

**Fiscal Year 2011-12**



**Operating Budget**  
**City of South San Francisco**

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CITY OF SOUTH SAN FRANCISCO



FISCAL YEAR 2011-12  
ADOPTED OPERATING BUDGET

MEMBERS OF THE CITY COUNCIL

**Mayor**

Kevin Mullin

**Vice Mayor**

Richard A. Garbarino

**Council Members**

Mark N. Addiego

Pedro Gonzalez

Karyl Matsumoto

CITY OFFICIALS

Barry M. Nagel

City Manager

Richard Battaglia  
City Treasurer

Krista Martinelli  
City Clerk

Steven T. Mattas  
City Attorney

FY 2011-12 Budget Document Prepared By:  
**Finance Department – Budget Division**

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overnment Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of South San Francisco, California for the Annual Budget beginning July 1, 2010. In order to receive this award, a governmental unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

*California Society of  
Municipal Finance Officers*

*Certificate of Award*

*Meritorious in Operating Budget  
Fiscal Year 2010-2011*

*Presented to the*

*City of South San Francisco*

For meeting the criteria established to achieve the Meritorious Award in the Operating Budget.

*February 24, 2011*



*Ronnie Campbell*  
\_\_\_\_\_  
Ronnie Campbell  
CSMFO President

*Chu Thai*  
\_\_\_\_\_  
Chu Thai, Chair  
Professional Standards and  
Recognition Committee

*Dedicated Excellence in Municipal Financial Reporting*

TABLE OF CONTENTS

---

**TABLE OF CONTENTS**..... **VI**

    Table of Schedules.....ix

    Table of Figures.....xii

**TRANSMITTAL LETTER**..... **I**

**INTRODUCTORY SECTION**..... **11**

    City of South San Francisco ..... 12

    Organizational Chart..... 16

    Budget Document and Process ..... 17

    Appropriations Limit ..... 22

**OPERATING FUNDS SUMMARY**..... **23**

    Operating Funds Descriptions..... 24

    Appropriated Funds Summary ..... 29

    Projected Operating Governmental Fund Balances ..... 37

**GENERAL FUND** ..... **39**

    General Fund Summary ..... 40

    General Fund Reserves ..... 42

    General Fund Revenues ..... 44

    General Fund Expenditures..... 47

    General Fund Reductions..... 49

    General Fund 5 Year Forecast ..... 51

**DEPARTMENT PAGES** ..... **53**

    Departments Overview ..... 54

    City Council..... 57

    City Clerk..... 60

    City Treasurer ..... 63

    City Attorney ..... 66

    City Manager ..... 67

    Finance..... 70

    Non-Departmental..... 75

    Human Resources ..... 76

    Economic & Community Development..... 79

    Fire..... 88

    Police ..... 97

    Public Works..... 107

    Library ..... 121

    Information Technology ..... 129

    Parks & Recreation ..... 132

TABLE OF CONTENTS

---

***CAPITAL IMPROVEMENT PROGRAM..... 145***  
    Capital Improvement Program Overview ..... 146  
    CIP Funding Sources ..... 148  
    Significant Nonrecurring Capital Expenditures ..... 152  
    Ongoing Maintenance & Operation Costs ..... 153

***DEBT OBLIGATIONS..... 155***  
    Debt Service Obligations ..... 156

***GOVERNMENTAL FUNDS..... 159***  
    Governmental Funds Overview ..... 160  
    Redevelopment Agency Merged Project Areas Funds ..... 161  
    Redevelopment Agency Housing Fund ..... 164  
    Capital Improvement Fund ..... 166  
    Public Agreement Improvement Fund..... 167

***ENTERPRISE FUNDS..... 169***  
    Enterprise Funds Overview..... 170  
    Sewer Enterprise Fund..... 171  
    Parking District Fund..... 173  
    Storm Water Fund..... 174  
    Sewer Capacity Charge Fund..... 175

***SPECIAL REVENUE FUNDS..... 177***  
    Special Revenue Funds Overview ..... 178  
    Common Greens Maintenance District Funds ..... 181  
    Community Development Block Grant ..... 183  
    East of 101 Sewer Impact Fee Fund ..... 184  
    Gas Tax Fund..... 185  
    Measure A ½ Cent Sales Tax Fund ..... 186  
    Special Revenue Grant Funds Combined ..... 187  
    Special Revenue Impact Fee Funds ..... 188  
    Solid Waste Management Fund ..... 189

***INTERNAL SERVICES FUNDS..... 191***  
    Internal Service Funds Overview..... 192  
    City Service Fund ..... 194  
    Equipment Replacement Fund..... 195  
    Information Technology Fund ..... 196  
    Information Technology PEG Access Fund ..... 197  
    Self-Insurance Fund..... 198  
    Health & Benefits Fund ..... 199

***POSITION BUDGET..... 201***

TABLE OF CONTENTS

---

Summary of Position Budget and Personnel Costs..... 202  
Position Budget by Fund and Department ..... 205  
Planned Vacancies ..... 221  
**MISCELLANEOUS SECTION..... 227**  
Master Fee Schedule ..... 228  
Resolution to the City Council..... 231  
South San Francisco Demographics ..... 236  
Glossary ..... 239

*Table of Schedules*

Schedule 1: Appropriations Limit..... 22

Schedule 2: Revenues by Type ..... 30

Schedule 3: Revenues by Fund (not including transfers) ..... 32

Schedule 4: Expenditures by Type ..... 33

Schedule 5: Expenditures by Fund (not including transfers)..... 35

Schedule 6: Estimated Governmental Fund Balances ..... 37

Schedule 7: General Fund Summary ..... 40

Schedule 8: General Fund Revenues and Expenditures by Type ..... 41

Schedule 9: General Fund Reserves ..... 43

Schedule 10: General Fund Expenditures by Department ..... 48

Schedule 11: City Council Expenditure Budget ..... 59

Schedule 12: City Clerk Expenditure Budget..... 62

Schedule 13: City Treasurer Expenditure Budget..... 65

Schedule 14: City Attorney Expenditure Budget..... 66

Schedule 15: City Manager Expenditure Budget..... 69

Schedule 16: Finance Expenditure Budget ..... 72

Schedule 17: Admin & Budget Division Position & Expenditure Budget ..... 73

Schedule 18: Accounting & Financial Services Position & Expenditure Budget..... 74

Schedule 19: Non-Departmental Expenditures..... 75

Schedule 20: Human Resources Expenditure Budget..... 78

Schedule 21: Economic & Community Development Expenditure Budget..... 82

Schedule 22: ECD Administration Position & Expenditure Budget ..... 83

Schedule 23: HCD Division Position & Expenditure Budget ..... 84

Schedule 24: Planning Division Position & Expenditure Budget..... 85

Schedule 25: Building Division Position & Expenditure Budget..... 86

Schedule 26: Parking District Division Position & Expenditure Budget ..... 87

Schedule 27: Fire Department Expenditure Budget ..... 92

Schedule 28: Fire Administration Position & Expenditure Budget ..... 93

Schedule 29: Fire Prevention Division Position & Expenditure Budget ..... 94

Schedule 30: Emergency Medical Services Division Position & Expenditure Budget .... 95

Schedule 31: Fire Operations Division Position & Expenditure Budget ..... 96

Schedule 32: Police Department Expenditure Budget..... 100

Schedule 33: Police Administration Division Position & Expenditure Budget..... 101

Schedule 34: Services Division Position & Expenditure Budget ..... 102

Schedule 35: Records Division Position & Expenditure Budget..... 103

Schedule 36: Communications Division Position & Expenditure Budget..... 104

Schedule 37: Investigations Division Position & Expenditure Budget ..... 105

Schedule 38: Patrol Division Position & Expenditure Budget ..... 106

## TABLE OF SCHEDULES

---

|  |     |
|--|-----|
| Schedule 39: Public Works Department Expenditure Budget .....                    | 112 |
| Schedule 40: Engineering Division Position & Expenditure Budget .....            | 113 |
| Schedule 41: Sewer Maintenance Division Position & Expenditure Budget .....      | 114 |
| Schedule 42: Streets Maintenance Division Position Budget.....                   | 115 |
| Schedule 43: Streets Maintenance Division Expenditure Budget.....                | 116 |
| Schedule 44: Fleet Maintenance Division Position & Expenditure Budget .....      | 117 |
| Schedule 45: Storm Water Division Position & Expenditure Budget .....            | 118 |
| Schedule 46: Water Quality Control Plant Position Budget.....                    | 119 |
| Schedule 47: Water Quality Control Plant Expenditure Budget.....                 | 120 |
| Schedule 48: Library Department Expenditure Budget.....                          | 124 |
| Schedule 49: Library Administration Position & Expenditure Budget .....          | 125 |
| Schedule 50: Main Library Division Position & Expenditure Budget .....           | 126 |
| Schedule 51: Grand Avenue Library Division Position & Expenditure Budget.....    | 127 |
| Schedule 52: Literacy Division Position & Expenditure Budget.....                | 128 |
| Schedule 53: Information Technology Department Expenditure Budget.....           | 131 |
| Schedule 54: Parks & Recreation Department Expenditure Budget.....               | 137 |
| Schedule 55: P & R Administration Division Position & Expenditure Budget.....    | 138 |
| Schedule 56: Recreation Division Position Budget .....                           | 139 |
| Schedule 57: Recreation Division Expenditure Budget.....                         | 140 |
| Schedule 58: Parks Maintenance Division Position & Expenditure Budget .....      | 141 |
| Schedule 59: Facilities Maintenance Division Position & Expenditure Budget.....  | 142 |
| Schedule 60: Common Greens Division Position & Expenditure Budget.....           | 143 |
| Schedule 61: FY11-12 CIP Appropriations by Project Type.....                     | 147 |
| Schedule 62: Total CIP Appropriations by Project Type Including Carry Over ..... | 147 |
| Schedule 63: FY11-12 CIP Appropriations by Funding Source.....                   | 151 |
| Schedule 64: Total CIP Appropriations by Funding Source.....                     | 152 |
| Schedule 65: Legal Debt Limit .....  | 156 |
| Schedule 66: FY11-12 Debt Service Payments .....                                 | 158 |
| Schedule 67: RDA Designations and Reserves .....                                 | 162 |
| Schedule 68: RDA Merged Operating Fund Summary .....                             | 162 |
| Schedule 69: RDA Housing Fund Summary .....                                      | 164 |
| Schedule 70: RDA Housing Fund Designations.....                                  | 165 |
| Schedule 71: Capital Improvement Fund Summary .....                              | 166 |
| Schedule 72: Public Agreement Improvement Fund Summary.....                      | 167 |
| Schedule 73: Sewer Enterprise Fund Summary .....                                 | 171 |
| Schedule 74: Sewer Enterprise Funds Reserves .....                               | 172 |
| Schedule 75: Parking District Fund Summary.....                                  | 173 |
| Schedule 76: Storm Water Fund Summary.....                                       | 174 |
| Schedule 77: Sewer Capacity Charge Fund Summary .....                            | 175 |
| Schedule 78: Common Greens Maintenance Districts Funds Summary .....             | 181 |
| Schedule 79: Community Development Block Grant Fund Summary.....                 | 183 |

TABLE OF SCHEDULES

---

Schedule 80: East of 101 Sewer Impact Fee Fund Summary ..... 184  
Schedule 81: Gas Tax Fund Summary ..... 185  
Schedule 82: Measure A 1/2 Cent Sales Tax Fund Summary ..... 186  
Schedule 83: Special Revenue Grant Funds Combined Summary ..... 187  
Schedule 84: Special Revenue Impact Fee Funds Combined Summary ..... 188  
Schedule 85: Solid Waste Management Fund Summary ..... 189  
Schedule 86: City Service Fund Summary ..... 194  
Schedule 87: Equipment Replacement Fund Summary ..... 195  
Schedule 88: Information Technology Fund Summary ..... 196  
Schedule 89: Information Technology PEG Access Fund Summary ..... 197  
Schedule 90: Self-Insurance Fund Summary ..... 198  
Schedule 91: Health & Benefits Fund Summary ..... 199  
Schedule 92: Benefit Costs ..... 202

*Table of Figures*

Figure 1: Revenues & Expenditures by Fiscal Year (not including transfers)..... 29  
Figure 2: FY 2011-12 Adopted Revenues by Type (not including transfers)..... 31  
Figure 3: FY 2011-12 Adopted Expenditures by Type (not including transfers) ..... 34  
Figure 4: General Fund Revenues by Major Category FY04-05 through FY11-12 ..... 46  
Figure 5: FY 2011-12 Adopted General Fund Expenditures by Department ..... 47

# TRANSMITTAL LETTER



**CITY COUNCIL 2011**

KEVIN MULLIN, MAYOR  
RICHARD A. GARBARINO, VICE MAYOR  
MARK N. ADDIEGO, COUNCILMEMBER  
PEDRO GONZALEZ, COUNCILMEMBER  
KARYL MATSUMOTO, COUNCILMEMBER

**OFFICE OF THE CITY MANAGER** BARRY M. NAGEL, CITY MANAGER

Honorable Mayor and City Council Members:

We present to you the City of South San Francisco's Fiscal Year 2011-12 Operating Budget.

**FY 2011-12 GENERAL FUND BUDGET: PRIORITIES & ISSUES**

The principle issues facing the City's budget in FY 2011-12 are growing personnel costs, static or slowly recovering revenue streams, and the long-term obligation of increasing retiree benefit costs. While the City is expecting some gains in ongoing revenue such as Sales Tax and Transient Occupancy Tax, there are several large increases to citywide expenses in FY 2011-12, particularly related to personnel costs. Due to California Public Employees Retirement System (PERS) investment losses in the last two years, as well as to increasing retiree longevity, the City's annual contribution to the PERS has increased roughly \$1 million, with additional increases projected over the next two years. The City is also due to receive an 18% increase in Kaiser medical costs, with medical costs continuing to spiral upwards at rates far exceeding general inflation as well as City revenue growth. Similarly, there is a continuing trend in sizeable increases to workers compensation costs, which rise with medical costs.

Given these continued hits to the General Fund, the FY 2011-12 budget required reductions to departmental budgets for the fourth consecutive year. These reductions, totaling \$604,000, do not affect any permanent, filled positions but do include the backfilling of some key retirements with existing staff as well as the conversion of several full-time vacant positions to hourly positions. Increases to some departmental fee revenues will bring in an additional \$150,000, and the City expects a one-time property tax refund of \$485,000.

The net impact on General Fund reserves after transfers out is a deficit of \$582,000, which is in accordance with Council's approval earlier in 2011 to use reserves to fund the hiring of four new police officers for a total of two years to address crime prevention needs in the Old Town area.

It is important to stress that further budget alignment will be required in the next several years, as the City anticipates continued increases to PERS and health cost rates, higher costs related to storm water regulations, and the need to address prior budget cuts that may not be sustainable in the long run. The City Council is aware that budget reductions taken to date are largely as a result of position vacancies. This is a problematic way to balance the budget in the longer term, since vacancies do not necessarily occur in the areas where there are services that would be rationally chosen to cut. The budget has also been balanced by reducing investments in City facilities through the capital budget, which is also problematic over the longer term. Staff will be updating the General Fund long-term forecast in the fall, and bringing to Council the updated actuarial analysis of the City's liability for retiree health costs Other Post Employment Benefits (OPEB). That liability has increased 39% since the last valuation two years ago, and if the City were funding this liability as recommended by accounting standards, \$10.4 million annually would be set aside in the City's budget, which is \$7.6 million higher than what the City is budgeting for in pay-as-you-go retiree health costs and additional set asides.

## SHORT-TERM ASSUMPTIONS

The following is a discussion of large revenue and expenditure assumptions used to prepare the FY 2011-12 General Fund budget. These assumptions were discussed with the Budget Subcommittee over two meetings in the spring of 2011 and presented to the full City Council in June 2011.

### REVENUE ASSUMPTIONS

**Property Tax:** In March of each year the County of San Mateo makes available a listing of the prior year final assessed valuations for the local agencies in its jurisdiction. The listing includes a projected change in assessed values for the coming year. The most current information from the County showed a slight downward change to South San Francisco's assessed values, which translates into a negligible difference from the prior adopted budget.

However, the City does expect to receive a one-time property tax refund of \$485,000 in FY 2011-12 to the General Fund (with a large refund to the school district as well) at the expense of hits to the Redevelopment Agency and to other taxing entities throughout the County. This one time refund will occur over four years, and is the net result of the property tax appeal settlement agreement between the County, which administers property taxes in accordance with State law and regulations, and Genentech.

**ERAF Refund:** The 2011-12 General Fund revenue budget includes the entire expected Excess Educational Revenue Augmentation Fund (ERAF) Refund, which

has averaged \$1.6 million over the last seven years. In prior years the City had been budgeting roughly half of the anticipated amount at the beginning of the year, with the remainder at year end set aside in the reserve for future capital improvements. However, as the ERAF Refund has become a steady revenue stream and the economic situation has constricted other revenues, staff is comfortable including the full amount at the beginning of the year – which is consistent with the way many other cities treat this revenue – and to pledge that to the operating budget.

**Sales Tax:** The City contracts with MBIA Muniservices Company to receive quarterly sales tax reports and projections. The City’s budget division works with the consultant to develop a conservative scenario for the coming year’s receipts. In FY 2011-12, the sales tax budget includes a full year of receipts from new business activity in the area east of the 101 freeway. A slight recovery is projected in the General Retail, Food Products, and Transportation sectors.

**Transient Occupancy Tax (TOT):** Projected hotel tax receipts for FY 2010-11 were estimated at \$300,000 higher than the adopted budget, as room rates and occupancy rates have been steadily improving. The FY 2011-12 budget continues that upward trend, particularly as room and occupancy rates are recovering faster than anticipated.

**Business License Fees:** FY 2010-11 receipts were lower than budgeted, due partly to businesses simply not applying for renewal, but also to a large number of delinquencies in renewals. The FY 2011-12 budget continues this lowered expectation of receipts, bringing it in line with the FY 2010-11 amended mid-year budget. However, the Finance Department is currently conducting an audit of businesses citywide and is pursuing delinquent licenses.

**Commercial Parking Tax:** This revenue tends to track with TOT revenue, and is therefore increased accordingly.

**Fines:** The FY 2011-12 budget continues a lowered expectation of parking fines, due primarily to vacancies in Parking Enforcement Officer positions.

**Interest Income:** Interest income is lowered due to continued low interest rates; this is consistent with the FY 2010-11 amended budget.

## **EXPENDITURE ASSUMPTIONS**

**Personnel Costs:** There is a citywide wage freeze in place for FY 2011-12, after employees were granted a 2% increase in the prior year. However, the City’s PERS costs increased \$1 million in FY 2011-12, and medical costs went up an average of 9% (18% for Kaiser, 0% for Blue Shield). Large increases in other personnel-related costs (retiree health, worker’s compensation, vacation and sick payouts) have been built in as well.

**Department Reductions:** Departments were asked to identify budget reductions in other areas in order to mitigate the continuing effects of the recession. The result is \$604,000 in projected savings across departments. These reductions, which are detailed on page 49, include cuts to supplies, contractual services, and staff development budgets, and planned vacancies with acting staff backfilling. No permanent regular employees were affected by the budget reduction proposals.

