	<b>\$ 885,000</b>
<b>Net Transfers In (Out)</b>	<b>\$ (2,400,000)</b>	<b>\$ 38,000</b>	<b>\$ 2,038,000</b>	<b>\$ 2,038,000</b>	<b>\$ 2,038,000</b>	<b>\$ 4,248,000</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (2,585,250)</b>	<b>\$ (2,000)</b>	<b>\$ 1,288,000</b>	<b>\$ 2,524,000</b>	<b>\$ 2,347,000</b>	<b>\$ 5,133,000</b>
<b>Opening Fund Balance (Deficit)</b>	<b>\$ 6,891,550</b>	<b>\$ 4,306,300</b>	<b>\$ 4,304,300</b>	<b>\$ 5,592,300</b>	<b>\$ 8,116,300</b>	<b>\$ 10,463,300</b>
<b>Ending Fund Balance (Deficit)</b>	<b>\$ 4,306,300</b>	<b>\$ 4,304,300</b>	<b>\$ 5,592,300</b>	<b>\$ 8,116,300</b>	<b>\$ 10,463,300</b>	<b>\$ 15,596,300</b>

**City of Foster City, California**  
 Capital Improvement (City) Fund Expenditures Detail  
 Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Supplies and other</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Capital Outlay</i>	\$ 868,500	\$ 370,000	\$ 1,075,000	\$ 445,000	\$ 120,000	\$ 100,000
<b>Total department expenses</b>	<b>\$ 868,500</b>	<b>\$ 370,000</b>	<b>\$ 1,075,000</b>	<b>\$ 445,000</b>	<b>\$ 120,000</b>	<b>\$ 100,000</b>
<b>Interdepartmental charges (credits)</b>						
Information Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fleet Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total interdepartmental charges (credits)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Reallocation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>	<b>\$ 868,500</b>	<b>\$ 370,000</b>	<b>\$ 1,075,000</b>	<b>\$ 445,000</b>	<b>\$ 120,000</b>	<b>\$ 100,000</b>
Anticipated Expenditure Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 868,500</b>	<b>\$ 370,000</b>	<b>\$ 1,075,000</b>	<b>\$ 445,000</b>	<b>\$ 120,000</b>	<b>\$ 100,000</b>

**City of Foster City, California**

Water Funds

Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Revenues by Source:</b>						
Sales & service charges	\$ 6,917,000	\$ 7,609,000	\$ 8,370,000	\$ 9,123,000	\$ 9,944,000	\$ 10,839,000
Connection fees	\$ 33,000	\$ 33,000	\$ 22,000	\$ 544,200	\$ 30,000	\$ -
Vehicle, equipment rental and other user charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 169,000	\$ 357,000	\$ 368,000	\$ 379,000	\$ 390,000	\$ 402,000
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues</b>	<b>\$ 7,119,000</b>	<b>\$ 7,999,000</b>	<b>\$ 8,760,000</b>	<b>\$ 10,046,200</b>	<b>\$ 10,364,000</b>	<b>\$ 11,241,000</b>
<b>Expenditures (see attached)</b>	<b>\$ 7,320,414</b>	<b>\$ 7,741,791</b>	<b>\$ 7,785,104</b>	<b>\$ 8,546,987</b>	<b>\$ 9,900,176</b>	<b>\$ 11,385,212</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (201,414)</b>	<b>\$ 257,209</b>	<b>\$ 974,896</b>	<b>\$ 1,499,213</b>	<b>\$ 463,824</b>	<b>\$ (144,212)</b>
<b>Net Transfers In (Out)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (201,414)</b>	<b>\$ 257,209</b>	<b>\$ 974,896</b>	<b>\$ 1,499,213</b>	<b>\$ 463,824</b>	<b>\$ (144,212)</b>
<b>Opening Fund Balance</b>	<b>\$ 5,275,214</b>	<b>\$ 5,073,800</b>	<b>\$ 5,331,009</b>	<b>\$ 6,305,905</b>	<b>\$ 7,805,118</b>	<b>\$ 8,268,942</b>
<b>Ending Fund Balance</b>	<b>\$ 5,073,800</b>	<b>\$ 5,331,009</b>	<b>\$ 6,305,905</b>	<b>\$ 7,805,118</b>	<b>\$ 8,268,942</b>	<b>\$ 8,124,730</b>

**City of Foster City, California**

Water Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 1,275,800	\$ 1,465,500	\$ 1,509,000	\$ 1,554,000	\$ 1,601,000	\$ 1,649,000
<i>Supplies and other</i>	\$ 4,007,299	\$ 4,319,642	\$ 4,322,104	\$ 5,188,987	\$ 6,366,176	\$ 8,085,212
<i>Capital Outlay</i>	\$ 112,500	\$ 205,000	\$ 300,000	\$ 200,000	\$ 330,000	\$ -
<b>Total department expenses</b>	<b>\$ 5,395,599</b>	<b>\$ 5,990,142</b>	<b>\$ 6,131,104</b>	<b>\$ 6,942,987</b>	<b>\$ 8,297,176</b>	<b>\$ 9,734,212</b>
<b>Interdepartmental charges (credits)</b>	\$ 1,099,632	\$ 980,002	\$ 859,000	\$ 785,000	\$ 759,000	\$ 782,000
<b>Reallocation</b>	\$ 825,183	\$ 771,647	\$ 795,000	\$ 819,000	\$ 844,000	\$ 869,000
<b>Total</b>	<b>\$ 7,320,414</b>	<b>\$ 7,741,791</b>	<b>\$ 7,785,104</b>	<b>\$ 8,546,987</b>	<b>\$ 9,900,176</b>	<b>\$ 11,385,212</b>
Anticipated Expenditure Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 7,320,414</b>	<b>\$ 7,741,791</b>	<b>\$ 7,785,104</b>	<b>\$ 8,546,987</b>	<b>\$ 9,900,176</b>	<b>\$ 11,385,212</b>

**City of Foster City, California**  
Wastewater Collection System Funds  
Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Revenues by Source:</b>						
Sales & service charges	\$ 5,405,000	\$ 5,837,000	\$ 6,129,000	\$ 6,435,000	\$ 6,757,000	\$ 7,027,000
Connection fees	\$ 44,000	\$ 44,000	\$ -	\$ 306,000	\$ 17,000	\$ -
Vehicle, equipment rental and other user charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and rentals	\$ 127,000	\$ 564,000	\$ 581,000	\$ 598,000	\$ 299,000	\$ 308,000
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 2,200	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
<b>Total Revenues</b>	<b>\$ 5,578,200</b>	<b>\$ 6,448,600</b>	<b>\$ 6,713,600</b>	<b>\$ 7,342,600</b>	<b>\$ 7,076,600</b>	<b>\$ 7,338,600</b>
<b>Expenditures (see attached)</b>	<b>\$ 6,326,160</b>	<b>\$ 6,303,660</b>	<b>\$ 6,521,000</b>	<b>\$ 9,856,000</b>	<b>\$ 6,451,000</b>	<b>\$ 6,708,000</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ (747,960)</b>	<b>\$ 144,940</b>	<b>\$ 192,600</b>	<b>\$ (2,513,400)</b>	<b>\$ 625,600</b>	<b>\$ 630,600</b>
<b>Net Transfers In (Out)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ (747,960)</b>	<b>\$ 144,940</b>	<b>\$ 192,600</b>	<b>\$ (2,513,400)</b>	<b>\$ 625,600</b>	<b>\$ 630,600</b>
<b>Opening Fund Balance</b>	<b>\$ 6,353,578</b>	<b>\$ 5,605,618</b>	<b>\$ 5,750,558</b>	<b>\$ 5,943,158</b>	<b>\$ 3,429,758</b>	<b>\$ 4,055,358</b>
<b>Ending Fund Balance</b>	<b>\$ 5,605,618</b>	<b>\$ 5,750,558</b>	<b>\$ 5,943,158</b>	<b>\$ 3,429,758</b>	<b>\$ 4,055,358</b>	<b>\$ 4,685,958</b>