**Service Level Changes:** Most departments took reductions in supplies and services, which results in minimal immediate changes in the level of services they provide. However, some staffing changes were necessary as business practices changed or as vacant positions could not be filled at the same level due to financial constraints. The following services level changes are expected in FY 2011-12:

**Finance:** Changes in financial software and banking services reduced the need for full-time courier services. Upon retirement of the full-time Courier, the Finance Department will backfill the Courier position with a part-time courier that will do a mail-run once a day, instead of twice a day. Other Finance department staff will also provide some back-up support.

**Human Resources:** The shifting of benefits administration to an outside vendor has freed up significant time of a Human Resources Analyst to focus on risk management tasks. This has resulted in closer scrutiny of liability claims, workers compensation claims, disability issues, and the Safety Committee. The Human Resources department continues to evaluate the resulting savings and prevention of injury and damage.

**Police:** A Parking Enforcement Officer position will be held vacant, which may affect the enforcement of parking laws and therefore the collection of parking fines.

**Library:** Vacant full-time positions were changed to part-time hourly positions resulting in costs savings for the department and the loss of grant funded necessitated the loss of 1.0 FTE position.

**Storm Water Regulations:** Due to new mandates guiding storm water discharge operations and monitoring, the Storm Water Fund will need \$500,000 added to its expense budget for FY 2011-12. This will cover maintenance, the purchase of equipment and other supplies, and the addition of staff. In FY 2011-12 the General Fund will contribute \$275,000 for this purpose, with \$225,000 coming from Measure M funds (\$10 increase to vehicle registration fees in San Mateo County).

**OPEB Contribution:** The proposed budget includes a \$550,000 contribution towards the City's OPEB obligation; those funds would be transferred to the Health and Benefits Fund, which currently has \$8.1 million set aside for this purpose. The recent actuarial study estimates the total liability now at \$82 million: addressing this liability is a top priority for the City and will need to be addressed in the upcoming long term forecast update.

## **LONG TERM FINANCIAL PLAN**

The City's focus each budget cycle is to prepare a balanced General Fund budget, that is, one in which expenditures are covered by revenues or planned draws on reserves for nonrecurring expenses. Ideally, all General Fund operating costs will be covered by revenues without using reserves; any General Fund money used to fund the Capital Improvement Program typically comes from reserves, including the reserve for Future Economic Development and Capital Projects.

The City prepares a ten-year forecast, with special emphasis on the next five years. That forecast is updated every two to three years. The forecasts are focused on historical growth rates for the large revenue categories (Property, Sales, Transient Occupancy, and Parking Taxes), and test those assumptions against projected PERS retirement rates and health premium cost increases, which are the largest cost drivers in the operating budget. The result is a rolling five-year estimate of the City's structural budget deficit, that is, the ongoing difference between revenue growth and expenditure growth. This allows the City to target budget reductions in a proactive manner, so that it is able to maintain adequate reserves while preparing decision makers and the organization for budget adjustments.

The City's current ten-year forecast remains unchanged from the last fiscal year: it continues to target the need to realign the budget by a total of \$6 million within five years, or nearly 10% of the operating budget. That figure will allow the City to bear the higher PERS retirement costs and continued cost growth in health care premiums of at least 10% annually, prepare for additional State mandates in storm water mitigation, and add back some of the deferred facility maintenance that it has cut from the budget in recent years.

## **LONG TERM NON-FINANCIAL GOALS**

The City is continuing to work towards its non-financial goals through programs and procedures that are in accordance with its overall mission to provide residents a safe, attractive, and well-maintained community. Some of these activities are direct enhancements to community services, while others focus on the overall environment. Internal training and management programs are also being implemented as a way of building a stronger employee base while doing business more efficiently. The following is a summary of the City's non-financial long-term goals.

### **GREEN EFFORTS & TECHNOLOGY**

In the last several years both the City and the Redevelopment Agency (RDA) of South San Francisco have focused efforts on being aware and conscious of issues that

affect our air and water qualities. The City and RDA have implemented various eco-focused solutions, such as the installation of solar panels on the City Annex building, the promotion of re-usable bags, the development of a City bike plan, and the inclusion of electric car charging terminals in the new Miller Avenue Parking Garage. In addition, the City Manager and Economic & Community Development Department has formed and staffed a Sustainable SSF Division to directly address the need to reduce the City's carbon footprint. Beginning in FY 2011-12, the RDA's Sustainable SSF Division will assist in the development of a community Climate Action Plan to reduce greenhouse emissions. Moving forward, the division will continue to address environmental issues by pursuing grant opportunities, partnering with other agencies, and utilizing City resources when necessary. Furthermore, the Parks and Recreation Department will be evaluating water and energy usage at its facilities and discussing a city-wide reforestation plan. Staff from the Planning Division will be participating in a County-wide Sustainable Communities Strategy.

As the City adjusts to utilizing a robust financial system, it moves closer to becoming a "paperless" organization. Beginning in FY 2011-12, revisions will be made to the City's Record Retention Schedule in order to rely more on electronic records and reduce the permanent storage space needs of the City. The Information Technology (IT) Department plans to redesign the backup system to further protect the electronic data. Departments will also look to using web-based services (on-line application systems) that will facilitate transactions and communications with the public: the emphasis will be on business license processing, promoting City events, and making more department documents available to the public. In addition, the Library is developing a new service model to transition patrons and staff into an empowered self-service model using Radio Frequency Identification (RFID) technology, and 24/7 internet access to Library collections and services.

Planned improvements to in-house technology include enhancements to the integrated electronic fire prevention, fire inspection, patient care reporting and code enforcement records management system that can be used by safety inspectors and engine company personnel. This will allow for efficient data entry of important building, inspection, hazard and billing information, as well as for regulatory compliance and enhanced cost recovery.

Finally, under the guidance of the IT Department, several departments will contribute to the completion of GIS mapping of utilities throughout the City, with the long-term goal of having a comprehensive, interactive City map system to better facilitate services such as pipeline repair, zoning needs, tree inventory, and code enforcement tracking.

## **EMPLOYEE DEVELOPMENT & TRAINING**

Another long-term City goal is succession planning, or preparing for anticipated retirements of key staff. The Human Resources Department has spearheaded the

effort to encourage employee growth by offering access to various training programs provided by the County of San Mateo. Going forward, City staff will be selected annually to participate in the County's Leadership Academy and Supervisors Academy. Select employees will also have the opportunity to complete the Management Talent Exchange Program, where they serve 3-month assignments at other local agencies in the County. Other departments are providing advanced technical training, such the Building Division's advanced plan check training for inspection staff, and the Parks and Recreation Department's expanded training in playground safety, backflow inspection and repair.

## **HOUSING & COMMUNITY DEVELOPMENT**

In addition to initiating several specific affordable housing and mixed-use developments planned for FY 2011-12, the South San Francisco RDA will facilitate plan amendments in order to provide new development opportunities in the coming years, pending upcoming judicial rulings statewide.<sup>1</sup> Additionally, beginning in FY 2011-12, the City will begin work on the Downtown Station Area and Land Use Plan (MTC Grant awarded in May 2011) which will enhance the City's commuter base and is in line with the long-term goal of improving the landscape of the Downtown area.

## **COMMUNITY SERVICE ENHANCEMENTS**

The Parks and Recreation Department is looking to expand services to the community while increasingly pursuing outside financing such as grants and donations. The emphasis will be on expanding and improving child care and preschool services and facilities, growing the popular Junior Giants program, and exploring programming options to increase attendance at the Magnolia Senior Center.

The Fire Department is continuing its long-term goal of implementing a community emergency response program to train citizens and businesses to put out small fires, search for and rescue victims safely, treat the sick and injured, organize themselves to be effective, and collect disaster intelligence. The Fire Department is also working with selected City employees from all departments to implement an internal emergency preparedness plan, under the umbrella of the City's Emergency Operations Center. The plan will allow the City to continue to provide essential services in the event of an emergency, to do so efficiently, and to track those activities in an organized manner.

The Police Department has initiated a Gang Resistance Education and Training (GREAT) program for South San Francisco fifth graders. The emphasis of the

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<sup>1</sup> Redevelopment activities are currently on hold pending a California State Supreme Court review of the two California State Legislature bills ABx1 26 and ABx1 27 that significantly alter Redevelopment Agencies in California. The two bills were passed by the State Legislature shortly after the City's budget adoption on June 22, 2011.

## TRANSMITTAL LETTER

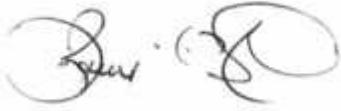
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program is gang recognition and prevention, with the long-term goal of subduing this activity across the City. In addition, the Police Department is continuing its Downtown Bicycle Patrol and the Neighborhood Response Team (NRT) programs in accordance with the “no tolerance” policy on gang activity.

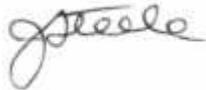
## ACKNOWLEDGEMENTS

The preparation of the FY 2011-12 Operating Budget Document was made possible by the dedicated services of the Finance Department and Department Executives. We give our sincere appreciation for the contributions made in the preparation of this document.

Respectfully Submitted,



Barry M. Nagel  
City Manager



Jim Steele  
Finance Director

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# INTRODUCTORY SECTION

## City of South San Francisco



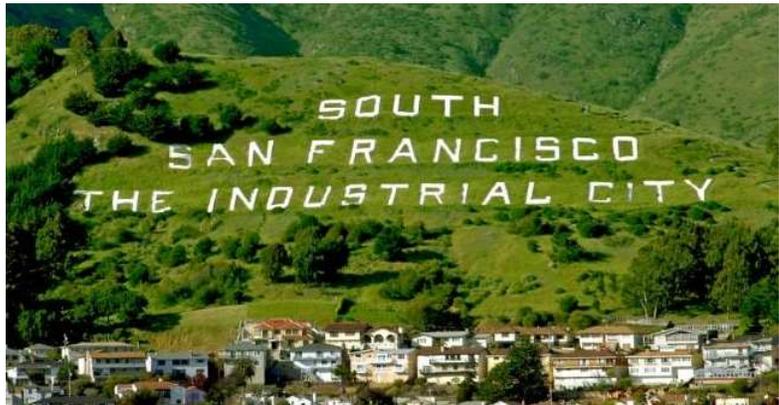
Source: US Census Bureau – American FactFinder

South San Francisco, California "The Industrial City" has a population of 64,000<sup>2</sup> and a land area of 10.3 square miles and was incorporated on September 19, 1908. South San Francisco is located approximately 8 miles south of Downtown San Francisco and is adjacent to the northern border of the San Francisco Airport and San Bruno, South of City of Daly City, Colma, and Brisbane, and East of Pacifica.

The City occupies the basin and portions of the sides of a broad valley formed by the San Bruno Mountains on the north and the Coast Range on the west. Most of the valley faces adjacent San Francisco Bay. South San Francisco has mild winters and dry cool summers. The hills to the west shield the City from much of the fog that prevails in neighboring areas.

Prior to incorporation, the City was known as Rancho Buri Buri. Between 1856 and 1892, portions of the Rancho were purchased by cattle barons Miller and Lux who formed the town of Baden, and a group of Chicago businessmen, led by Gustavus Swift, formed the town of South San Francisco. Swift also created the South San Francisco Land Improvement Company which in turn was the driving force for, and the economic support behind, the 1908 merger and incorporation of these two areas as the City of South San Francisco.

At the time of incorporation, the population totaled 1,989 and there were 14 major industries in SSF. The city continued to grow and flourish with companies such as Bethlehem Steel, U.S. Steel, W.P. Fuller and Swift and Co. among many others. During the 1920's, City Hall was built to house all City offices including the Police and Fire Departments and the "South San Francisco, the



<sup>2</sup> California Department of Finance, <http://www.dof.ca.gov/research/demographic/reports/estimates/e-1/view.php>

## INTRODUCTORY SECTION

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Industrial City” sign was installed on Sign Hill through the work of the Chamber of Commerce.

In 1949, the City Manager/City Council form of government was adopted and under this leadership, the city expanded with the addition of the Oyster Point Marina, housing developments on the slopes west of El Camino Real and the creation of the Industrial Park by the Utah Construction Company. The population also continued to grow while maintaining the diversity that had always existed in the area.

As heavy industry moved out of the area, it was replaced by light industry and hotels serving the San Francisco International Airport. In 1976, Herb Boyer and Bob Swanson founded Genentech in order to explore ways of using recombinant DNA technology to create breakthrough medicines. This was the beginning of the biotech industry and earned SSF the title of “Birthplace of Biotechnology”. Since that time, many other biotech firms as well as large development projects such as the Gateway, Oyster Point Business Park and Bay West Cove have moved into the area.



## EMPLOYMENT

Employment in South San Francisco includes manufacturing, retail, professional/scientific services, health care and administration. There are an estimated 49,000 people who work for South San Francisco businesses with a total payroll of \$3.9 billion.<sup>3</sup> The City has a large employment base in the biotechnology field located east of US Highway 101. A listing of top city employers may be found in the Miscellaneous Section starting on page 236.

## SCHOOLS

South San Francisco is served by the South San Francisco Unified School District (SSFUSD) and the San Mateo Community College District. SSFUSD encompasses all of South San Francisco and parts of Daly City and San Bruno. SSFUSD has eleven elementary schools (two in Daly City and one in San Bruno), three middle schools and three high schools and an adult education program.

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<sup>3</sup> US Census Bureau, 2006 Zip Business Patterns

The San Mateo Community College District has three community colleges, with the closest to South San Francisco being Skyline Community College in San Bruno. Skyline offers associate degree programs and provides opportunities for students to transfer to four year universities.

## **PARKS & RECREATION**

There are 34 city-owned parks in the City totaling 114 acres. These facilities include baseball fields, soccer fields, twenty playground areas, a bocce ball court, skate park, basketball courts, swimming pool, and picnic areas.

Centennial Trail is a three mile asphalt bike/walk path constructed on top of the BART tunnel that runs from South San Francisco BART to San Bruno BART station at Tanforan Shopping Center. The Centennial Trail won the League of California Cities 2010 Helen Putnam Award for Excellence in the Planning and Environmental Quality category.

## **PUBLIC TRANSPORTATION**

The City is in the crossroads of multiple types of public transportation. The City is served by bus lines operated by the San Mateo County Transit Authority (SamTrans), and the Caltrain commuter rail, with destinations from San Francisco to San Jose. There is stop for the Bay Area Rapid Transit (BART) trains that connects commuters to the San Francisco Airport, San Francisco and East Bay destinations including Oakland, Fremont and Concord.

In addition to the bus and rail lines, the City has bike lanes and designated bike routes running throughout the City.

## **STRUCTURE OF GOVERNMENT**

**City Council** – 5 members, elected to 4-Year Terms

The governing body of South San Francisco is the City Council, which establishes local law and policies through enactment of ordinances and resolutions. The Council also determines how the City shall obtain and spend funds, appoints members to all advisory municipal activities and represents the City by serving on Regional and County committees/boards whose policies may impact South San Francisco (i.e., Associated Bay Area Governments and Metropolitan Transportation Commission). The Council provides direction for the City Manager and sits as the Redevelopment Agency Board of Directors. The Council position is a part-time, salaried position.

**City Clerk** – Elected to a 4-Year Term

The City Clerk is the archivist of City records and, as such, maintains records and prepares the minutes of Council proceedings. Additional responsibilities include providing information to the general public and staff, through research of City records, administering municipal elections and processing initiative recalls and

referendum petitions. The Clerk also processes Conflict of Interest Statements for designated employees, Council members and candidates for Council seats. This is a full-time, salaried position.

**City Treasurer** – Elected to a 4-Year Term

The City Treasurer is responsible for investing City funds to achieve the maximum return on deposits. Reports identifying amounts and types of investment instruments are provided quarterly to the City Council. The duties of this position include arranging for payment on City Bonds, coordinating financial transactions, in cooperation with the Finance Director, and preparation of property tax assessments, upon individual requests from residents. This is a part-time, salaried position.

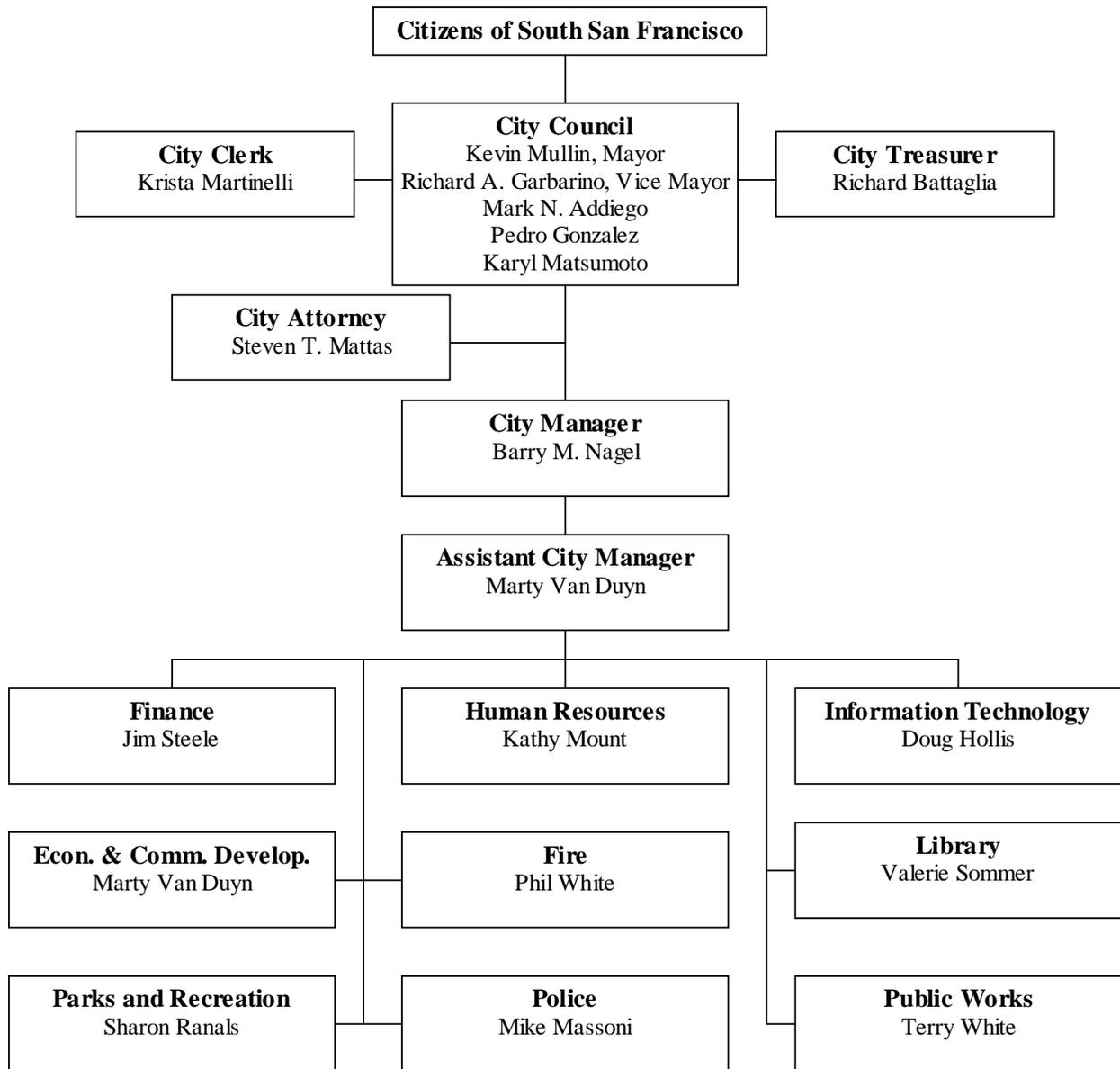
**City Manager** – Appointed by City Council

The City Manager is the Chief Administrative Officer of the City and is appointed by the City Council. The City Manager provides, in accordance with the City Council policies, overall administration and direction for the City organization. This position also serves as the Executive Director of the Redevelopment Agency and as the Director of Emergency Services. This is a full-time, salaried position.