**City of Foster City, California**

Wastewater Collection System Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 1,392,000	\$ 1,490,800	\$ 1,536,000	\$ 1,582,000	\$ 1,629,000	\$ 1,678,000
<i>Supplies and other</i>	\$ 2,699,918	\$ 2,735,000	\$ 2,870,000	\$ 3,012,000	\$ 3,162,000	\$ 3,320,000
<i>Capital Outlay</i>	\$ 573,500	\$ 563,323	\$ 555,000	\$ 3,655,000	\$ 5,000	\$ 5,000
<b>Total department expenses</b>	<b>\$ 4,665,418</b>	<b>\$ 4,789,123</b>	<b>\$ 4,961,000</b>	<b>\$ 8,249,000</b>	<b>\$ 4,796,000</b>	<b>\$ 5,003,000</b>
<b>Interdepartmental charges (credits)</b>	<b>\$ 953,108</b>	<b>\$ 814,990</b>	<b>\$ 839,000</b>	<b>\$ 864,000</b>	<b>\$ 890,000</b>	<b>\$ 917,000</b>
<b>Reallocation</b>	<b>\$ 707,634</b>	<b>\$ 699,547</b>	<b>\$ 721,000</b>	<b>\$ 743,000</b>	<b>\$ 765,000</b>	<b>\$ 788,000</b>
<b>Total</b>	<b>\$ 6,326,160</b>	<b>\$ 6,303,660</b>	<b>\$ 6,521,000</b>	<b>\$ 9,856,000</b>	<b>\$ 6,451,000</b>	<b>\$ 6,708,000</b>
Anticipated Expenditure Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 6,326,160</b>	<b>\$ 6,303,660</b>	<b>\$ 6,521,000</b>	<b>\$ 9,856,000</b>	<b>\$ 6,451,000</b>	<b>\$ 6,708,000</b>



**City of Foster City, California**

Shuttle Funds Expenditure Detail

Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Supplies and other</i>	\$ 174,100	\$ 200,000	\$ 206,000	\$ 212,200	\$ 218,600	\$ 225,200
<i>Capital Outlay</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total department expenses</b>	<b>\$ 174,100</b>	<b>\$ 200,000</b>	<b>\$ 206,000</b>	<b>\$ 212,200</b>	<b>\$ 218,600</b>	<b>\$ 225,200</b>
<b>Interdepartmental charges (credits)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Reallocation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 174,100</b>	<b>\$ 200,000</b>	<b>\$ 206,000</b>	<b>\$ 212,200</b>	<b>\$ 218,600</b>	<b>\$ 225,200</b>
Anticipated Expenditure Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 174,100</b>	<b>\$ 200,000</b>	<b>\$ 206,000</b>	<b>\$ 212,200</b>	<b>\$ 218,600</b>	<b>\$ 225,200</b>