**City Attorney** – Appointed by City Council

The City Attorney serves as legal counsel for the City Council and the Redevelopment Agency. This position is responsible for providing both formal and informal legal opinions, as well as advice to the City's officers, employees, boards and commissions. The duties of this position also include the review and/or preparation of all contracts, bonds, deeds, leases and other documents of legal significance. This is a contract position.

# Organizational Chart



## *Budget Document and Process*

### **BUDGET DOCUMENT**

The City prepares an annual budget as a management tool to plan and control revenues and expenditures as part of the City's operations. This document is organized into the following sections:

1. **Transmittal** – Provides a general overview of the financial outlook for the coming fiscal year.
2. **Introductory** – Provides demographic and statistical information about the City. Summarizes the operational, financial and accounting structure of the City and identifies the appropriations limitations as required by the State of California Constitution Article XIII B.
3. **Operating Funds Summary** – Summarizes and aggregates all appropriated City funds including expenditures and revenues.
4. **General Fund** – Outlines the largest and main operating fund of the City.
5. **Department Pages** – Represents the City's organizational units regardless of funding source and summarizes major activities for each department.
6. **Governmental Funds** – Provides summaries of revenues and expenditures of major governmental funds other than the General Fund.
7. **Capital Improvement Program (CIP)** – Outlines the CIP project types, sources of funding and appropriations of capital projects.
8. **Debt Obligations** – Provides an overview of City issued debt and amount the city annually pays to debt service.
9. **Enterprise Funds** – Summarizes the City's business type activities including the Sewer Enterprise Fund, Parking District Fund, and Storm Water Fund.
10. **Special Revenue Funds** – Identifies governmental revenues that are legally required to be separated into individual funds. These funds have specific requirements for use such as for infrastructure improvements.
11. **Internal Services Funds** – Summarizes funds used by the City that finance internal city functions such as, equipment replacement, health and retirement benefits, and information technology.

12. **Position Budget** – Lists position titles and position FTEs by fund and by department. This section also includes positions that have been frozen or left vacant as part of cost saving measures.
13. **Miscellaneous** – Provides the Master Fee Schedule, Staff Report and Resolution presented to the City Council, demographic and statistical tables, glossary of acronyms and terms found in the budget document.

## BUDGET ACCOUNTING

In accordance with the Governmental Accounting Standards Board (GASB), the City's budgeted funds are grouped into three fund types; governmental, proprietary, and fiduciary. Within each type, funds are further classified into the following categories; agency, CIP, debt service, enterprise, internal service fund, and special revenue. Additionally the funds are divided between major and non major. For budgeting purposes a major fund represents a fund or fund category that has revenues or expenditures that equals more than ten percent of the City's whole appropriated budget. This budget document will focus more detail on the General Fund since it is the main operating fund of the City.

The City budgets and accounts for its funds on a on a modified accrual basis except for encumbrances and the Capital Improvement Fund. This means that revenues are recognized when measurable and available. As an example, when the City issues an accounts receivable invoice, the revenue is recognized even though the cash has not been deposited in the bank. The City considers revenues reportable if they are collected with-in sixty days of year end. All expenditure appropriations lapse at the fiscal year end.

Encumbrances are considered expenditures in the year of the purchase order issuance. If the encumbrance is unused at year end, it is re-appropriated the following year.

The Capital Improvement Fund is adopted in a multi-year project basis where funds for specific projects receive an annual appropriation and any unused appropriation may be re-appropriated the following year.

The Operating Budget is adopted by the City Council for the fiscal year. The fiscal year begins on July 1 and ends June 30. The appropriations are controlled at the department level for the General Fund and at the fund level for all other funds with adopted Operating Budgets. CIP project budgets are adopted and controlled at the project level. From the start of the fiscal year, the expenditure amounts stated as adopted become appropriations to the various City departments. The City Council may amend the budget by resolution during the fiscal year.

The resolution to adopt the operating budget approved by the City Council (found in the Miscellaneous Section page 227) includes the guidelines of how the budget may be increased without a resolution approved by the City Council. To summarize the

guidelines outlined in the resolution; the Finance Director may increase the expense and revenue budgets where there is a zero net impact on the fund and the City Manager may authorize the transfer of budget amounts between projects within the same fund. All other budgetary changes after the budget adoption are subject to approval by the City Council.

In addition to any budget amendment that may occur during the fiscal year, the Finance department presents a quarterly review of expenditures and revenues of the City's finances to the City Council. At the time of the quarterly budget review, Finance can recommend budget amendments to the City Council.

To further assist the City and its departments to track revenues and expenditures budgets are divided into the following categories;

### REVENUE TYPES

The revenue budgets are divided to ten revenue types:

1. **Taxes:** Are collected on property and sales, transient occupancy (hotel tax), business license tax and use of parking facilities
2. **Franchise Fees:** Are paid by utility companies (i.e. cable, telephone, garbage) to operate within the City.
3. **Licenses & Permits:** Include fees paid for building, planning and fire inspections and permits; alarm registrations.
4. **Fines & Forfeitures:** Are the City's share of traffic related fines, library fines and false alarm fines.
5. **Intergovernmental:** Includes grants from local, county, state and federal government agencies.
6. **Charges for Services:** Includes paramedic and basic life support service fees, certain police service fees, charges for recreational classes, day care, and library programs and the General Fund administration fee charged to other funds.
7. **Use of Money & Property:** Includes revenue from land rental and interest income.
8. **Other Financing Sources:** This revenue source accounts for the proceeds of debt issuance.
9. **Other Revenues:** Includes donations to various City programs and one-time revenues that cannot be categorized in another revenue area.

## OPERATING FUNDS SUMMARY

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10. **Transfers:** This revenue source is an internal transfer between funds. Some revenues such as Gas Tax are deposited into a special revenue fund and then are transferred to the fund where the expenditures are recorded.

### EXPENDITURE TYPES

1. **Salaries & Benefits** – These are expenditures on employee salaries, health benefits, retirement benefits, insurance and other miscellaneous benefits.
2. **Supplies & Services** – These expenditures are for contract services, consultants, office supplies, utilities, etc.
3. **Capital Outlay** – These expenditures are reserved for purchases or leases of land and equipment.
4. **Debt Service** – This expenditure category is used to pay for principal and interest of loans, bonds, and other credits issued to the City.
5. **Interdepartmental Charges** – These expenditures include departmental liability insurance, charges for vehicle maintenance done at the City Garage, and charges for computer support provided by the Information Technology Department.
6. **Transfers** – These expenditures are internal transfers from one fund to another fund.

## BUDGET PROCESS

The process to develop the fiscal year operating budget begins approximately in the middle of the current fiscal year. Over a period of approximately six months, the Finance Department in collaboration with the City Council, City Manager, and department executives formulate and refine budget projections for the upcoming fiscal year. The following Budget Process outlines the steps in budget preparation.

### Budget Process

| Month    | Description   |
|----------|---|
| December | <ol style="list-style-type: none"><li>1. Finance Department begins current fiscal year mid-year analysis.</li><li>2. Finance Department updates revenue and expenditure projections for the upcoming fiscal year.</li></ol> |
| January  | <ol style="list-style-type: none"><li>3. City Manager, Finance Director and Budget Manager meet to discuss trends, look at financial</li></ol>  |

OPERATING FUNDS SUMMARY

|                 |  |
|-----------------|--|
|                 | <p>projections, identify budget issues, and develop budget goals for upcoming fiscal year.</p> <p>4. Finance Department creates budget targets for Departments based on City Manager’s goals.</p>  |
| <b>February</b> | <p>5. City Manager begins discussions with department heads for preliminary budget projections by department.</p>  |
| <b>March</b>    | <p>6. City Manager, Finance Director and Budget Manager begin meeting with City Council Budget Sub-Committee.</p> <p>7. Finance Department refines revenue forecasts for the current fiscal year. Uses revenue forecasts to develop updated upcoming fiscal year revenue projections.</p> <p>8. Finance Department collaborates with Human Resources to update personnel and benefit budget forecasts. Finance department gives departments its employee benefits costs.</p>   |
| <b>April</b>    | <p>9. Finance Department develops revenue and expense scenarios for upcoming fiscal year based on input from meetings with City Council Budget Sub-Committee and the City Manager.</p> <p>10. Finance Department works with Engineering Division to identify and forecast funding sources and new appropriation amounts for CIP projects.</p>  |
| <b>May</b>      | <p>11. Finance Department presents the preliminary proposed budget to the City Council at a study session.</p> <p>12. Finance Department revises proposed budget based on feedback from the City Council.</p>  |
| <b>June</b>     | <p>13. Finance Department prepares proposed budget and makes any final adjustments based on feedback from the City Manager and updated revenue projections and information from the State and County.</p> <p>14. Finance Department presents proposed budget at the last City Council meeting in June.</p> <p>15. Engineering Division separately proposes new appropriations for CIP projects to City Council.</p> <p>16. City Council adopts proposed operating budget and through a separate resolution adopts CIP appropriations for upcoming fiscal year.</p> |
| <b>July</b>     | <p>17. July 1 starts the new fiscal year.</p>  |

## *Appropriations Limit*

In 1979, California voters approved Proposition 4 known as the Gann Appropriations Limit (Gann Limit). The Gann Limit is part of the California State Constitution Article XIII B. The Gann Limit sets an annual appropriation limit of tax proceeds to all California municipalities. In addition to limits of tax proceeds, the Gann Limit sets a limit of money a city can appropriate based on the previous year appropriations plus a per capita personal income (CPI) change and a percent population change. Since its initial passage, the Gann Limit has been modified through various propositions. The most recent modification was approved by the voters in 1990 under Proposition 111. Proposition 111 exempted some appropriations such as Redevelopment money and changed the calculation formula, which greatly increased the appropriations limit. Currently, the City of South San Francisco uses the California Department of Finance statistics of CPI and percent population change to formulate the Gann Limit for the City for each fiscal year.

### Schedule 1: Appropriations Limit

| Fiscal Year | CPI/Personal       |                        | Change<br>Factor | Cumulative       |                        |
|-------------|--------------------|------------------------|------------------|------------------|------------------------|
|             | Income<br>% Change | Population<br>% Change |                  | Change<br>Factor | Appropriation<br>Limit |
| 2010-11     | (2.54)             | 1.34                   | (1.23)           | 414.43           | 99,938,622             |
| 2011-12     | 2.51               | 0.70                   | 3.23             | 431.04           | 103,166,639            |

|                                 | FY 2007-2008      | FY 2008-2009      | FY 2009-2010      | FY 2010-2011      | FY 2011-2012      |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Proceeds of Taxes               | 41,809,768        | 47,060,893        | 42,517,629        | 42,991,856        | 44,269,184        |
| Appropriations Subject to Limit | 41,809,768        | 47,060,893        | 42,517,629        | 42,991,856        | 44,269,184        |
| Current Limit                   | 92,173,059        | 98,293,350        | 101,183,175       | 99,938,622        | 103,166,639       |
| <b>Amount Under Limit</b>       | <b>50,363,291</b> | <b>51,232,457</b> | <b>58,665,546</b> | <b>56,946,765</b> | <b>58,897,455</b> |

The City of South San Francisco is currently \$58 million under the Gann appropriations limit. Given that the City has a structural deficit that will be addressed over the next five years (where the operating budget will be reduced) the amount under the Gann limit will grow over time.

# OPERATING FUNDS SUMMARY

## *Operating Funds Descriptions*

### GOVERNMENTAL FUNDS

#### MAJOR GOVERNMENTAL FUNDS

**General Fund** – The General Fund is always considered a major fund. It accounts for resources traditionally associated with government such as administration, public safety, library, parks and recreation and maintenance outside of those accounted for in other funds.

**Redevelopment Agency Funds (RDA)** – For accounting and budgeting purposes the Redevelopment Agency is separated into different funds according to project areas. In this budget document the Redevelopment Agency is separated into the Merged Redevelopment Area (which includes the Gateway, Downtown, Shearwater, El Camino, Downtown addition and El Camino Addition project areas), Redevelopment Operating Fund, and Redevelopment Agency Housing Fund.

**Capital Improvement Fund** – Accounts for revenues and expenditures associated with the acquisition, construction, or improvement of City owned facilities and infrastructure. Funding comes from the General Fund, Special Revenue Funds, grants and fees.

**Public Improvement Agreement Fund** – This fund was created to transfer RDA funds into the receivership of the City that are reserved to fund public infrastructure projects.

#### NON MAJOR GOVERNMENTAL FUNDS

**Community Development Block Grant Fund** – Accounts for Federal monies received to be expended for development of social services for lower-income residents.

**Common Greens Maintenance District Funds** – Accounts for property taxes earmarked to provide funds for the maintenance of landscaped areas within designated housing developments also known as West Park Maintenance District 1 & 2, Stonegate Maintenance District and Willow Gardens Maintenance District. These property taxes come out of regular City allocation.

**Debt Service Funds** – These funds account for the payments of principal and interest on the City's general governmental debt obligations.

## OPERATING FUNDS SUMMARY

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**East of 101 Sewer Impact Fee Fund** – Accounts for fees paid by developers used to fund capital expenditures that improve the sewer infrastructure in the areas where new business development has shown a need for improved sewer system.

**Gas Tax** – Accounts for State monies received and expended for street or storm drain improvements, repairs, engineering, and administration under Streets and Highway Code Sections 2103, 2105, 2106, 2107 and 2107.5. Includes sales tax on gasoline received from the State's Traffic Congestion Relief Fund.

**Measure A ½ Cent Transportation Sales Tax Fund** – Accounts for the half-cent sales tax in the County of San Mateo that provides resources for street repairs and improvements.

**Other Special Revenue Funds** – The City uses other special revenue funds such as the Federal Aviation Grant Fund, Miscellaneous Federal Grants Fund and Supplemental Law Enforcement Services Fund to account for special revenues that are to be used for designated programs.

**Parks-in-Lieu Fee Funds:** In FY11-12 this fund was expanded to four funds to keep each of the Park-in-Lieu zones separate. These funds account for the fees paid by residential developers who do not include park land in their development. The money is used to fund parks construction and improvement projects.

**Other Impact Fee Funds** – There are other impact fees funds that developers pay deposit pay to fund the improvement of the city infrastructure such as streets and child care facilities.

**Solid Waste Fund** – Accounts for solid waste franchise revenues received to support environmental compliance costs associated with solid waste. A portion of the revenues are used to support the monitoring and remediation of the closed Oyster Point landfill.

## PROPRIETARY FUNDS

### MAJOR PROPRIETARY FUNDS

**Sewer Enterprise Fund** – Accounts for user charges supporting the operation, maintenance, and capital renovation of the wastewater collection and treatment system. The City co-owns and operates a regional treatment plant with the City of San Bruno.

**Parking District Fund** – Accounts for meter and parking permit fees used to maintain or expand parking facilities in the downtown area.

**Storm Water Fund** – Accounts for user charges sustaining the Storm Water Management Program mandated by state and federal authorities. In order to meet the increasingly strict environmental requirements, the General Fund subsidizes the Storm Water Fund.

**NON MAJOR PROPRIETARY FUNDS**

**City Service Fund-** Internal service fund that accounts for vehicle maintenance services provided to City departments.

**Equipment Replacement** – Internal service fund that accounts for the ongoing equipment and vehicle purchases as well as resources set-aside for the future replacement of City vehicles and equipment.

**Health and Retirement Benefits** – Internal service fund that accounts for health and retirement benefits paid on behalf of eligible City employees.

**Information Technology** – Internal service fund that accounts for the information technology services provided to City departments.

**Self Insurance Fund** – Internal service fund that accounts for costs associated with workers compensation and general liability.

**Sewer Capacity Charge Fund** – Accounts for revenues paid by users for first time connections to the sewer system or by users who increase their sanitary sewage use through facility expansion. Charges are generally paid when building permits are issued.

**PEG Access Fund** – This is a new fund for FY 2011-12. This fund accounts for the one percent of money set-aside from franchise fees that are used to support public, educational and governmental (PEG) channels.

**OPERATING FUND TITLES AND TYPES**

All of the funds in the following list are appropriated by the City Council or the Redevelopment Agency Board. The Internal Service Funds are paid through charges to departments in all other funds. Any fund that had a City Council or RDA Board approved budget either adopted or amended in FY 2010-11 or FY 2011-12 is included in the list below.

| <b>Fund Title</b>                        | <b>Type</b>  | <b>Category</b>       |
|--|--------------|-----------------------|
| <b>Major Funds</b>                       |              |                       |
| General Fund                             | Governmental | General Fund          |
| RDA Merged Operating Areas Fund          | Governmental | Agency                |
| RDA Housing Fund                         | Governmental | Agency                |
| Public Improvement Agreement Fund        | Governmental | Agency                |
| Capital Improvement Fund                 | Governmental | CIP                   |
| Sewer Enterprise Fund                    | Proprietary  | Enterprise            |
| Parking District Fund                    | Proprietary  | Enterprise            |
| Storm Water Fund                         | Proprietary  | Enterprise            |
| <b>Non Major Funds</b>                   |              |                       |
| Child Care Impact Fee Fund               | Governmental | Special Revenue       |
| Common Greens Maintenance District Funds | Governmental | Special Revenue       |
| Community Development Grant Fund         | Governmental | Special Revenue       |
| East of 101 Sewer Impact Fees            | Governmental | Special Revenue       |
| East of 101 Traffic Impact Fees          | Governmental | Special Revenue       |
| Federal Aviation Grant Fund              | Governmental | Special Revenue       |
| Gas Tax Fund                             | Governmental | Special Revenue       |
| Gateway Assesment District               | Governmental | Special Revenue       |
| Measure A 1/2 Sales Tax Fund             | Governmental | Special Revenue       |
| Miscellaneous Federal Grant Fund         | Governmental | Special Revenue       |
| Oyster Point Impact Fee Fund             | Governmental | Special Revenue       |
| Park-in-Lieu Fees Fund                   | Governmental | Special Revenue       |
| Solid Waste Reduction Fund               | Governmental | Special Revenue       |
| Supplemental Law Enforcement             | Governmental | Special Revenue       |
| Redevelopment Agency Debt                | Governmental | Debt Service          |
| Sewer Capacity Charge Fund               | Proprietary  | Enterprise            |
| City Service Fund                        | Proprietary  | Internal Service Fund |
| Equipment Replacement Fund               | Proprietary  | Internal Service Fund |
| Health & Benefits Fund                   | Proprietary  | Internal Service Fund |
| Information Technology Fund              | Proprietary  | Internal Service Fund |
| PEG Access Fund                          | Proprietary  | Internal Service Fund |
| Self Insurance Fund                      | Proprietary  | Internal Service Fund |

## OPERATING FUNDS SUMMARY

The City's FY 2009-10 Comprehensive Annual Financial Report (CAFR) lists East of 101 Sewer Impact Fee Fund, East of 101 Traffic Impact Fee Fund, Oyster Point Impact Fee Fund and Child Care Impact Fees Fund as major funds. For budgeting purposes the above named funds are classified as non major funds.