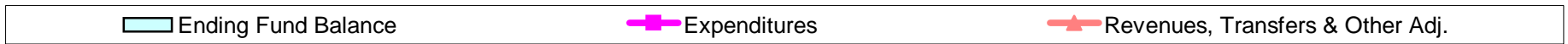
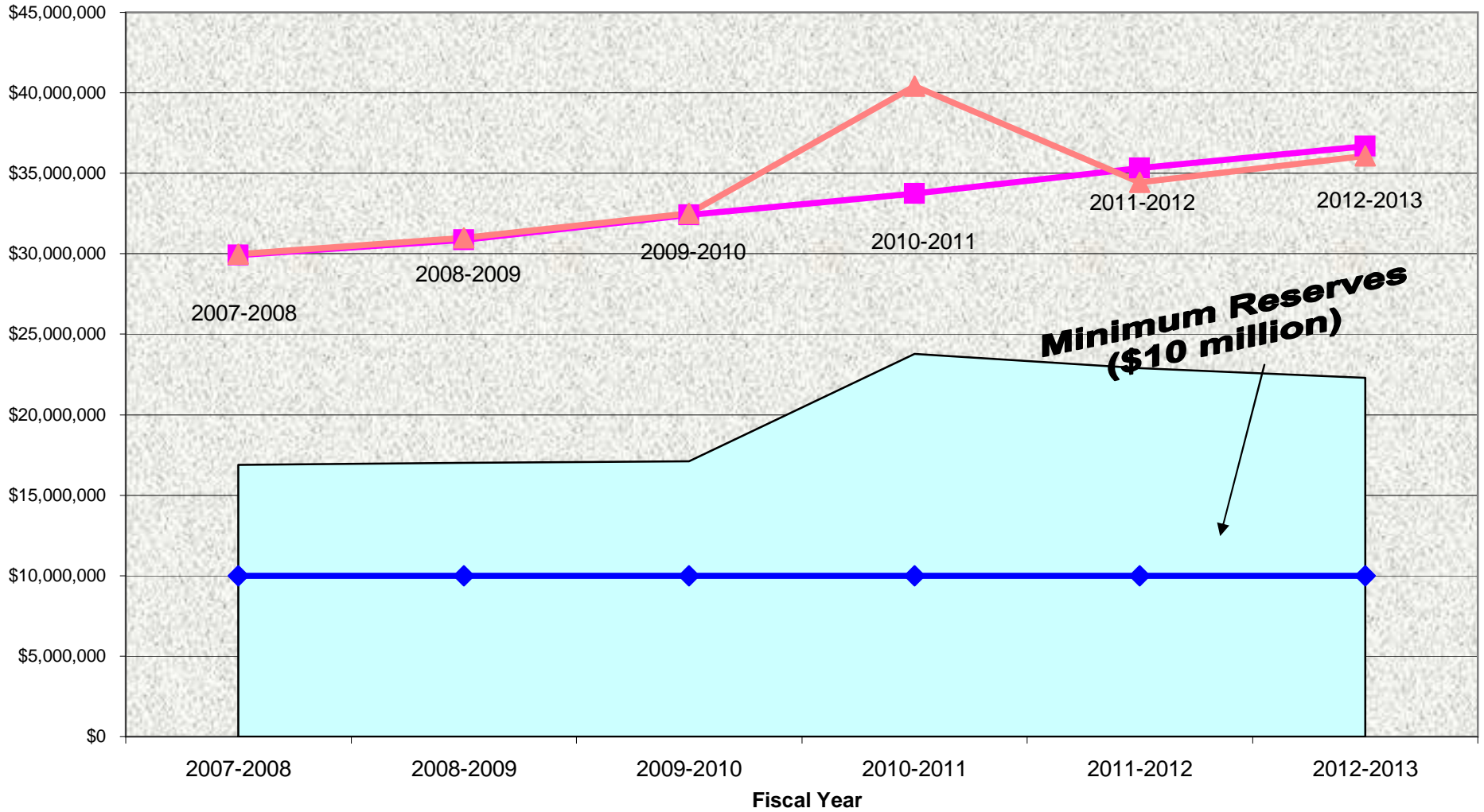
**City of Foster City, California**  
Internal Service Funds  
Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Revenues by Source:</b>						
Sales & service charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Connection fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle, equipment rental and other user charges	\$ 6,399,480	\$ 5,898,501	\$ 6,045,000	\$ 6,143,000	\$ 6,244,000	\$ 6,349,000
Interest and rentals	\$ 575,000	\$ 775,000	\$ 798,000	\$ 822,000	\$ 847,000	\$ 873,000
Other	\$ 20,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
<b>Total Revenues</b>	<b>\$ 6,994,480</b>	<b>\$ 6,743,501</b>	<b>\$ 6,913,000</b>	<b>\$ 7,035,000</b>	<b>\$ 7,161,000</b>	<b>\$ 7,292,000</b>
<b>Expenditures (see attached)</b>	<b>\$ 5,664,720</b>	<b>\$ 5,919,657</b>	<b>\$ 6,097,247</b>	<b>\$ 6,280,165</b>	<b>\$ 6,468,570</b>	<b>\$ 6,662,628</b>
<b>Net revenues over (under) expenditures before transfers</b>	<b>\$ 1,329,760</b>	<b>\$ 823,844</b>	<b>\$ 815,753</b>	<b>\$ 754,835</b>	<b>\$ 692,430</b>	<b>\$ 629,372</b>
<b>Net Transfers In (Out)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$ 1,329,760</b>	<b>\$ 823,844</b>	<b>\$ 815,753</b>	<b>\$ 754,835</b>	<b>\$ 692,430</b>	<b>\$ 629,372</b>
<b>Opening Fund Balance</b>	<b>\$ 15,157,340</b>	<b>\$ 16,487,100</b>	<b>\$ 17,310,944</b>	<b>\$ 18,126,697</b>	<b>\$ 18,881,532</b>	<b>\$ 19,573,962</b>
<b>Ending Fund Balance</b>	<b>\$ 16,487,100</b>	<b>\$ 17,310,944</b>	<b>\$ 18,126,697</b>	<b>\$ 18,881,532</b>	<b>\$ 19,573,962</b>	<b>\$ 20,203,334</b>