## RELATIONSHIP BETWEEN FUNDS & DEPARTMENTS

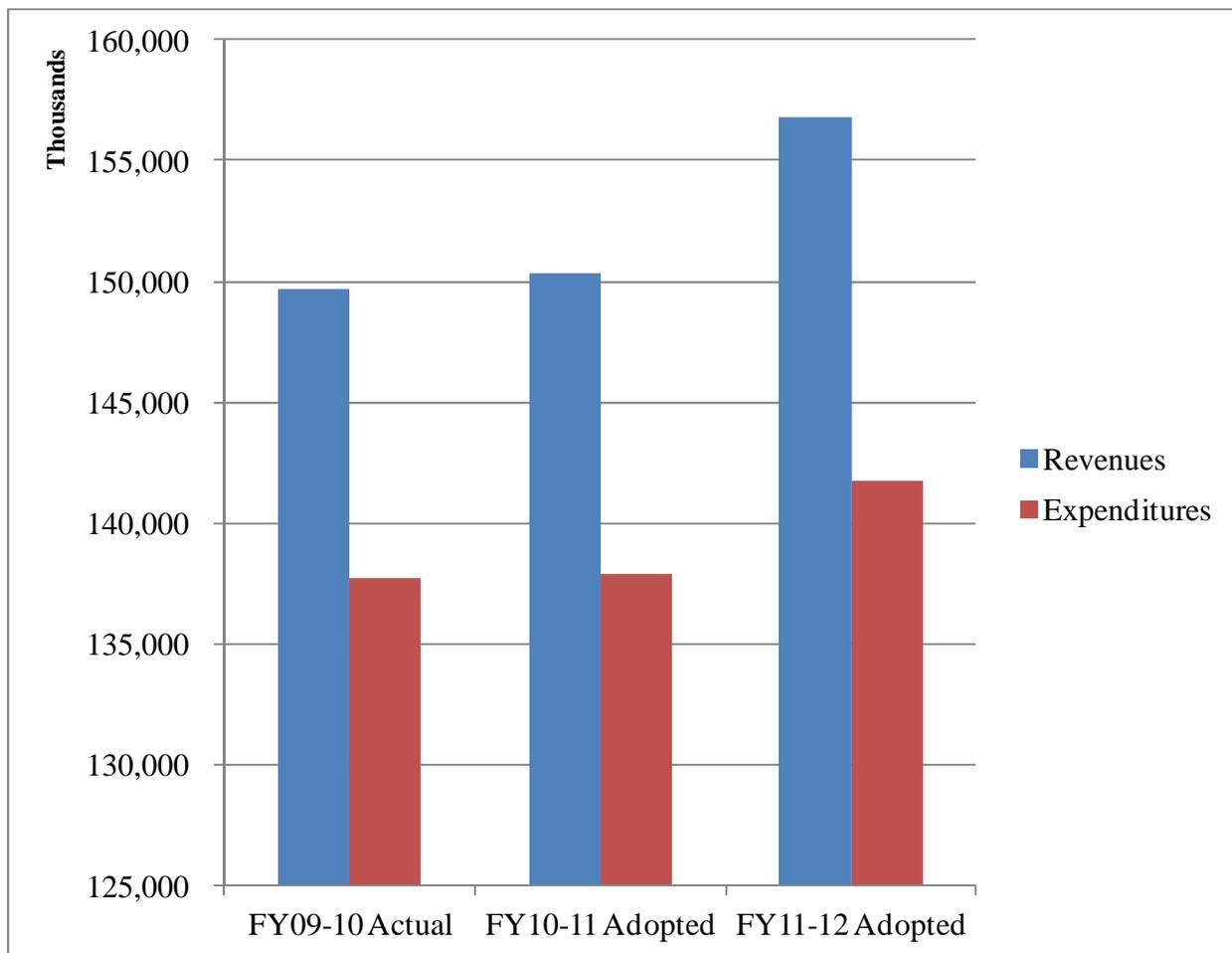
Some operating departments use funds other than the General Fund for departmental activities. An "X" represents direct responsibility and an "A" represents an assistance role, which Finance Department provides for all funds. If the department is only funded with the General Fund it is not listed below.

| Fund/Department                          | Finance | ECD | Police | Public Works | Information Technology | Parks & Recreation |
|--|---------|-----|--------|--------------|------------------------|--------------------|
| <b>Major Funds</b>                       |         |     |        |              |                        |                    |
| RDA Merged Operating Areas Fund          | A       | X   |        |              |                        |                    |
| RDA Housing Fund                         | A       | X   |        |              |                        |                    |
| Public Improvement Agreement Fund        | A       | X   |        |              |                        |                    |
| Capital Improvement Fund                 | A       |     |        | X            |                        |                    |
| Sewer Enterprise Fund                    | A       |     |        | X            |                        |                    |
| Parking District Fund                    | A       | X   |        |              |                        |                    |
| Storm Water Fund                         | A       |     |        | X            |                        |                    |
| <b>Non Major Funds</b>                   |         |     |        |              |                        |                    |
| Child Care Impact Fee Fund               | A       |     |        |              |                        | X                  |
| Common Greens Maintenance District Funds | A       |     |        |              |                        | X                  |
| Community Development Grant Fund         | A       | X   |        |              |                        |                    |
| East of 101 Sewer Impact Fees            | A       |     |        | X            |                        |                    |
| East of 101 Traffic Impact Fees          | A       |     |        | X            |                        |                    |
| Federal Aviation Grant Fund              | A       | X   |        |              |                        |                    |
| Gas Tax Fund                             | A       |     |        | X            |                        |                    |
| Gateway Assesment District               | A       |     |        | X            |                        |                    |
| Measure A 1/2 Sales Tax Fund             | A       |     |        | X            |                        |                    |
| Miscellaneous Federal Grant Fund         | A       | X   |        |              |                        |                    |
| Oyster Point Impact Fee Fund             | A       |     |        | X            |                        |                    |
| Park-in-Lieu Fees Fund                   | A       |     |        |              |                        | X                  |
| Solid Waste Reduction Fund               | A       |     |        | X            |                        |                    |
| Supplemental Law Enforcement             | X       |     | X      |              |                        |                    |
| Redevelopment Agency Debt                | X       |     |        |              |                        |                    |
| Sewer Capacity Charge Fund               | A       |     |        | X            |                        |                    |
| City Service Fund                        | A       |     |        | X            |                        |                    |
| Equipment Replacement Fund               | X       |     |        |              |                        |                    |
| Health & Benefits Fund                   | X       |     |        |              |                        |                    |
| Information Technology Fund              | A       |     |        |              | X                      |                    |
| PEG Access Fund                          | A       |     |        |              | X                      |                    |
| Self Insurance Fund                      | X       |     |        |              |                        |                    |

## *Appropriated Funds Summary*

The City’s total appropriated budget not including transfers between funds for FY 2011-12 totals \$157 million in revenues and \$141 million in expenditures. Of the \$16 million difference in budgeted revenues and expenditures, \$8 million of the revenue budget is for an estimated bond issuance that will be used for upgrades to the Water Quality Control Plant.

**Figure 1: Revenues & Expenditures by Fiscal Year (not including transfers)  
(in the \$000s)**



**REVENUES & OTHER FINANCING SOURCES**

In addition to the revenue types listed below, the City budgets for transfers in from other funds. Transfers are an internal revenue source and are not revenues from an outside source. The transfers are included in the summary below:

| Revenue Type            | Schedule 2: Revenues by Type |                    |                    |                    | Change                     | % Change  |
|-------------------------|------------------------------|--------------------|--------------------|--------------------|----------------------------|-----------|
|                         | FY09-10<br>Actual            | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | from<br>FY10-11<br>Adopted |           |
| Taxes                   | 75,050,149                   | 74,925,345         | 76,721,294         | 75,915,536         | 990,191                    | 1%        |
| Franchise Fees          | 3,257,828                    | 3,290,000          | 3,290,000          | 3,368,000          | 78,000                     | 2%        |
| Licenses & Permits      | 3,798,857                    | 3,172,099          | 3,240,949          | 3,156,219          | (15,880)                   | -1%       |
| Fines & Forfeitures     | 1,054,549                    | 1,283,000          | 1,808,000          | 1,132,350          | (150,650)                  | -12%      |
| Intergovernmental       | 10,488,648                   | 9,815,333          | 11,887,700         | 9,350,804          | (464,529)                  | -5%       |
| Charges for Services    | 34,822,458                   | 32,839,674         | 33,265,083         | 34,049,213         | 1,209,539                  | 4%        |
| Use of Money & Property | 8,493,669                    | 7,331,629          | 5,881,888          | 6,255,561          | (1,076,068)                | -15%      |
| Other Financing Sources | 2,231,135                    | 8,880,000          | 8,880,000          | 8,000,000          | (880,000)                  | -10%      |
| Other Revenues          | 10,493,517                   | 8,792,455          | 8,862,875          | 15,586,434         | 6,793,979                  | 77%       |
| <b>Subtotal</b>         | <b>149,690,810</b>           | <b>150,329,535</b> | <b>153,837,789</b> | <b>156,814,117</b> | <b>6,484,582</b>           | <b>4%</b> |
| Transfers In            | 21,736,749                   | 20,193,737         | 145,904,995        | 19,832,085         | 5,494,391                  | 27%       |
| <b>Total</b>            | <b>171,427,559</b>           | <b>170,523,272</b> | <b>299,742,784</b> | <b>176,646,202</b> | <b>5,416,391</b>           | <b>3%</b> |

Almost half of all revenue sources appropriated come from taxes (see Figure 2). Taxes include property taxes, sales taxes and transient occupancy taxes. Of the \$75 million budgeted tax revenue, approximately \$36 million or 47% of the taxes budget comes from the Redevelopment Agencies project areas.

The next largest revenue sources for the City are charges for services. Of the \$34 million budgeted for charges for services 73% of the revenue budget comes from sewer charges used to fund the Water Quality Control Plant.

Transfers between funds account for ten percent of the total of FY11-12 adopted revenues. Transfers are typically used to cover expensed already incurred in another fund. Many of the transfers are to finance CIP projects. The adopted budget does not include CIP carryover budgets.

**DISCUSSION OF MAJOR REVENUE CHANGES**

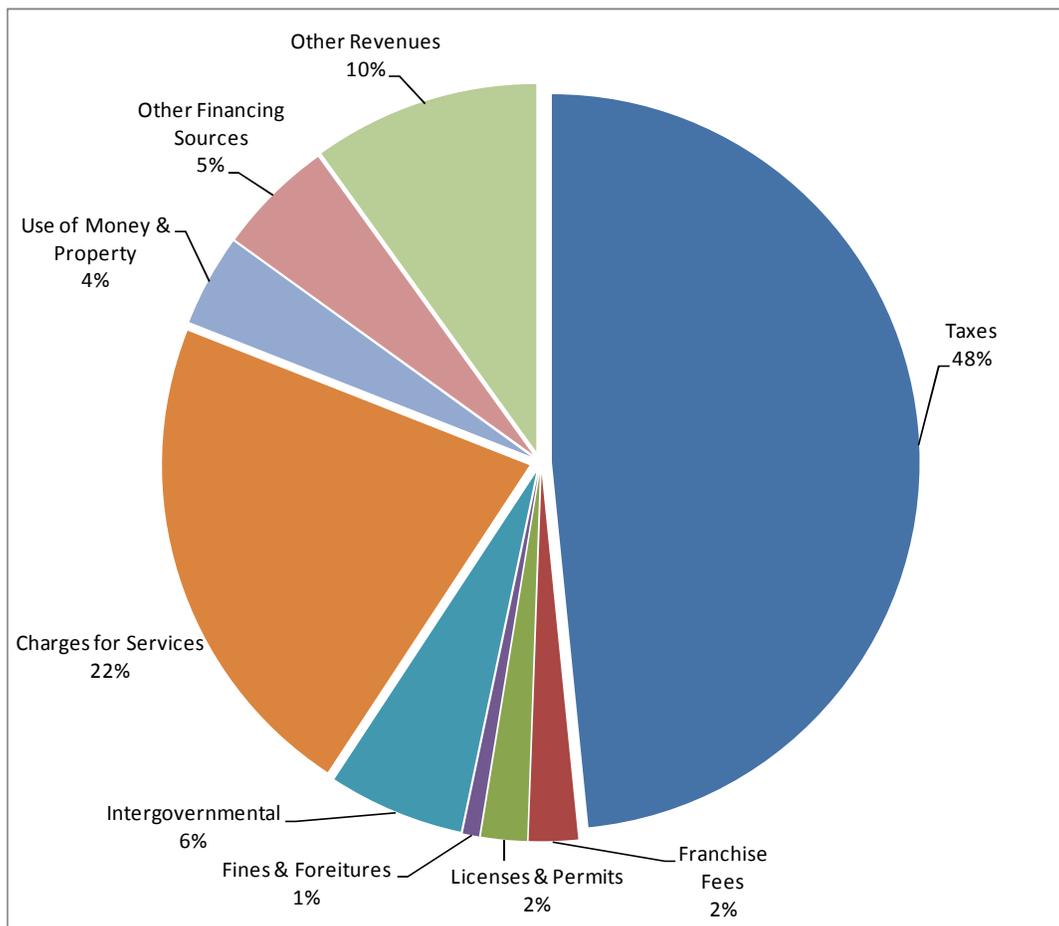
**Fines & Forfeitures:** The City has forecast a 12% drop in fines & forfeitures which include parking tickets and other City issued citations. This is due primarily to a known vacancy in the Parking Enforcement Officer position.

**Use of Money & Property:** The City receives a lower interest rate on its cash investments that it has in the past. This decline in revenue accounts for lower interest earned during the year.

**Other Financing Sources:** In FY 2010-11 the City budgeted \$7.2 million for bond proceeds used for capital projects on the Water Quality Control Plant plus an additional amount for the use of purchasing new ambulances. The debt for the WQCP was not issued in FY 2010-11 and was postponed for issuance until FY 2011-12 for a total of \$8 million in debt proceeds used to finance Water Quality Control Plant infrastructure projects.

**Other Revenues:** The \$7 million increase in revenue budgets accounts for the way the City has changed how it accounts for employee benefits. The City will now charge employee benefits using an allocation method. Starting in FY 2011-12 the City will collect benefits charged to departments in the Health & Benefits Fund. In prior years this revenue was deposited into a payroll clearing fund.

**Figure 2: FY 2011-12 Adopted Revenues by Type (not including transfers)**



OPERATING FUNDS SUMMARY

**REVENUES BY FUND**

**Schedule 3: Revenues by Fund (not including transfers)**

| <b>Title</b>                                | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| General Fund                                | 61,973,077                | 60,691,086                 | 64,195,429                 | 62,893,060                 | 2,201,974                                      | 4%                  |
| Park-in-Lieu Fees Fund                      | 127,968                   | -                          | -                          | -                          | -  | 0%                  |
| Gas Tax Fund                                | 2,488,029                 | 1,704,535                  | 1,704,535                  | 2,128,028                  | 423,493  | 25%                 |
| Measure A 1/2 Sales Tax Fund                | 1,033,178                 | 775,000                    | 775,000                    | 1,010,000                  | 235,000  | 30%                 |
| Federal Aviation Grant Fund                 | 297,879                   | -                          | -                          | -                          | -  | 0%                  |
| Community Development Grant Fund            | 739,117                   | 793,456                    | 793,456                    | 688,310                    | (105,146)                                      | -13%                |
| Miscellaneous Federal Grant Fund            | 126,106                   | -                          | 555,631                    | -                          | -  | 0%                  |
| Common Greens Maintenance District<br>Funds | 1,248,187                 | 1,320,800                  | 1,320,800                  | 1,338,100                  | 17,300   | 1%                  |
| Solid Waste Reduction Fund                  | 173,325                   | 173,325                    | 173,325                    | 173,325                    | -  | 0%                  |
| Supplemental Law Enforcement                | 99,481                    | 100,000                    | 100,000                    | -                          | (100,000)                                      | -100%               |
| Redevelopment Agency Debt                   | 308,272                   | -                          | -                          | -                          | -  | 0%                  |
| Capital Improvement Funds                   | 4,310                     | 635,290                    | 1,579,893                  | 406,292                    | (228,998)                                      | -36%                |
| Public Improvement Agreement Fund           | -                         | -                          | 119,258                    | 261,624                    | 261,624  | 100%                |
| RDA Merged Operating Areas Fund             | 39,220,932                | 39,843,500                 | 38,259,999                 | 36,667,185                 | (3,176,315)                                    | -8%                 |
| RDA Housing Fund                            | 977,448                   | 400,000                    | 400,000                    | 450,000                    | 50,000   | 13%                 |
| Sewer Enterprise Fund                       | 25,584,795                | 31,246,168                 | 31,246,168                 | 32,596,286                 | 1,350,118                                      | 4%                  |
| Parking District Fund                       | 624,019                   | 537,000                    | 537,000                    | 683,000                    | 146,000  | 27%                 |
| Sewer Capacity Charge Fund                  | 277,341                   | 105,100                    | 105,100                    | 355,500                    | 250,400  | 238%                |
| Storm Water Fund                            | 427,594                   | 412,000                    | 412,000                    | 391,000                    | (21,000)                                       | -5%                 |
| City Service Fund                           | 1,403,031                 | 1,398,352                  | 1,398,351                  | 1,374,351                  | (24,001)                                       | -2%                 |
| Self Insurance Fund                         | 3,820,100                 | 2,714,609                  | 2,606,800                  | 3,091,070                  | 376,461  | 14%                 |
| Health & Benefits Fund                      | 4,095,531                 | 3,354,740                  | 3,354,740                  | 9,529,298                  | 6,174,558                                      | 184%                |
| Equipment Replacement Fund                  | 1,221,505                 | 2,585,754                  | 2,661,484                  | 1,328,245                  | (1,257,509)                                    | -49%                |
| Information Technology Fund                 | 1,351,627                 | 1,463,820                  | 1,463,820                  | 1,409,443                  | (54,377)                                       | -4%                 |
| PEG Access Fund                             | -                         | -                          | -                          | 40,000                     | 40,000   | 0%                  |
| Gateway Assessment District                 | 14,296                    | -                          | -                          | -                          | -  | 0%                  |
| East of 101 Sewer Impact Fees               | 260,724                   | 75,000                     | 75,000                     | -                          | (75,000)                                       | -100%               |
| East of 101 Traffic Impact Fees             | 985,985                   | -                          | -                          | -                          | -  | 0%                  |
| Child Care Impact Fee Fund                  | 155,646                   | -                          | -                          | -                          | -  | 0%                  |
| Oyster Point Impact Fee Fund                | 651,309                   | -                          | -                          | -                          | -  | 0%                  |
| <b>Total</b>                                | <b>149,690,810</b>        | <b>150,329,535</b>         | <b>153,837,789</b>         | <b>156,814,117</b>         | <b>6,484,582</b>                               | <b>4%</b>           |

**EXPENDITURES**

The City groups expenditures by type. Out of all the expenditures not including transfers out to other funds, approximately 52% of all expenditures are related to salaries and benefits of City employees (see Figure 3). Salary and benefit costs are forecast to dramatically increase in the coming years due to pension and health cost increases.

It also is important to note that the 4.2 FTE positions that are budgeted as part of the CIP appropriations (see Position Budget section page 201) show up in the supplies and services expenditure type. CIP projects are budgeted by project and the budget in the general ledger expenditure account is grouped together regardless of the categorization of actual expenses.