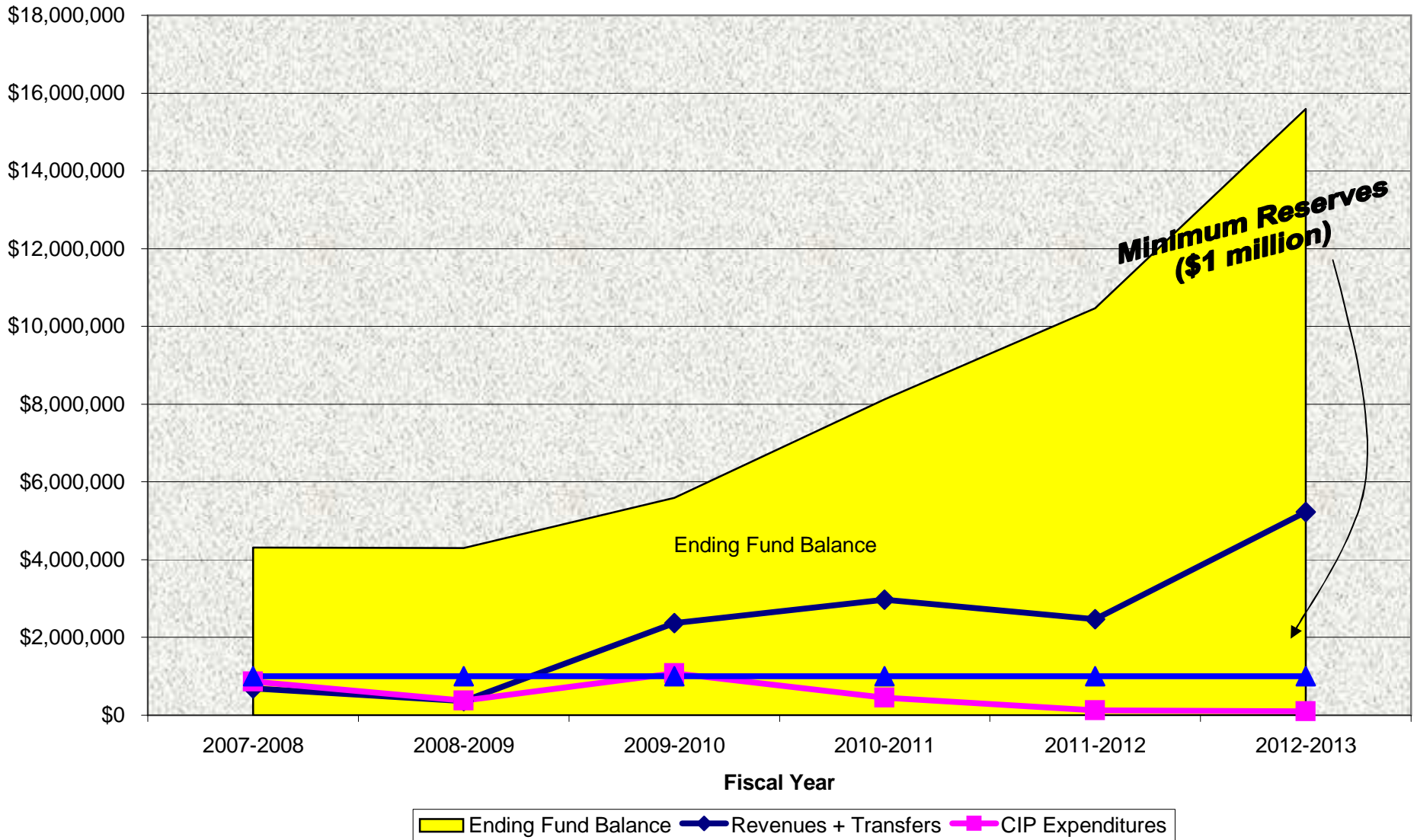
**City of Foster City, California**  
Internal Service Funds Expenditures Detail  
Five Year Financial Plan for the Years Ended June 30, 2013