**Schedule 4: Expenditures by Type**

| <b>Expenditure Type</b>   | <b>FY09-10</b>     | <b>FY10-11</b>     | <b>FY10-11</b>     | <b>FY11-12</b>     | <b>Change</b>      |               |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------|
|                           | <b>Actual</b>      | <b>Adopted</b>     | <b>Amended</b>     | <b>Adopted</b>     | <b>from</b>        | <b>%</b>      |
|                           |                    |                    |                    |                    | <b>FY10-11</b>     | <b>Change</b> |
|                           |                    |                    |                    |                    | <b>Adopted</b>     |               |
| Salaries & Benefits       | 65,218,139         | 64,021,675         | 65,150,038         | 73,252,427         | 9,230,752          | 14%           |
| Supplies & Services       | 47,023,160         | 49,554,461         | 123,978,618        | 46,640,029         | (2,914,432)        | -6%           |
| Capital Outlay            | 4,642,135          | 825,674            | 10,439,034         | 1,439,210          | 613,536            | 74%           |
| Debt Service              | 12,507,377         | 14,450,123         | 24,450,123         | 11,976,017         | (2,474,106)        | -17%          |
| Interdepartmental Charges | 8,368,325          | 8,998,103          | 8,794,098          | 8,431,251          | (566,852)          | -6%           |
| <b>Subtotal</b>           | <b>137,759,135</b> | <b>137,850,036</b> | <b>232,811,911</b> | <b>141,738,934</b> | <b>3,888,899</b>   | <b>3%</b>     |
| <i>Transfers Out</i>      | <i>24,161,095</i>  | <i>23,696,127</i>  | <i>163,056,260</i> | <i>19,543,649</i>  | <i>(4,152,478)</i> | <b>-18%</b>   |
| <b>Total Expenditures</b> | <b>161,920,229</b> | <b>161,546,163</b> | <b>395,868,171</b> | <b>161,282,583</b> | <b>(263,579)</b>   | <b>0%</b>     |

**DISCUSSION OF MAJOR EXPENDITURE CHANGES**

**Salaries & Benefits:** As noted in Schedule 4, the Salaries & Benefits category budget increased by \$9 million or 14% in FY 2011-12 as compared to FY 2010-11 Adopted Budget. This difference is due primarily to the change in accounting and allocating benefits within the City. The City now pays for its active and retired employee benefit costs out of one fund; in prior years the payment of benefit charges to the vendors was not budgeted (for more information go to the Health & Benefit Fund page 199).

**Capital Outlay:** The City anticipates purchasing equipment in FY 2011-12 using cash accumulated in the Equipment Replacement Fund instead of financing the

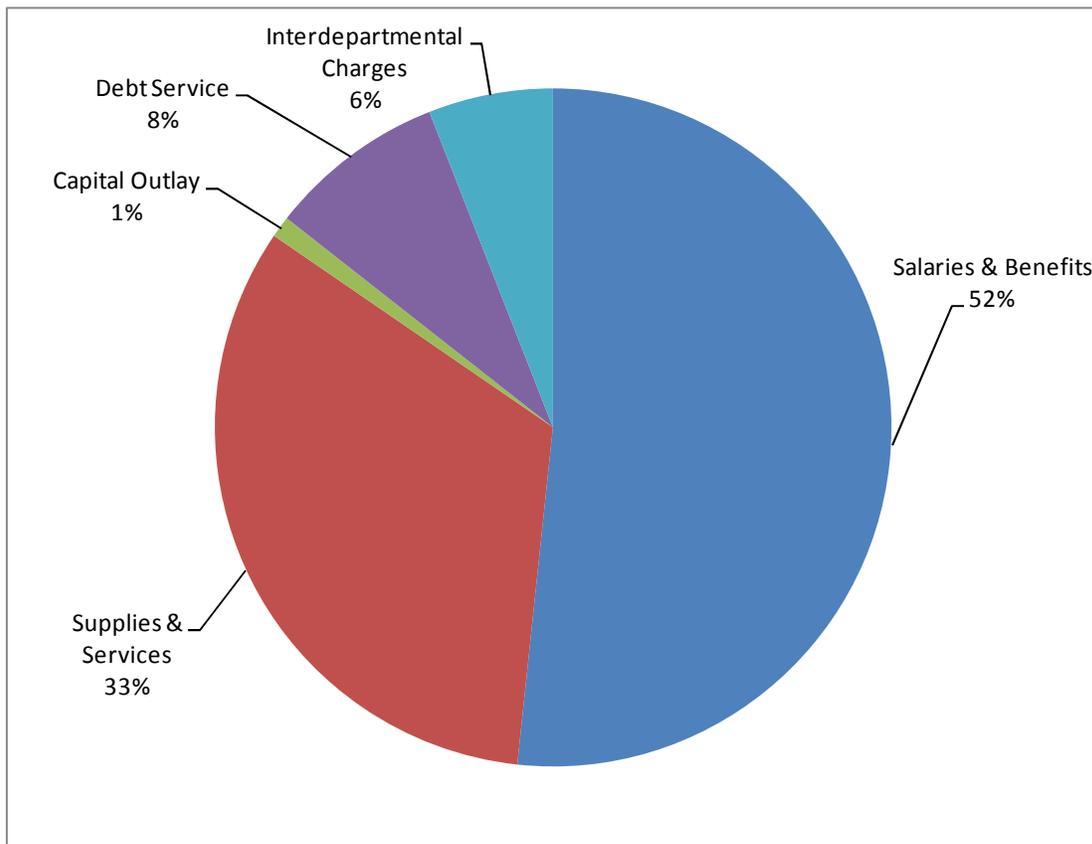
## OPERATING FUNDS SUMMARY

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purchase. This creates a large expenditure in the year of purchase, but saves the City in interest charges in future years.

**Debt Service:** The City paid off some of its existing loans and leases in FY 2010-11. This now lowers the amount of budget that is set aside to make annual debt service payments on bonds and loans.

**Figure 3: FY 2011-12 Adopted Expenditures by Type (not including transfers)**



OPERATING FUNDS SUMMARY

**EXPENDITURES BY FUND**

**Schedule 5: Expenditures by Fund (not including transfers)**

| <b>Title</b>                                | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| General Fund                                | 62,155,153                | 61,192,459                 | 64,280,371                 | 63,551,411                 | 2,358,952                                  | 4%                  |
| Park-in-Lieu Fees Funds                     | -                         | -                          | -                          | -                          | -  | 0%                  |
| Gas Tax Fund                                | -                         | -                          | -                          | -                          | -  | 0%                  |
| Measure A 1/2 Sales Tax Fund                | -                         | -                          | -                          | -                          | -  | 0%                  |
| Federal Aviation Grant Fund                 | 297,858                   | 24,393                     | 1,565,186                  | 21,243                     | (3,150)                                    | -13%                |
| Community Development Grant Fund            | 650,866                   | 747,206                    | 747,206                    | 763,862                    | 16,656                                     | 2%                  |
| Miscellaneous Federal Grant Fund            | 81,269                    | -                          | 555,631                    | -                          | -  | 0%                  |
| Common Greens Maintenance District<br>Funds | 1,378,913                 | 1,588,407                  | 1,588,407                  | 1,658,050                  | 69,643                                     | 4%                  |
| Solid Waste Reduction Fund                  | 74,159                    | 129,570                    | 175,227                    | 179,850                    | 50,280                                     | 39%                 |
| Supplemental Law Enforcement                | 100,114                   | 100,000                    | 100,000                    | -                          | (100,000)                                  | -100%               |
| Redevelopment Agency Debt                   | 5,546,441                 | 5,448,378                  | 5,448,378                  | 5,405,656                  | (42,722)                                   | -1%                 |
| Capital Improvement Funds                   | 4,561,051                 | 5,513,500                  | 61,703,220                 | 4,176,292                  | (1,337,208)                                | -24%                |
| Public Improvement Agreement Fund           | -                         | -                          | 22,489,000                 | -                          | -  | 0%                  |
| RDA Merged Operating Areas Fund             | 24,284,205                | 14,695,948                 | 15,785,651                 | 14,152,682                 | (543,266)                                  | -4%                 |
| RDA Housing Fund                            | 1,158,198                 | 5,192,711                  | 11,823,962                 | 4,912,848                  | (279,863)                                  | -5%                 |
| Sewer Enterprise Fund                       | 22,258,941                | 30,007,312                 | 28,472,122                 | 27,765,598                 | (2,241,714)                                | -7%                 |
| Parking District Fund                       | 4,643,645                 | 395,189                    | 5,006,972                  | 616,004                    | 220,815                                    | 56%                 |
| Sewer Capacity Charge Fund                  | -                         | 2,500                      | 2,500                      | 2,500                      | -  | 0%                  |
| Storm Water Fund                            | 692,475                   | 1,197,049                  | 1,205,955                  | 1,388,729                  | 191,680                                    | 16%                 |
| City Service Fund                           | 1,405,331                 | 1,398,352                  | 1,422,587                  | 1,320,315                  | (78,037)                                   | -6%                 |
| Self Insurance Fund                         | 2,546,253                 | 2,853,710                  | 2,853,710                  | 3,445,130                  | 591,420                                    | 21%                 |
| Health & Benefits Fund                      | 2,876,618                 | 3,329,814                  | 3,329,814                  | 9,529,299                  | 6,199,485                                  | 186%                |
| Equipment Replacement Fund                  | 1,103,452                 | 2,377,000                  | 2,377,000                  | 1,286,767                  | (1,090,233)                                | -46%                |
| Information Technology Fund                 | 1,317,595                 | 1,649,038                  | 1,795,039                  | 1,515,198                  | (133,840)                                  | -8%                 |
| PEG Access Fund                             | -                         | -                          | -                          | 40,000                     | 40,000                                     | 100%                |
| Gateway Assesment District Fund             | -                         | -                          | -                          | -                          | -  | 0%                  |
| East of 101 Sewer Impact Fees               | -                         | -                          | -                          | -                          | -  | 0%                  |
| East of 101 Traffic Impact Fees             | 2,500                     | 2,500                      | 2,500                      | 2,500                      | -  | 0%                  |
| Child Care Impact Fee Fund                  | 8,248                     | 2,500                      | 2,500                      | 2,500                      | -  | 0%                  |
| Oyster Point Impact Fee Fund                | 615,850                   | 2,500                      | 78,973                     | 2,500                      | -  | 0%                  |
| <b>Total</b>                                | <b>137,759,135</b>        | <b>137,850,036</b>         | <b>232,811,911</b>         | <b>141,738,934</b>         | <b>3,888,899</b>                           | <b>3%</b>           |

## OPERATING FUNDS SUMMARY

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Many of the Funds listed in Schedule 5 that have a zero amount budgeted are funds that only have transfers as expenditure. Park-in-Lieu Fee Funds, Gas Tax Fund and Measure A ½ Cent Sales Tax Fund are funding sources for CIP projects where the expenditure for the CIP project is recorded in the Capital Improvement Fund, and on a quarterly basis funds are transferred from the funding source funds to cover the expenditures already incurred.

## *Projected Operating Governmental Fund Balances*

Fund Balances in Governmental Funds are the estimated available funds including funds already reserved or designated for specific projects or purposes. The City calculates the governmental fund balance as assets minus liabilities.

### Schedule 6: Estimated Governmental Fund Balances in the (\$000s)

| Fund Name                                 | Projected Fund Balance |                    | Fund Transfers |                        | Estimated Expenditures |                | Projected Ending Balance 6/30/12 | Change from 6/30/11 |  |
|---|------------------------|--------------------|----------------|------------------------|------------------------|----------------|----------------------------------|---------------------|--|
|   | 6/30/11                | Estimated Revenues | Net Impact     | Estimated Expenditures | 6/30/11 Balance        | % Change       |                                  |                     |  |
| <b>GOVERNMENTAL FUNDS</b>                 |                        |                    |                |                        |                        |                |                                  |                     |  |
| General Fund                              | 15,811                 | 62,743             | 227            | 63,551                 | 15,230                 | (581)          | -4%                              |                     |  |
| Capital Improvement Fund                  | (515)                  | 4,120              | -              | 4,120                  | (515)                  | -              | 0%                               |                     |  |
| Public Improvement Agreement Fund         | 37,676                 | 261                | -              | 11,487                 | 26,450                 | (11,226)       | -30%                             |                     |  |
| RDA Housing Fund                          | 33,374                 | 450                | 6,885          | 4,913                  | 35,796                 | 2,422          | 7%                               |                     |  |
| RDA Merged Operating Funds                | 11,337                 | 36,667             | (12,291)       | 14,153                 | 21,560                 | 10,223         | 90%                              |                     |  |
| <b>Subtotal</b>                           | <b>97,683</b>          | <b>104,241</b>     | <b>(5,179)</b> | <b>98,224</b>          | <b>98,521</b>          | <b>838</b>     | <b>1%</b>                        |                     |  |
| <b>DEBT SERVICE</b>                       |                        |                    |                |                        |                        |                |                                  |                     |  |
| Redevelopment Agency Debt                 | 19                     | -                  | 5,406          | 5,406                  | 19                     | -              | 0%                               |                     |  |
| <b>Subtotal</b>                           | <b>19</b>              | <b>-</b>           | <b>5,406</b>   | <b>5,406</b>           | <b>19</b>              | <b>-</b>       | <b>0%</b>                        |                     |  |
| <b>SPECIAL REVENUE</b>                    |                        |                    |                |                        |                        |                |                                  |                     |  |
| Common Greens Maintenance Districts Funds | 1,102                  | 1,338              | -              | 1,733                  | 707                    | (395)          | -36%                             |                     |  |
| Community Development Block Grant Fund    | 1,748                  | 688                | 57             | 798                    | 1,695                  | (53)           | -3%                              |                     |  |
| East of 101 Sewer Impact Fee Fund         | 69                     | -                  | (61)           | -                      | 8                      | (61)           | -88%                             |                     |  |
| Gas Tax Fund                              | 922                    | 2,128              | (2,524)        | -                      | 526                    | (396)          | -43%                             |                     |  |
| Measure A 1/2 Cent Sales Tax Fund         | 857                    | 1,001              | (1,670)        | -                      | 188                    | (669)          | -78%                             |                     |  |
| Combined Grant Funds                      | (26)                   | -                  | -              | 21                     | (47)                   | (21)           | 81%                              |                     |  |
| Combined Impact Fee Funds                 | (94)                   | -                  | -              | 8                      | (102)                  | (8)            | -9%                              |                     |  |
| Solid Waste Fund                          | 705                    | 173                | (34)           | 145                    | 699                    | (6)            | -1%                              |                     |  |
| <b>Subtotal</b>                           | <b>5,283</b>           | <b>5,328</b>       | <b>(4,232)</b> | <b>2,705</b>           | <b>3,674</b>           | <b>(1,609)</b> | <b>-30%</b>                      |                     |  |
| <b>GRAND TOTAL</b>                        | <b>102,985</b>         | <b>109,569</b>     | <b>(4,005)</b> | <b>106,335</b>         | <b>102,214</b>         | <b>(771)</b>   | <b>-1%</b>                       |                     |  |

## DISCUSSION OF FUND BALANCE CHANGES

**Redevelopment Merged Operating Funds:** At the time of the Operating Budget adoption the State of California was considering the elimination of the Redevelopment Agencies as part of the State budget for FY 2011-12. The City presented the City Council with the status quo budget of the RDA with the intention of amending the budget once the details of the final California Supreme Court rulings expected in early 2012. The estimated fund balance increase of 90% represents the refunding of the RDA funds.

**Public Improvement Agreement Fund:** This fund was created by joint action of the City Council and the Redevelopment Agency Board in March 2011 to set aside dollars to fund critical regional capital improvements over the next ten years. The capital projects will foster economic growth, affordable housing, employment, transit oriented development, and traffic improvements in several areas of the City. It is anticipated that the only revenue for this fund will be interest earned. The 24% estimated decrease in fund balance represents estimated project expenditures in FY 2011-12.

**Special Revenue Funds:** In the aggregate the Special Revenue Funds will decrease the fund balance by 30% or \$1.6 million. The estimates for expenditures and revenues do not necessarily match the FY 2011-12 Adopted budget, instead the estimates reflect what the City estimated FY 2010-11 year end revenues and expenditures will be at the time of adoption. Funds such as Measure A ½ Cent Sales Tax, Gas Tax and East of 101 Sewer Impact Fee Fund have accumulated fund balances that are reserved for CIP projects. It is estimated that CIP expenditures in FY 2011-12 will reduce fund balances. The City estimates that due to stagnate revenue the Common Greens Maintenance District Funds will draw down on its fund balance in FY 2011-12.

# GENERAL FUND

## General Fund Summary

The General Fund is the main fund of the City's operating budget. The fund finances public safety activities such as police and fire; library, parks & recreation activities, building and planning permits and administration.

The City forecasts that the net impact of the General Fund will be \$243,500 before any transfers are made to other funds. In total after transfers the General Fund balance is estimated to end FY 2011-12 with a deficit of \$582,000. This is in accordance with the approval by City Council in FY 2010-11 to use reserves to add four new Police Officer positions to the budget for a total of two years. Those officers will support a targeted crime prevention effort in the downtown area. The estimated ending balance of General Fund Reserves is \$15,229,000.