	Approved	Five Year Financial Plan				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Department Expenses</b>						
<i>Employee Services</i>	\$ 1,426,660	\$ 1,511,160	\$ 1,556,495	\$ 1,603,190	\$ 1,651,286	\$ 1,700,825
<i>Supplies and other</i>	\$ 2,014,574	\$ 2,110,924	\$ 2,174,252	\$ 2,239,480	\$ 2,306,664	\$ 2,375,864
<i>Capital Outlay</i>	\$ 2,078,019	\$ 2,174,744	\$ 2,239,986	\$ 2,307,186	\$ 2,376,402	\$ 2,447,694
<b>Total department expenses</b>	<b>\$ 5,519,253</b>	<b>\$ 5,796,828</b>	<b>\$ 5,970,733</b>	<b>\$ 6,149,856</b>	<b>\$ 6,334,352</b>	<b>\$ 6,524,383</b>
<b>Interdepartmental charges (credits)</b>	<b>\$ 145,467</b>	<b>\$ 122,829</b>	<b>\$ 126,514</b>	<b>\$ 130,309</b>	<b>\$ 134,218</b>	<b>\$ 138,245</b>
<b>Reallocation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>	<b>\$ 5,664,720</b>	<b>\$ 5,919,657</b>	<b>\$ 6,097,247</b>	<b>\$ 6,280,165</b>	<b>\$ 6,468,570</b>	<b>\$ 6,662,628</b>
Anticipated Expenditure Savings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Expenditures</b>	<b>\$ 5,664,720</b>	<b>\$ 5,919,657</b>	<b>\$ 6,097,247</b>	<b>\$ 6,280,165</b>	<b>\$ 6,468,570</b>	<b>\$ 6,662,628</b>

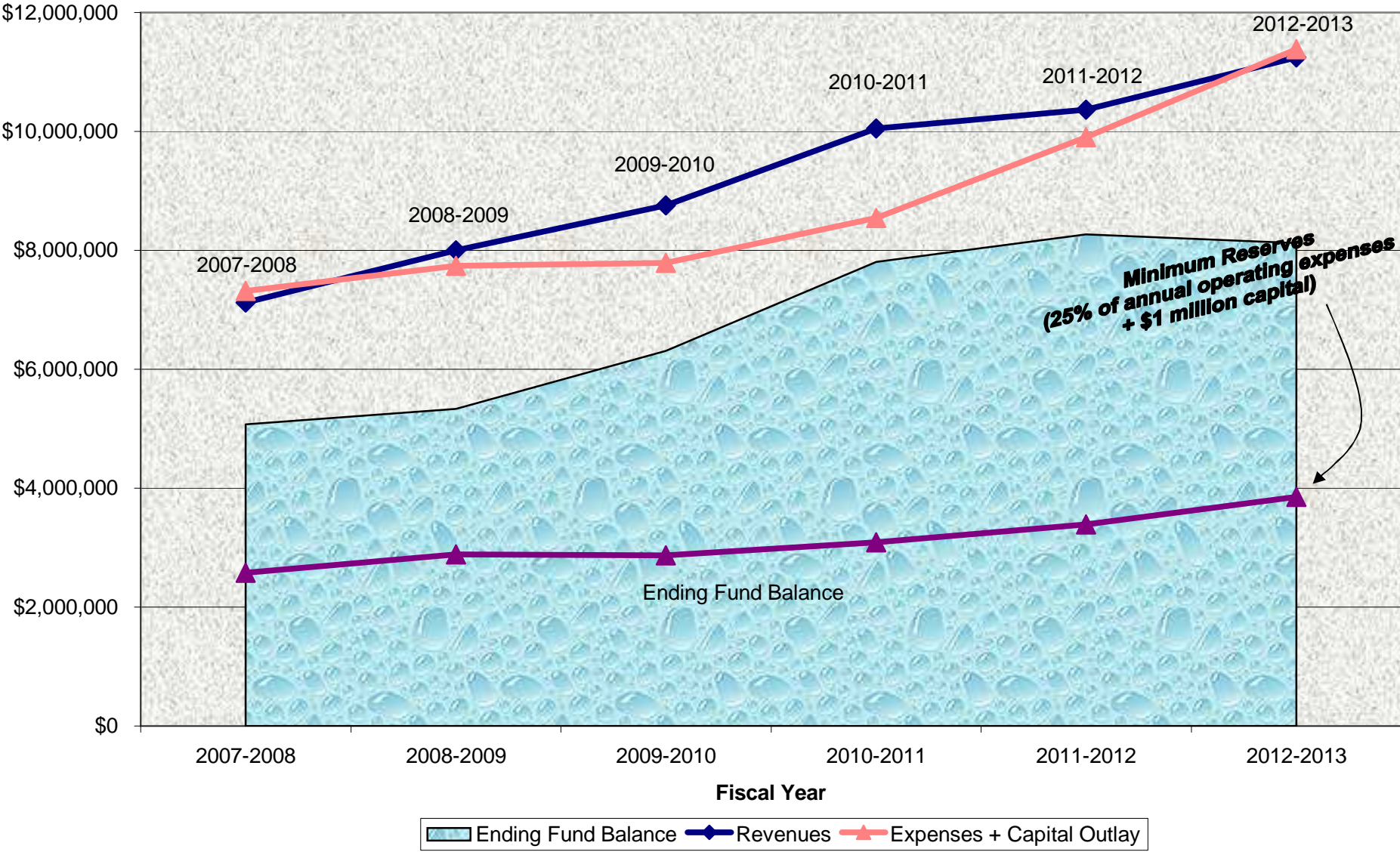
# City of Foster City General Fund (Forecast Based on Budgeted Revenues / Expenditures)