### Schedule 7: General Fund Summary

|   | FY09-10<br>Actual  | FY10-11<br>Adopted | FY10-11<br>Amended | FY10-11<br>Projected | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|---|--------------------|--------------------|--------------------|----------------------|--------------------|--------------------------------------|-------------|
| Revenues                                  | 62,778,529         | 61,459,835         | 65,112,378         | 65,112,378           | 63,794,889         | 2,335,053                            | 4%          |
| Expenses                                  | 62,155,153         | 61,192,459         | 64,280,371         | 64,280,371           | 63,551,411         | 2,358,952                            | 4%          |
| <b>General Fund Impact</b>                | <b>623,376</b>     | <b>267,377</b>     | <b>832,007</b>     | <b>832,007</b>       | <b>243,478</b>     | <b>(23,899)</b>                      | <b>-9%</b>  |
| Transfers                                 | (2,954,999)        | (608,000)          | (806,025)          | (1,606,025)          | (825,000)          | (217,000)                            | -36%        |
| <b>General Fund<br/>Surplus/(Deficit)</b> | <b>(2,331,623)</b> | <b>(340,623)</b>   | <b>25,982</b>      | <b>(774,018)</b>     | <b>(581,522)</b>   | <b>(240,899)</b>                     | <b>-71%</b> |
| <b>Reserves</b>                           |                    |                    |                    |                      |                    |                                      |             |
| Discretionary Reserves                    | 13,833,944         | 14,332,084         | 16,251,007         | 15,745,926           | 15,164,404         | 832,320                              | 6%          |
| Non-Discretionary Reserves                | 1,898,949          | 45,210             | 188,916            | 65,000               | 65,000             | 19,790                               | 44%         |
| <b>Total General Fund<br/>Reserves</b>    | <b>15,732,893</b>  | <b>14,377,294</b>  | <b>16,439,923</b>  | <b>15,810,926</b>    | <b>15,229,404</b>  | <b>852,110</b>                       | <b>6%</b>   |

## Schedule 8: General Fund Revenues and Expenditures by Type

| Revenue Type               | FY09-10           | FY10-11           | FY10-11           | FY10-11           | FY11-12           | Change                     |             |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------------|-------------|
|                            | Actual            | Adopted           | Amended           | Projected         | Adopted           | from<br>FY10-11<br>Adopted | %<br>Change |
| Taxes                      | 35,237,993        | 34,896,045        | 36,995,495        | 36,995,495        | 37,610,251        | 2,714,206                  | 8%          |
| Franchise Fees             | 3,212,022         | 3,250,000         | 3,250,000         | 3,250,000         | 3,328,000         | 78,000                     | 2%          |
| Licences & Permits         | 3,798,857         | 3,172,099         | 3,240,949         | 3,240,949         | 3,156,219         | (15,880)                   | -1%         |
| Fines & Forfeitures        | 1,054,549         | 1,283,000         | 1,808,000         | 1,808,000         | 1,132,350         | (150,650)                  | -12%        |
| Intergovernmental          | 7,006,827         | 6,401,432         | 7,384,565         | 7,384,565         | 6,215,174         | (186,258)                  | -3%         |
| Charges for Services       | 8,031,969         | 8,098,801         | 8,114,210         | 8,114,210         | 8,010,779         | (88,022)                   | -1%         |
| Use of Money & Property    | 3,260,193         | 3,260,709         | 3,035,710         | 3,035,710         | 3,087,817         | (172,892)                  | -5%         |
| Other Revenues             | 370,667           | 329,000           | 366,500           | 366,500           | 352,470           | 23,470                     | 7%          |
| Transfers                  | 805,452           | 768,749           | 916,950           | 916,950           | 901,829           | 133,080                    | 17%         |
| <b>Total Revenues</b>      | <b>62,778,529</b> | <b>61,459,835</b> | <b>65,112,378</b> | <b>65,112,378</b> | <b>63,794,889</b> | <b>2,335,054</b>           | <b>4%</b>   |
| <b>Expense Type</b>        |                   |                   |                   |                   |                   |                            |             |
| Salaries & Benefits        | 49,122,032        | 48,237,823        | 49,306,980        | 49,306,980        | 50,681,247        | 2,238,907                  | 5%          |
| Supplies & Services        | 8,329,240         | 8,217,602         | 9,917,327         | 9,917,327         | 8,523,237         | 305,635                    | 4%          |
| Capital Outlay             | 120,038           | -                 | 323,360           | 323,360           | 191,000           | 191,000                    | 0%          |
| Debt Service               | 156,089           | 248,507           | 248,507           | 248,507           | -                 | (248,507)                  | -100%       |
| Interdepartmental          | 4,427,754         | 4,488,527         | 4,484,197         | 4,484,197         | 4,155,927         | (332,189)                  | -7%         |
| <b>Total Expense</b>       | <b>62,155,153</b> | <b>61,192,459</b> | <b>64,280,371</b> | <b>64,280,371</b> | <b>63,551,411</b> | <b>2,154,845</b>           | <b>4%</b>   |
| <b>General Fund Impact</b> | <b>623,376</b>    | <b>267,377</b>    | <b>832,007</b>    | <b>832,007</b>    | <b>243,478</b>    | <b>180,208</b>             | <b>67%</b>  |

## *General Fund Reserves*

### **GENERAL FUND RESERVE POLICY**

Reserves are one indicator of a City's financial health. In effect they are the City's savings account. In 2003 the City Council adopted specific policies related to General Fund reserves. In FY 2011-12 the City is transitioning to the use of reserve designations as stated in GASB 54. In the near future the City Council will adopt a formal policy relating to the following General Fund reserve categories, at which time any accounting changes will be made.

**General Fund Reserve for Emergencies:** This reserve may be used for an emergency as approved by the City Council. The City's self-insurance policy with ABAG will cover most equipment damages after the City pays a deductible. This reserve would most likely cover general city lawsuits. The reserve policy has a target of 2% of the General Fund Operating budget to be set aside for this reserve. It is estimated that at FY 2010-11 year end there will be \$1,317,000 in this reserve. The City has projected that at FY 2011-12 year end there will be \$1,276,000 in this reserve, which meets the 2% target.

**General Fund Reserve for Economic Contingencies:** This reserve is used in the event of an economic downturn where General Fund revenue is decreased. Such an example is the relocation of a business out of the City that contributed a significant portion of the City's sales tax revenue. The reserve should only be used for a period of one year until a more comprehensive strategy may be developed to adapt to the changing economic conditions. Under GASB 54 this reserve will become committed. The City's policy has this reserve set at 7% of the General Fund Operating budget. The City estimates that this reserve will have \$4,466,000 at the end of FY 2011-12.

**General Fund Reserve for Capital Projects:** This reserve is used to pay for capital projects. Over the last several years, the City has pledged roughly half of expected ERAF Refund to the operating budget, with the remainder set aside in this reserve. In FY 2011-12 the City has budgeted to use 100% of the total estimated ERAF for General Fund operating expenditures. Under GASB 54 this reserve will become committed. The City estimates that there will be \$5,016,080 in this reserve at the end of FY 2011-12.

**General Fund Undesignated Reserve:** This reserve is primarily used for funding any mid-year budget amendments, as with the case in FY 2011-12 the City Council approved its use to fund four additional Police Officers. This reserve policy has a minimum target of 4% of the General Fund budget. The City estimates that this reserve will have \$4,406,324 at the end of FY 2011-12.

## Schedule 9: General Fund Reserves

|   | FY09-10            | FY10-11           | FY10-11           | FY10-11           | FY11-12           | Change<br>from<br>FY10-11 | %             |
|---|--------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|---------------|
| <b>Reserve Transactions</b>                                     | <b>Actual</b>      | <b>Adopted</b>    | <b>Amended</b>    | <b>Projected</b>  | <b>Adopted</b>    | <b>Adopted</b>            | <b>Change</b> |
| General Fund Impact   | 623,376            | 267,376           | 1,513,055         | 1,684,058         | 243,478           | -                         |               |
| Transfers Out to Capital<br>Projects                            | (217,899)          | (358,000)         | (556,025)         | (556,025)         | -                 | -                         |               |
| Other Transfers   | (12,100)           | -                 | -                 | -                 | -                 | -                         |               |
| Transfers Out to Health &<br>Benefits Fund                      | -                  | -                 | -                 | -                 | (550,000)         | -                         |               |
| Transfers Out to Self<br>Insurance Fund                         | (2,725,000)        | -                 | -                 | (800,000)         | -                 | -                         |               |
| Transfers Out to Storm<br>Water Fund                            | -                  | (250,000)         | (250,000)         | (250,000)         | (275,000)         | -                         |               |
| <b>Net Impact on General<br/>Fund Reserves</b>                  | <b>(2,331,623)</b> | <b>(340,624)</b>  | <b>707,030</b>    | <b>78,033</b>     | <b>(581,522)</b>  | <b>(240,898)</b>          | <b>-71%</b>   |
| <b>Discretionary Reserves</b>                                   |                    |                   |                   |                   |                   |                           |               |
| Emergencies   | 1,249,000          | 1,229,000         | 1,302,000         | 1,317,000         | 1,276,000         | 47,000                    | 4%            |
| Economic Contingencies<br>Designated for future                 | 4,372,000          | 4,302,000         | 4,558,000         | 4,610,000         | 4,466,000         | 164,000                   | 4%            |
| Economic Development &<br>Capital Projects                      | 4,651,677          | 3,750,000         | 5,016,080         | 5,016,080         | 5,016,080         | 1,266,080                 | 34%           |
| Undesignated Reserve  | 3,561,267          | 5,051,084         | 5,374,927         | 4,802,846         | 4,406,324         | (644,760)                 | -13%          |
| <b>Subtotal Discretionary<br/>(Available) Reserves</b>          | <b>13,833,944</b>  | <b>14,332,084</b> | <b>16,251,007</b> | <b>15,745,926</b> | <b>15,164,404</b> | <b>832,320</b>            | <b>6%</b>     |
| <b>Non-Discretionary Reserves</b>                               |                    |                   |                   |                   |                   |                           |               |
| Encumbrances  | 681,048            | -                 | -                 | -                 | -                 | -                         |               |
| Designated for Property<br>Tax Refund                           | 123,916            | -                 | 123,916           | -                 | -                 | -                         |               |
| Inventory and Other   | 96,333             | 45,210            | 65,000            | 65,000            | 65,000            | 19,790                    | 44%           |
| Reserve for Prepaid<br>Expenses                                 | 147,090            | -                 | -                 | -                 | -                 | -                         |               |
| Designated for Unrealized<br>Gains                              | 364,281            | -                 | -                 | -                 | -                 | -                         |               |
| Appropriated Capital<br>Projects                                | 486,281            | -                 | -                 | -                 | -                 | -                         |               |
| <b>Subtotal Non-<br/>Discretionary<br/>(Committed) Reserves</b> | <b>1,898,949</b>   | <b>45,210</b>     | <b>188,916</b>    | <b>65,000</b>     | <b>65,000</b>     | <b>19,790</b>             | <b>44%</b>    |
| <b>Total General Fund<br/>Reserves</b>                          | <b>15,732,893</b>  | <b>14,377,294</b> | <b>16,439,923</b> | <b>15,810,926</b> | <b>15,229,404</b> | <b>852,110</b>            | <b>6%</b>     |

## *General Fund Revenues*

The City's General Fund receives its revenue from taxes, permit fees, charges for services, grants and other sources. Taxes account for approximately 40% of the total revenues, which include: property taxes, sales taxes, transient occupancy tax, parking tax and business license tax.

The City estimates that FY 2011-12 General Fund Revenues will come in at \$63.8 million, 4% higher than the adopted revenues for FY 2010-11. Property taxes are forecast to come in basically flat from the adopted FY 2010-11 budget. Notably, the City expects a property tax refund of \$484,600 due to a settlement with Genentech. Sales taxes are forecast to increase 9.3% due to new business activity in the City and slight improvement of overall sales. Transient Occupancy Taxes are forecast to increase due mainly to increased room rates and occupancy rates at the City's hotels.

The City has four main revenue focuses that help gage the fiscal outlook of the City's General Fund: Property Tax, Sales & Use Tax, Transient Occupancy Tax, and Building & Planning permits.

### **PROPERTY TAXES**

Property Taxes are taxes paid on property and equipment. Secured property taxes are paid on unmovable assets like real estate; unsecured property taxes are paid on movable assets such as large equipment, boats and planes.

Property taxes are administered through the County, which collects and distributes the payments. Approximately 17% of property taxes paid in the City go to the General Fund.<sup>4</sup> Of the remaining amount 45% go to schools, 22% go to the County, 7% go to the Redevelopment Agency and the rest go to special districts.

**Budgeting Property Taxes:** The City closely monitors and tracks property tax receipts. To develop property tax budgets the City: (1) communicates with the San Mateo County Assessor, (2) reviews economic and real estate data throughout the year and (3) uses internally prepared models using prior year actual data to forecast the upcoming year budget.

### **SALES & USE TAX**

Sales & Use taxes are collected by business on purchases and submitted to the State. The business then submits the sales tax to the state. The City then receives a portion of the sales taxes collected. The local tax rate for South San Francisco is 8.25%. The state levies 7.25% of the tax with the County collecting another 1% for use on public transportation and street improvement projects (also called Measure A). The City

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<sup>4</sup> San Mateo County Treasurer Tax Collector. <http://www.sanmateocountytaxcollector.org/whereYourTaxesGo.html>

receives approximately 0.75% of the tax collected. In 2004 the State needed funds to back its Recovery Bonds and redirected 0.25% of local agencies share of sales tax for that purpose.

**Budgeting Sales & Use Tax:** The City contracts with a consultant provides quarterly updates of sales tax revenue, which include updates to the current year forecast and next year forecast. These scenarios are based on current and prior year data, assumptions on growth or decline and any known adjustments made by the state. The City uses forecast data for the budget and works with the consultant to make adjustments.

## **TRANSIENT OCCUPANCY TAX (TOT)**

This is sometimes referred to as the tourist tax since local residents do not typically stay in local hotels. This tax is 10% of the gross rent on a hotel stay.

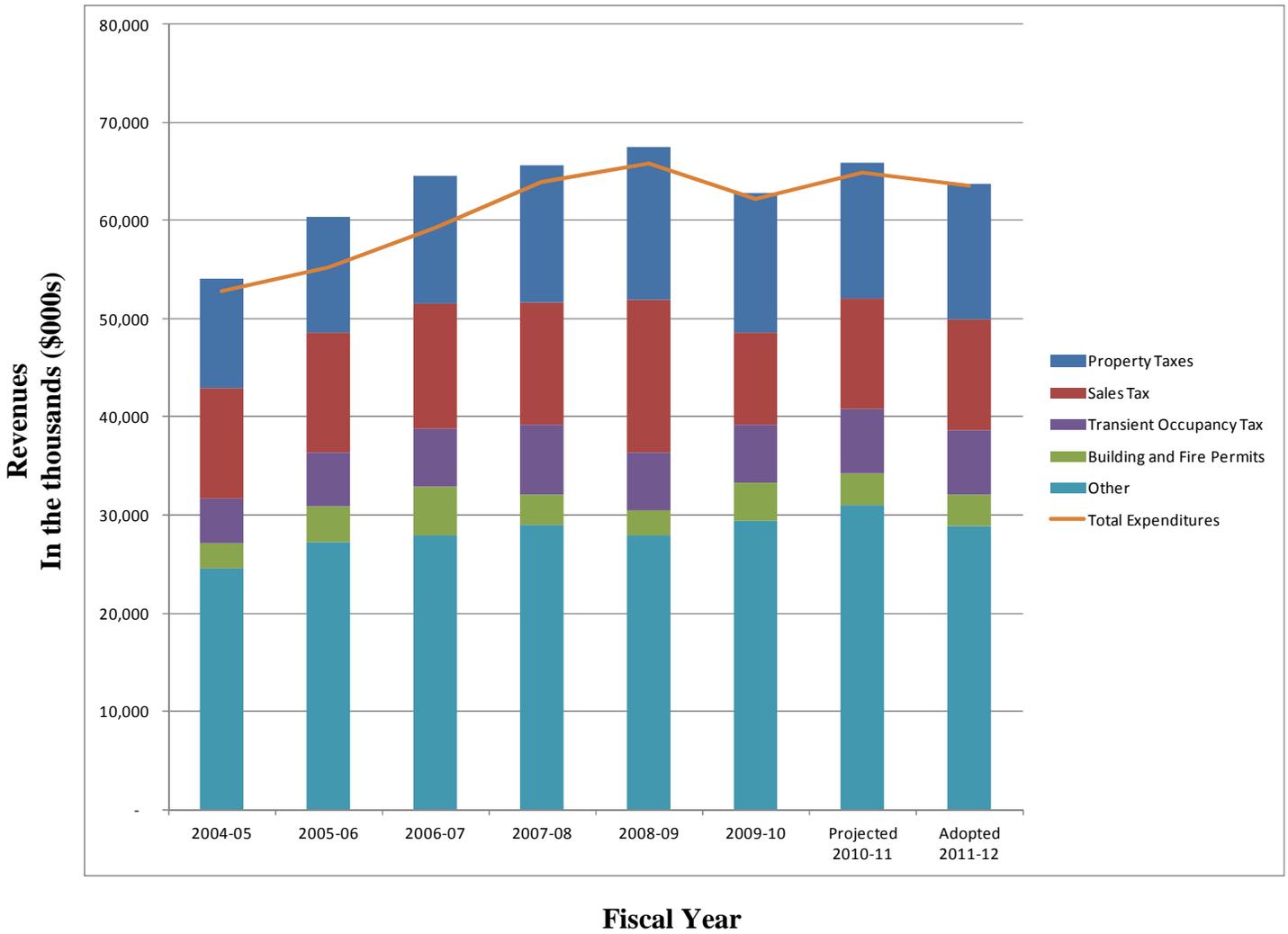
**Budgeting Transient Occupancy Tax:** The City closely monitors TOT returns including occupancy and average room rates. To develop the budget the City uses prior year actual data, discusses any future booking trends with the South San Francisco Conference Center, and identifies San Francisco Airport usage trends.

## **BUILDING & FIRE PERMITS**

These are permits issued to developers and builders for construction or improvement of new property. The volume and value of the permits help the City identify any future large developments that may have an impact on property tax and sales tax. They are also general indicators of the general health of the economy.

**Budgeting Building & Fire Permits:** The City communicates between the Finance Department and Building Division and the Fire Department to review volume of plan checks and permit issuance in the current year and to discuss any known plans for future permit activity.

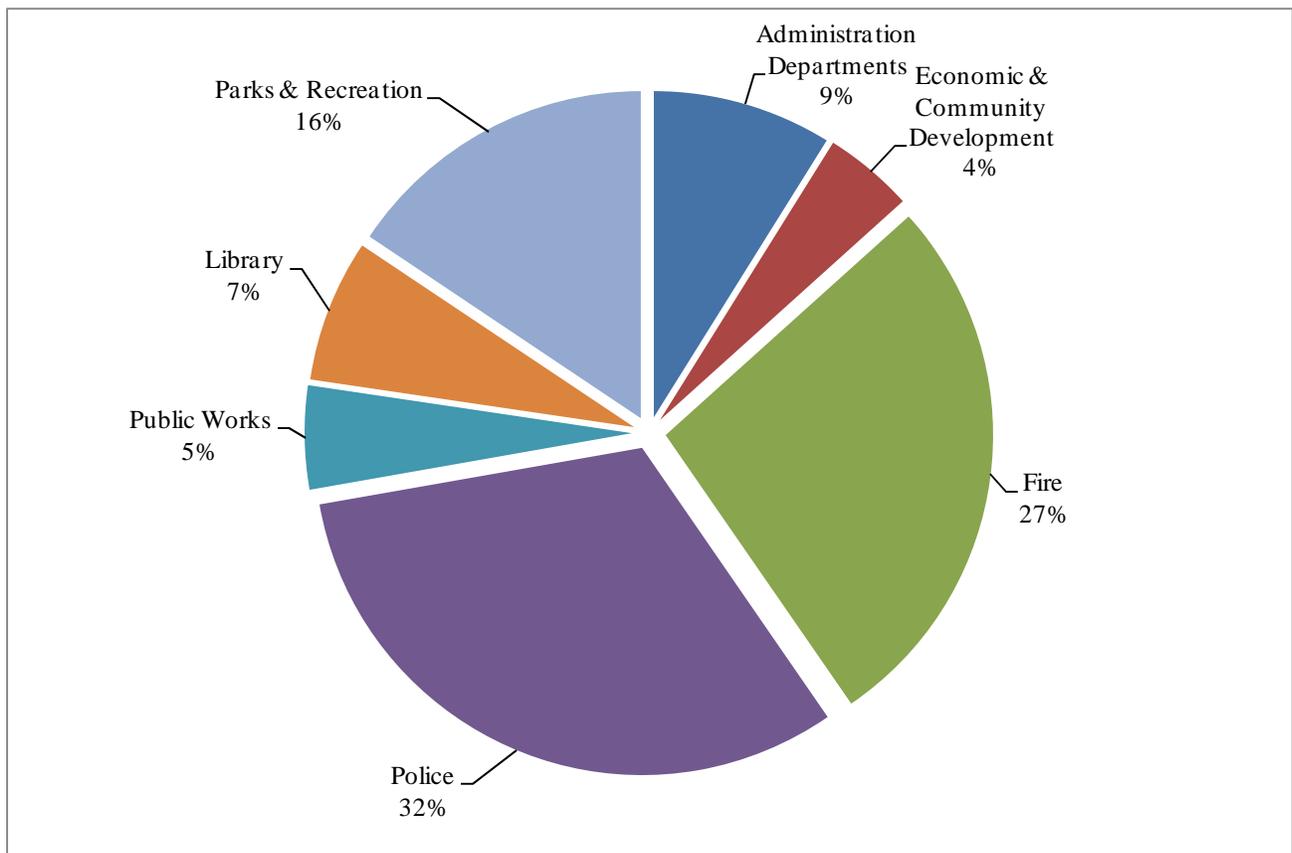
**Figure 4: General Fund Revenues by Major Category FY04-05 through FY11-12**



## General Fund Expenditures

The General Fund expenditures are monitored and tracked at the department level. Public safety activities (Police and Fire) account for 59% of the General Fund expenditures. The administrative departments such as Finance, Human Resources and City Manager account for 9% of the General Fund expenditures (see Figure 5:).