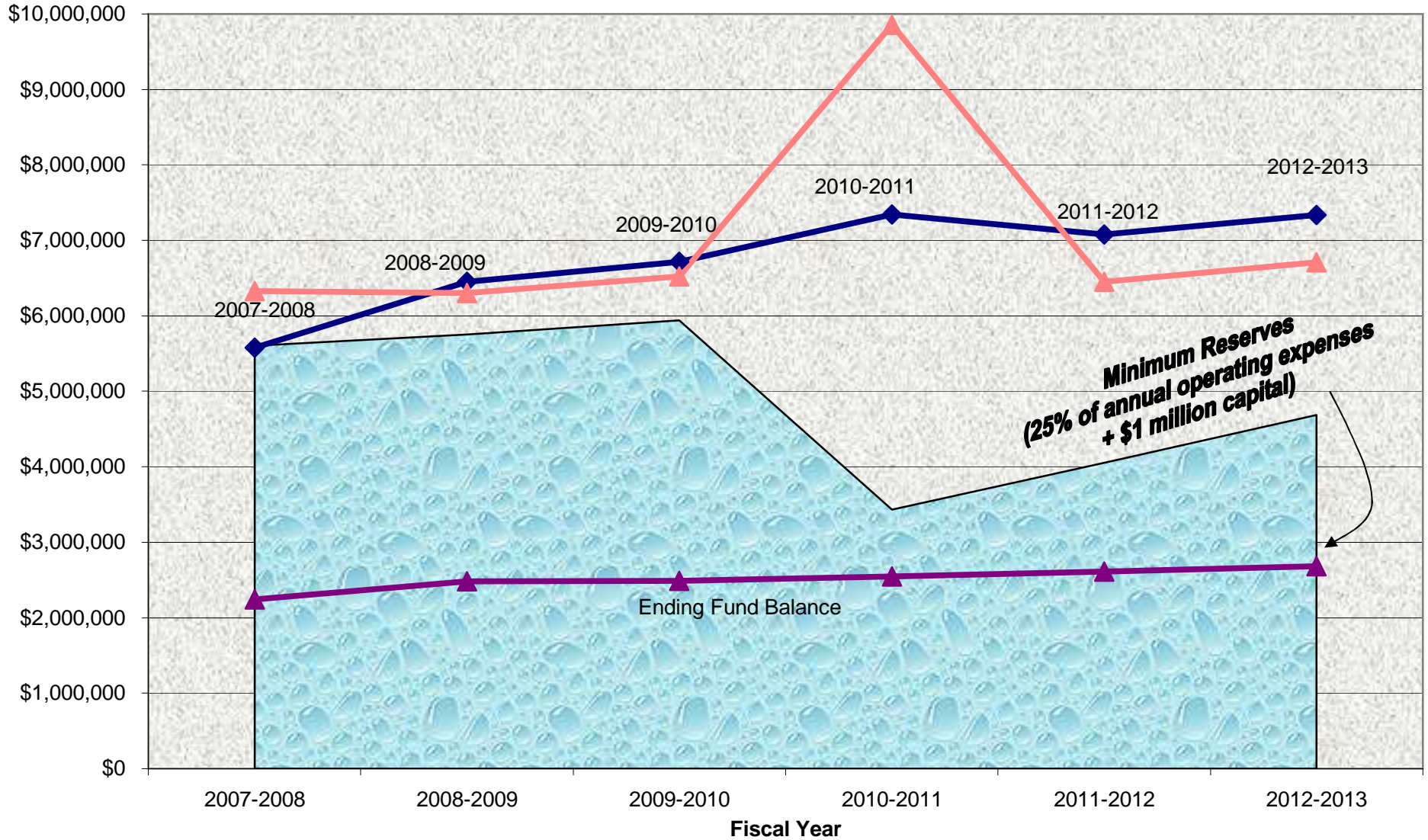
# City of Foster City Capital Improvements Fund



# City of Foster City Water Funds



# City of Foster City Wastewater Collection System Funds



Ending Fund Balance Revenues Expenses + Capital Outlay

**Minimum Reserves  
(25% of annual operating expenses  
+ \$1 million capital)**