**Figure 5: FY 2011-12 Adopted General Fund Expenditures by Department**



Across all departments, the largest costs are related to salaries and benefits. The General Fund has 367 FTE budgeted positions, down 3.0 FTE from the FY 2010-11 adopted budget. Personnel costs are 80% of the General Fund operating budget and are expected to increase in the coming years due to pension and health benefits cost increases.

For FY 2011-12 there is no wage increase budgeted. However, an increase in health care costs equated to \$700,000 more for health benefits, and investment losses translated to a \$900,000 increase to the City's annual required contribution (ARC) for retirement benefits. In addition, the City's self-funded workers compensation

GENERAL FUND

insurance costs increased \$376,000 due to medical rate increases. All of these charges drove up salary and benefit costs 5% for FY 2011-12 as compared to the adopted budget for FY 2010-11.

**Schedule 10: General Fund Expenditures by Department**

| <b>Department</b>                | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|----------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| City Council                     | 107,614                   | 194,229                    | 213,729                    | 175,743                    | (18,486)                                       | -10%                |
| City Clerk                       | 339,670                   | 389,503                    | 400,419                    | 425,469                    | 35,966   | 9%                  |
| City Treasurer                   | 100,950                   | 54,674                     | 155,712                    | 174,767                    | 120,093  | 220%                |
| City Attorney                    | 744,033                   | 745,868                    | 745,868                    | 745,194                    | (674)  | 0%                  |
| City Manager                     | 713,311                   | 743,035                    | 757,868                    | 724,393                    | (18,642)                                       | -3%                 |
| Finance                          | 1,593,220                 | 1,595,835                  | 1,683,099                  | 1,543,981                  | (51,853)                                       | -3%                 |
| Non-Departmental                 | 760,597                   | 734,177                    | 770,678                    | 925,973                    | 191,796  | 26%                 |
| Human Resources                  | 950,980                   | 970,220                    | 970,220                    | 1,008,514                  | 38,293   | 4%                  |
| Economic & Community Development | 2,841,016                 | 2,605,799                  | 2,851,906                  | 2,753,697                  | 147,897  | 6%                  |
| Fire                             | 16,909,904                | 16,980,889                 | 17,356,967                 | 18,204,149                 | 1,223,260                                      | 7%                  |
| Police                           | 19,370,015                | 18,950,625                 | 20,420,551                 | 19,979,112                 | 1,028,487                                      | 5%                  |
| Public Works                     | 3,414,846                 | 3,218,347                  | 3,276,121                  | 2,853,255                  | (365,092)                                      | -11%                |
| Library                          | 4,348,906                 | 4,152,803                  | 4,520,945                  | 4,043,379                  | (109,424)                                      | -3%                 |
| Parks & Recreation               | 9,960,092                 | 9,856,454                  | 10,015,741                 | 9,993,785                  | 137,332  | 1%                  |
| <b>Total</b>                     | <b>62,155,153</b>         | <b>61,192,458</b>          | <b>64,139,823</b>          | <b>63,551,411</b>          | <b>2,358,953</b>                               | <b>4%</b>           |

## *General Fund Reductions*

FY 2011-12 represents the fourth consecutive year that departments have had to make reductions to their budgets. This fiscal year the departments were asked to submit reductions in the by approximately 3% FY 2010-11 General Fund budgets. Due to the legal requirements related to their functions, the City Clerk, City Treasurer, and City Attorney departments were exempt from the reductions. Together with these changes, the City Council approved the addition of four more Police Officers to supplement downtown patrol. Department reductions total \$604,000, with an estimated revenue increase of \$150,000. The following outlines those reductions:

**City Council** **(5,600)**

The City Council has reduced their expenditure budget.

**City Manager** **(21,000)**

The City Manager has decreased the supplies and services portion of the expenditure budget.

**Finance** **(42,000)**

Upon retirement of the City Mail Courier, the Finance department will leave the position vacant for a savings of \$42,000. City Courier services will be reduced from twice per day to once per day and will be provided by hourly staff.

**Human Resources** **(28,000)**

The supplies and services budget has been reduced. There will be no impact as the City is using internet based recruiting websites so the need for mail advertisement has been reduced.

**Information Technology** **(7,500)**

IT will reduce its budget in software maintenance. This should not impact the overall services of the City. The City has entered into new licensing agreements with other software providers for a cost savings, which will lower the amount of IT charges to departments.

**Fire** **150,000**

The Fire Department has revised and increased its Advanced Life Support fee schedule to come in line with those of other local agencies. It is estimated that the City will receive \$150,000 more in General Fund revenue from the increased charges.

**Police** **(87,200)**

The Police Department restructured the management of its Records and Communications Divisions. To provide a cost savings to the City, the vacant Communications Manager and the vacant Records Manager position were consolidated into one manager position that will oversee both Divisions. As part of the consolidation the Communications Division will fill a planned vacancy position. Overall the department will see a net savings of \$87,200.

**Public Works (67,200)**

The Public Works Department has reduced its budget for contract services. This fiscal year the department will use in house staff instead of contracting out for certain services.

**Public Works – Garage (26,500)**

Fleet Services Division of the Public Works department will reduce the budget for citywide gasoline consumption. This will be a savings of \$26,500.

**Library (115,000)**

The Library has had numerous vacant full-time positions. Instead of filling the position at the full-time level the Library has converted the full-time positions to part-time realizing a savings of \$115,000.

**Parks & Recreation (204,000)**

In the past few years there have been many retirements within the Parks & Recreation department. As part of a cost saving measure, the department has maintained the positions vacant. In the Parks division there are three vacancies that will be backfilled with part-time staff and in the Facilities division there are two vacant positions that will be backfilled with part-time staff.

## *General Fund 5 Year Forecast*

FY 2011-12 is the fourth consecutive year of budget balancing actions, including departmental reductions, funding shifts, fee increases, and suspension of CIP projects. These have helped the City weather the recession, particularly as total revenues dropped approximately 7% in FY 2009-10. These actions, along with some one-time revenues, have allowed the City to cover expenses in the short-term.

However, while revenue gains in FY 2010-11 and continued gradual recovery anticipated in FY 2011-12 are an indication that the City has endured through the economic downturn, there are some looming hits to the General Fund over the next five years that ongoing revenues will not be able to cover. In essence, the City has identified a structural deficit in the General Fund, meaning that expenditures are growing faster than revenues in the long term. Below is a discussion of the major factors contributing to this deficit in the five-year forecast.

### **PERSONNEL COSTS**

The largest General Fund expenditures are employee salaries and benefits, which have increased 32% to \$50.6 million since FY 2004-05, despite a decrease in budgeted General Fund FTE's. Public Employee Retirement System (PERS) investment losses have required an additional \$1 million contribution from the General Fund in FY 2011-12, with similar increases projected annually through 2014-15, for a total increase of \$3.5 million on an ongoing basis. In addition, medical rates are projected to increase 10%-15% per year, adding at least \$900,000 to the General Fund budget annually.

In March 2010, as a long-term budget balancing solution, the City restructured its benefits plan to include a second tier for new employees. In that tier, pensions are calculated at 2.0% at 60 for non-safety employees and 3.0% at 55 for safety employees. Instead of the City committing to pay retiree's medical premiums, the City is contributing 1.5% into a fund for employees to keep for retirement medical costs. The City estimates that it will begin to see significant savings from this restructuring in roughly 20 years, when the first group of new employees begins to retire. In the mean time, additional savings will be needed to bridge that gap.

### **NON-SUSTAINABLE REDUCTIONS**

As part of budget realignment over the last four years, departments have taken large budget reductions through funding shifts, supplies and services cuts, and planned vacancies. Reductions in staffing for building, parks, and public works maintenance will need to be addressed over time in order to make sure the City is adequately preserving community facilities and services. Accordingly, as the five-year forecast

is updated and revised, the City Council and City Manager will be continuing discussions with department heads regarding the identification of core services.

In addition, the City has reduced its investment in the capital improvements that will develop and maintain its infrastructure and facilities. Over the last three years the City has closed out less critical capital projects for a total of \$900,000 in savings, and no new General Fund CIP contributions were adopted for FY 2011-12. The re-funding of these deferred projects will need to be addressed as part of the five-year realignment plan.

## **STORM DRAIN WATER DISCHARGE REGULATIONS**

Beginning in FY 2010-11, State/Regional Board-mandated storm drain improvements increased projected costs in the Storm Water Fund an estimated \$1 million by FY 2013-14. The General Fund contributed \$250,000 for this purpose the first year; that amount will grow for the next three years until it reaches an estimated \$775,000 annual transfer from the General Fund to the Storm Water Fund. Measure M Funds, (fees added to vehicle registrations in San Mateo County) will cover the remaining \$225,000 per year needed to comply with the increased regulations.

## **OTHER POST EMPLOYMENT BENEFITS (OPEB)**

The City's recent actuarial study of OPEB estimates the total retiree benefit liability now at \$82 million; an increase of 39% since the last valuation two years ago. The City currently has \$8.1 million set aside for this purpose, and has budgeted roughly \$2.8 million annually to cover current retiree benefit costs. If the City were funding this liability as recommended by accounting standards, \$10.4 million annually would be set aside in the City's budget, an increase of \$7.6 million over current pay-as-you-go budget.

Staff will include the updated OPEB actuarial analysis, along with the General Fund long-term forecast, for discussion with the City Council in the fall 2011. Options for the City Council to consider will include setting up an OPEB compliant trust fund, and making annual contributions towards the City's annual required contribution (ARC) for retiree health costs. The structural deficit calculations within the next update of the five year forecast will include the ARC cost.

## **CONCLUSION**

While, the City has done a good job of living within its means to date, the next five year forecast update will likely confirm that the current alignment of services to the community is no longer sustainable. In the meantime, the level of reserves saved over the years will allow the City some flexibility and leverage as it considers options for realigning its services.

# DEPARTMENT PAGES

## *Departments Overview*

### **BUDGETED CITY DEPARTMENTS**

The City of South San Francisco is organized into eight administrative departments and six operating departments with one non-department classification used for miscellaneous charges. The following are the departmental that operate within the City:

#### **ADMINISTRATIVE DEPARTMENTS**

**City Council** – This department accounts for elected City Council members stipends and expenses related to official City functions. Administrative support is provided by the City Manager’s Office.

**City Clerk** – This department administers City elections, is responsible for recording public meetings, maintaining official city records and publishing official public meeting agendas. The City Clerk is an elected official.

**City Treasurer** – This department is responsible for the investment of the City finances. Administrative support is provided by the Finance Department. The City Treasurer is an elected official.

**City Attorney** – This department deals with all legal matters as they relate to the City functions. The City Council has appointed the law firm Meyers Nave to provide attorney services for the City.

**City Manager** – This department is responsible for the implementation of City Council direction and community outreach.

**Finance** – This department accounts for the City’s finances, prepares the budget, and processes payroll and pays vendors. It also files all state and federally mandated financial reports and manages the City’s banking contracts and provides the City Treasurer with expenditure estimates for cash flow planning.

**Human Resources** – This department is responsible for the recruitment or employees, maintenance of benefits, and risk management.

**Information Technology** – This department is in charge of the City’s purchasing and maintenance or City computers, phones, faxes, etc. This department maintains the City’s network and internet.

**OPERATING DEPARTMENTS**

**Economic and Community Development** – This department oversees planning and building functions, the Redevelopment Agency, the Parking District and general issues relating to economic development within the City.

**Fire** - This department is responsible for the protection of life and property in the event of an emergency.

**Police** – This department is responsible for the public safety and quality of life in the City.

**Library** – This department provides access to materials such as books, magazines, DVDs, as well as programs and services that meet the informational and educational needs of the City.

**Public Works** – This department maintains the City infrastructure, runs the Water Quality Control Plant and provides maintenance for the City’s vehicles and large equipment.

**Parks and Recreation** – This department provides for the physical, cultural and emotional well-being of the City, and ensures the effective and safe use of the physical resources of the City, and maintains City facilities and parks.

## **MISSION OF THE CITY OF SOUTH SAN FRANCISCO**

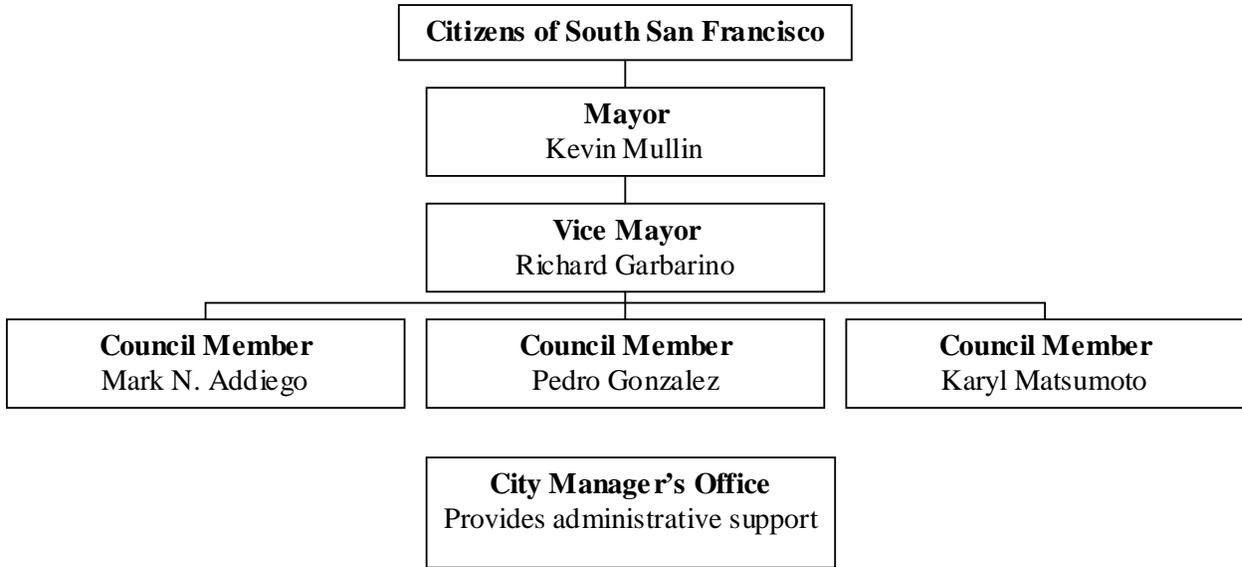
The City of South San Francisco's mission is to provide a safe, attractive and well-maintained City through excellent customer service and superior programs and to have a work ethic that will enhance the Community's quality of life.

To that end, the City will strive to nurture a partnership with the Community by recruiting a diverse and highly skilled workforce, be an active partner in quality education and attract and retain a prosperous business community, all of which will foster community pride and understanding.

The City and employees of South San Francisco value their role in providing service to one another and the community. As an organization the City is committed to:

- Strengthening each other and the organization through dedication and teamwork
- Recognizing and respecting diversity and encouraging opinions of the community and workforce
- Committing to excellence and service
- Encouraging creativity and supporting problem solving
- Accepting responsibility and accountability
- Demonstrating integrity and honesty in all aspects of service
- Promoting and maintaining open and constructive communication
- Encouraging skill development and professional growth

## *City Council*



**Fiscal Year 11-12 Position Budget Totals: 5.0 Elected Officials**

## **MISSION**

The City Council is the governing body of South San Francisco which establishes local law and policies through enactment of ordinances and resolutions. The Council also determines how the City shall obtain and spend funds, appoints members to all advisory municipal activities, and represents the City by serving on Regional and County committees/boards whose policies may impact South San Francisco (i.e. ABAG, MTC). The Council provides direction for the City Manager and sits as the Redevelopment Agency Board of Directors.

## **ELECTIONS**

Five members are elected to four-year Council terms. Elections are held in odd-numbered years. Three members are elected together, and the other two are elected in the next election. The Mayor and Vice Mayor are selected by the Council from its members in non-election years. During election years, the Mayor and Vice Mayor are selected after election results have been tabulated.

## **ACCOMPLISHMENTS IN FY 2011-12**

The City Council created the Community Coalition to combat the rising violence in the Old Town neighborhood. As part of this initiative the Council members participated in meetings and met with community members in an effort to create more trust between City leaders, City police and the community.

City Council members retained or secured several seats on important regional governing bodies including; Association of Bay Area Governments (ABAG), Metropolitan Transportation Commission (MTC), League of California Cities, San Francisco Bay Conservation and Development Commission (BCDC), and San Mateo County Transportation District (SamTrans). City Council and City staff attended the 2011 Biotechnology (BIO) Conference in Washington, D.C. in an effort to promote the South San Francisco biotechnology cluster and bring more biotechnology firms to the City.

## **FY2011-12 SERVICE LEVEL CHANGES**

The City Council reduced its supplies and services budget by \$5,600. City Council will have a reduced budget for printing and reimbursement for travel to meetings as compared to prior years. This is the fourth straight year that City Council has taken a reduction in its operating budget.

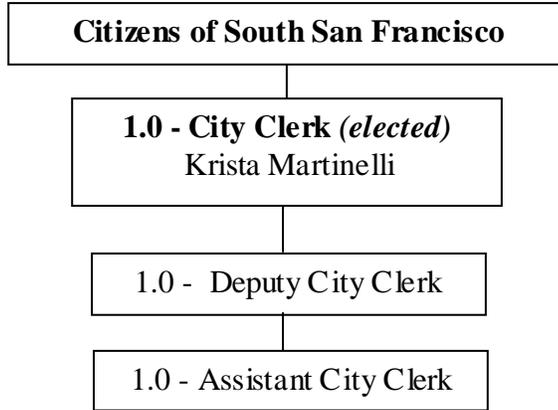
## DEPARTMENT SUMMARY

Funding Source: General Fund

## Schedule 11: City Council Expenditure Budget

| Expense Type              | FY09-10        | FY10-11        | FY10-11        | FY11-12        | Change                     | %           |
|---------------------------|----------------|----------------|----------------|----------------|----------------------------|-------------|
|                           | Actual         | Adopted        | Amended        | Adopted        | from<br>FY10-11<br>Adopted | Change      |
| Salaries & Benefits       | 68,517         | 139,383        | 139,383        | 123,108        | (16,275)                   | -12%        |
| Supplies & Services       | 28,171         | 43,647         | 63,147         | 37,331         | (6,316)                    | -14%        |
| Interdepartmental Charges | 10,925         | 11,199         | 11,199         | 15,304         | 4,105                      | 37%         |
| <b>Total City Council</b> | <b>107,614</b> | <b>194,229</b> | <b>213,729</b> | <b>175,743</b> | <b>(18,486)</b>            | <b>-10%</b> |

## *City Clerk*



**Fiscal Year 11-12 Position Budget Totals: 1.0 FTE Elected Official, 2.0 FTE Full-time**  
*1.0 FTE Deputy City Clerk position is funded through the Redevelopment Agency.*

## **MISSION**

The City Clerk's Office strives to be a vital part of local government and is committed to serving as the link between residents, local governing bodies and agencies of government at other levels. The City Clerk's Office pledges to be ever mindful of its neutrality and impartiality with respect to local government matters and to place service of the public as its first priority.

## **ACCOMPLISHMENTS FOR FY 2010-11**

The department enhanced public noticing outreach mechanisms online and through other distribution channels. As a result, the City Clerk increased its subscribership to City Agenda Distribution List. The department streamlined public records request processing by creating a request log. This resulted in enhancing response time and turnaround for public records requests.

The City Clerk also took on the primary information line responsibilities via the City's new phone tree messaging systems created by the Information Technology Department. Staff members of the department acquired notary licenses thus increasing the ability to perform public record keeping duties. In addition the department assumed responsibility for assisting City Council members with participation in certain regional governing agencies.

## **OBJECTIVES FOR FY 2011-12**

The department will continue to make revisions in the Record Retention Schedule to increase the City's ability to keep records through electronic copies and reduce the City's use of paper and reduce the permanent storage needs of the City.

In an effort to take use of existing technology, the department will begin to use new mediums for Community Outreach and publicity of City Events. The department will continue to follow and track changes to the Statewide Administrative Mandates and their impact on costs at the local level.

The City Clerk department will participate in regional forums on election law and Federal and State legislative redistricting proposals.

To assist new and existing board and commission members with their roles and responsibilities, the department will develop a Board and Commission member training program.

## **FY2011-12 SERVICE LEVEL CHANGES**

None.

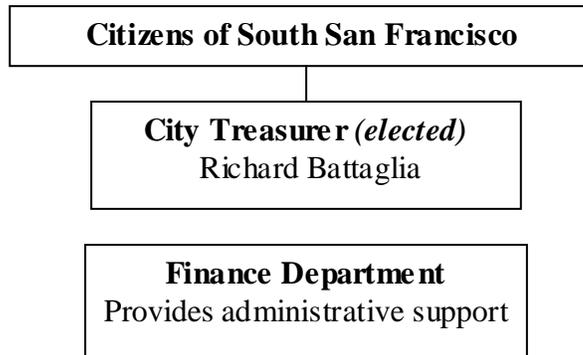
## DEPARTMENT SUMMARY

**Funding Sources:** General Fund and Redevelopment Agency Fund

**Schedule 12: City Clerk Expenditure Budget**

| <b>Expense Type</b>       | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits       | 224,535                   | 236,507                    | 236,507                    | 268,267                    | 31,760   | 13%                 |
| Supplies & Services       | 86,408                    | 128,994                    | 139,910                    | 134,010                    | 5,016  | 4%                  |
| Interdepartmental Charges | 28,727                    | 24,002                     | 24,002                     | 23,193                     | (809)  | -3%                 |
| <b>Total City Clerk</b>   | <b>339,670</b>            | <b>389,503</b>             | <b>400,419</b>             | <b>425,469</b>             | <b>35,966</b>                                  | <b>9%</b>           |

## *City Treasurer*



**Fiscal Year 11-12 Position Budget Totals: 1.0 Elected Official**

**MISSION**

To invest funds not currently required for the operation of the City in order to maximize revenues while ensuring the safety and availability of the principal.

**RESPONSIBILITIES**

The City Treasurer is charged with:

- Investing City funds to achieve the maximum return on deposits
- Producing monthly reports to identify amounts and types of investment instruments
- Arranging payments on City bonds
- Coordinating financial transactions in cooperation with the Finance Director
- Preparing property tax assessments for residents upon request

**ACCOMPLISHMENTS FOR FY 2010-11**

In conjunction with the finance department, the City Treasurer updated the City's investment policy in an effort to protect the City from any future investment losses in the event of a market crash.

During FY 2010-11 the City Council appropriated additional funds for an outsourced investment management firm as an added check and balance and oversight of the City's investment portfolio.

**OBJECTIVES FOR FY 2011-12**

Continue to oversee management of the City's assets to assure cash flow and return on investments.

**FY2011-12 SERVICE LEVEL CHANGES**

The City Treasurer was exempt from the general fund budget cuts. The adopted FY 2011-12 budget has increased 220% over the prior year due to the use of an asset management firm to handle the City's investments.

## DEPARTMENT SUMMARY

Funding Source: General Fund

## Schedule 13: City Treasurer Expenditure Budget

| Expense Type                | FY09-10        | FY10-11       | FY10-11        | FY11-12        | Change<br>from<br>FY10-11 | %           |
|-----------------------------|----------------|---------------|----------------|----------------|---------------------------|-------------|
|                             | Actual         | Adopted       | Amended        | Adopted        | Adopted                   | Change      |
| Salaries & Benefits         | 24,130         | 43,754        | 43,754         | 37,424         | (6,330)                   | -14%        |
| Supplies & Services         | 76,072         | 10,150        | 111,188        | 135,900        | 125,750                   | 1239%       |
| Interdepartmental Charges   | 748            | 770           | 770            | 1,442          | 672                       | 87%         |
| <b>Total City Treasurer</b> | <b>100,950</b> | <b>54,674</b> | <b>155,712</b> | <b>174,767</b> | <b>120,093</b>            | <b>220%</b> |

## City Attorney

**City Attorney**  
 Steven T. Mattas  
*(Contract– Meyers Nave)*

### RESPONSIBILITIES

The City Attorney is the legal counsel to the City. The City Council appointed the law firm Meyers Nave to provide attorney services for the City.

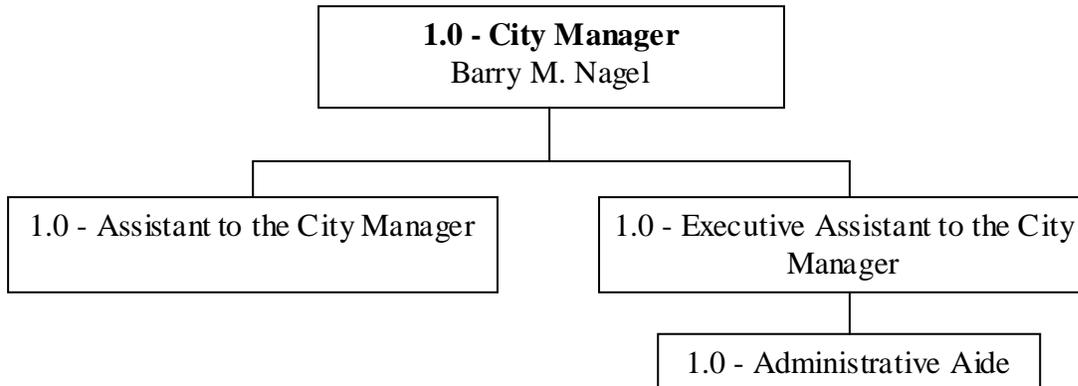
### DEPARTMENT SUMMARY

**Funding Source:** General Fund

#### Schedule 14: City Attorney Expenditure Budget

| Expense Type               | FY09-10        | FY10-11        | FY10-11        | FY11-12        | Change                     | % Change  |
|----------------------------|----------------|----------------|----------------|----------------|----------------------------|-----------|
|                            | Actual         | Adopted        | Amended        | Adopted        | from<br>FY10-11<br>Adopted |           |
| Supplies & Services        | 738,132        | 739,847        | 739,847        | 739,848        | 1                          | 0%        |
| Interdepartmental Charges  | 5,900          | 6,021          | 6,021          | 5,346          | (675)                      | -11%      |
| <b>Total City Attorney</b> | <b>744,033</b> | <b>745,868</b> | <b>745,868</b> | <b>745,194</b> | <b>(674)</b>               | <b>0%</b> |

## *City Manager*



**Fiscal Year 11-12 Position Budget Totals: 4.0**

*0.2 FTE City Manager and 0.1 FTE Assistant to the City Manager are funded through the Redevelopment Agency.*

## **MISSION**

The City Manager and Office Administration staff is charged with general management of the City. The department is responsible for implementation of City Council programs & activities, community relations, Ombudsmanship, numerous special projects, lobbying activities, interagency coordination and other duties as determined by the City Council. The City Manager's office also provides a resource for general information for the citizens of South San Francisco as well as City Staff.

## **ACCOMPLISHMENTS IN FY 2010-11**

The City Manager's office created the Sustainable South San Francisco (Sustainable SSF) division comprising of staff from the City Manager's office and Economic and Community Development department. The new division is responsible for monitoring and implementing new technology, best practices in sustainability and obtaining grant funding.

The City Manager's office offered its sixth Citizens Academy where 21 City residents attended weekly workshops learning the activities and functions of the City.

The department continued to work with staff on succession planning expanding this area to include identification of City core services and long-term planning. As part of this process the City Manager department led meetings with the City Council and department executives to continue the dialog or identifying the City's core services.

## **OBJECTIVES FOR FY 2011-12**

The City Manger department will develop a five year strategic plan for City services including possible changes to the City's organizational structure that will address key issues effecting City services.

In addition, the department will continue to develop the Sustainable South San Francisco Division and work towards achieved goals set by the City Council.

The department will continue its participation in Community Coalition to further building positive relationships with different community groups.

Develop a positive and productive relationship with the new Superintendent of South San Francisco Unified School District.

## **FY2011-12 SERVICE LEVEL CHANGES**

The City Manager's Office has reduced its overall budget by \$26,500, essentially through the reduction of materials and supplies.

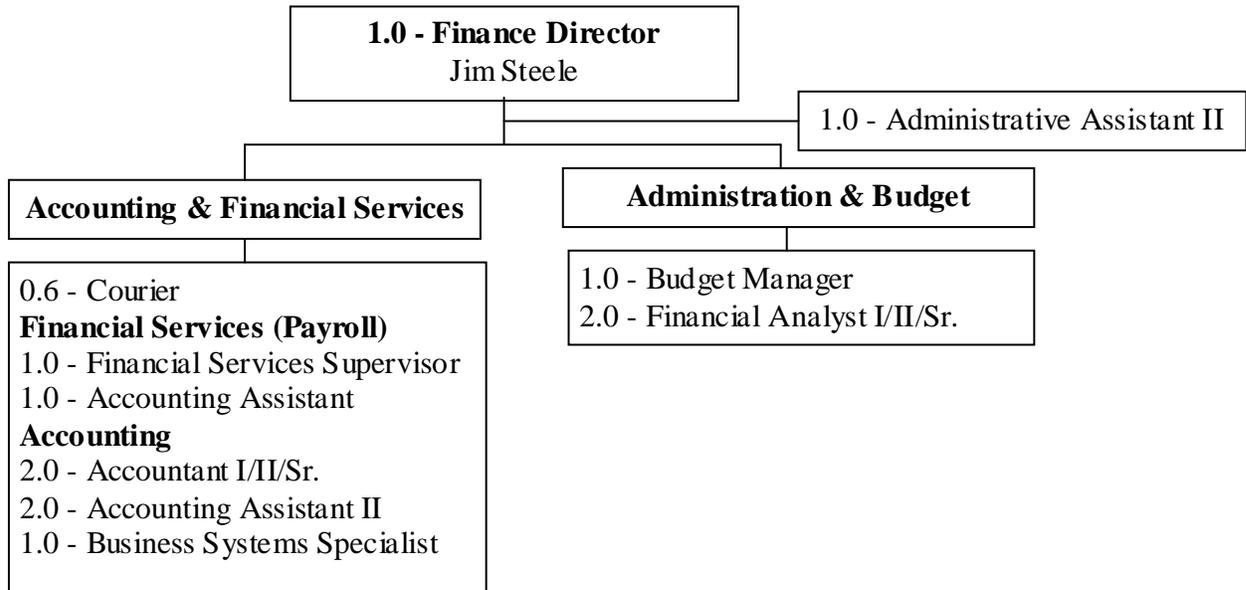
## DEPARTMENT SUMMARY

**Funding Source:** General Fund, Redevelopment Agency Fund

**Schedule 15: City Manager Expenditure Budget**

| Expense Type              | FY09-10        | FY10-11        | FY10-11        | FY11-12        | Change<br>from<br>FY10-11 | %<br>Change |
|---------------------------|----------------|----------------|----------------|----------------|---------------------------|-------------|
|                           | Actual         | Adopted        | Amended        | Adopted        | Adopted                   |             |
| Salaries & Benefits       | 669,817        | 676,524        | 676,524        | 660,362        | (16,162)                  | -2%         |
| Supplies & Services       | 12,055         | 34,909         | 99,134         | 36,011         | 1,102                     | 3%          |
| Interdepartmental Charges | 31,438         | 31,602         | 31,602         | 28,020         | (3,582)                   | -11%        |
| <b>Total City Manager</b> | <b>713,311</b> | <b>743,035</b> | <b>807,260</b> | <b>724,393</b> | <b>(18,642)</b>           | <b>-3%</b>  |

*Finance*



**Fiscal Year 11-12 Position Budget Totals: 12.0 FTE Full Time, 0.6 FTE Part Time/Hourly**

*1.0 FTE Business Systems Specialist and 1.0 FTE Accountant funded through Redevelopment Agency. 1.0 FTE Financial Analyst funded through Sewer Fund.*

### **MISSION**

The Finance Department provides financial services to the City departments, including payment to vendors, payroll and mandated financial services. To that end the department:

- Facilitates fiscal accountability and adequate control of the use of City funds and appropriations.
- Assures collection of tax funds due to the City from sources such as Transient Occupancy Taxes and Business Licenses.
- Provides financial planning and reporting services for a more informed budget process.

### **ACCOMPLISHMENTS FY2010-11**

The department supported the City departments in its financial analysis needs to formulate costs saving measures including: analysis and forecasting for the north County dispatch shared service options; sewer CIP program and sewer rates; and street sweeping.

Transitioned banking services to Wells Fargo bank. New capabilities include secure electronic transmission of wires, payment of vendors via automated clearing house (ACH), and receipt of payments electronically without having to disclose bank information.

The department transitioned to new budget module in the financial system, including position module, which facilitated the department to modify the employee benefit accounting and budgeting to simplify the process and provide departments with a position and benefit forecasting methodology.

The department worked with City Attorney's office to create and issue new administrative instructions on purchasing agreements and requisitions.

The department also closely monitored the State legislation and created analysis of fiscal impacts to the City that any changes to the Redevelopment law would have for the Redevelopment Agency and the City.

### **OBJECTIVES FOR FY 2011-12**

- Support successful transition of all payment terminals to Wells Fargo Bank for credit card processing.
- Use outside vendor to audit business licenses for compliance.
- Roll out new budgeting module to facilitate department input as part of the budget process.
- Update City's Reserves Policy.
- Update Finance Subcommittee and full Council on structural budget deficit, including on other post employment benefits (OPEB – retiree health costs).

- Work with the City Clerk department and update Finance records retention policy to take advantage of technology.

### **FY 2011-12 SERVICE LEVEL CHANGES**

Due do the changes in financial software and banking services the need for full time courier services has decreased. Upon retirement of the full-time Courier, the Finance Department will backfill the Courier position with a part-time courier that will do a mail-run once a day, instead of twice a day. The Finance department staff will also provide some back-up support.

### **DEPARTMENT SUMMARY**

**Funding Source:** General Fund, Redevelopment Agency Fund

#### **Schedule 16: Finance Expenditure Budget**

| <b>Expense Type</b>             | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits             | 1,220,450                 | 1,261,670                  | 1,261,670                  | 1,264,086                  | 2,416  | 0%                  |
| Supplies & Services             | 115,656                   | 104,783                    | 192,047                    | 105,966                    | 1,183  | 1%                  |
| Interdepartmental Charges       | 257,114                   | 229,382                    | 229,382                    | 173,929                    | (55,453)                                       | -24%                |
| <b>Total Finance Department</b> | <b>1,593,220</b>          | <b>1,595,835</b>           | <b>1,683,099</b>           | <b>1,543,981</b>           | <b>(51,853)</b>                                | <b>-3%</b>          |

## FINANCE ADMINISTRATION & BUDGET DIVISION

The purpose of this division is to oversee the departments, prepare the annual budget, monitor revenues, prepare financial projections, support the City Treasurer in investment oversight, and manage the financial and debt planning functions and monitor revenue and expenditures for the City's capital improvement program.

### Schedule 17: Admin & Budget Division Position & Expenditure Budget

| Position Title                                   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| Administrative Assistant II                      | 1.00               | 1.00               | 1.00               | -                         |
| Budget and Financial Manager                     | 1.00               | 1.00               | 1.00               | -                         |
| Director of Finance                              | 1.00               | 1.00               | 1.00               | -                         |
| Financial Analyst I/II/Sr                        | 2.00               | 2.00               | 2.00               | -                         |
| <i>Subtotal Full Time Positions</i>              | <i>5.00</i>        | <i>5.00</i>        | <i>5.00</i>        | <i>-</i>                  |
| <b>Total Finance Administration &amp; Budget</b> | <b>5.00</b>        | <b>5.00</b>        | <b>5.00</b>        | <b>-</b>                  |

| Expense Type                        | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|-------------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits                 | 572,612           | 498,131            | 498,131            | 657,406            | 159,275                              | 32%         |
| Supplies & Services                 | 26,402            | 11,050             | 11,050             | 12,259             | 1,209                                | 11%         |
| Interdepartmental Charges           | 4,849             | 4,849              | 4,849              | -                  | (4,849)                              | -100%       |
| <b>Total Finance Administration</b> | <b>603,863</b>    | <b>514,030</b>     | <b>514,030</b>     | <b>669,665</b>     | <b>155,635</b>                       | <b>30%</b>  |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

## ACCOUNTING & FINANCIAL SERVICES DIVISION

The purpose of the Division is to keep the City's books in compliance with accounting standards, provide access to accounting reports for departments, prepare annual financial reports and other mandated reports, account for payroll costs and issue payroll checks and reports, issue vendor checks, manage the City's finance system, pay debt service, project cash flow for the City Treasurer, and monitor the City's fixed assets.

### Schedule 18: Accounting & Financial Services Position & Expenditure Budget

| Position Title                                   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| Accountant I/II/Sr                               | 2.00               | 2.00               | 2.00               | -                         |
| Accounting Assistant II                          | 4.00               | 3.00               | 3.00               | -                         |
| Courier  | 1.00               | 1.00               | -                  | (1.00)                    |
| Data Business Systems Specialist                 | -                  | 1.00               | 1.00               | -                         |
| Financial Services Supervisor                    | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>              | <i>8.00</i>        | <i>8.00</i>        | <i>7.00</i>        | <i>(1.00)</i>             |
| Courier  | -                  | -                  | 0.60               | 0.60                      |
| <i>Subtotal Part Time/Hourly Positions</i>       | <i>-</i>           | <i>-</i>           | <i>0.60</i>        | <i>0.60</i>               |
| <b>Total Accounting &amp; Financial Services</b> | <b>8.00</b>        | <b>8.00</b>        | <b>7.60</b>        | <b>(0.40)</b>             |

| Expense Type                                     | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|--|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits                              | 647,838           | 763,538            | 763,538            | 606,680            | (156,859)                            | -21%        |
| Supplies & Services                              | 89,254            | 93,733             | 180,997            | 93,707             | (26)                                 | 0%          |
| Interdepartmental Charges                        | 252,265           | 224,533            | 224,533            | -                  | (224,533)                            | -100%       |
| <b>Total Accounting &amp; Financial Services</b> | <b>989,357</b>    | <b>1,081,804</b>   | <b>1,169,069</b>   | <b>700,387</b>     | <b>(381,417)</b>                     | <b>-35%</b> |

Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.

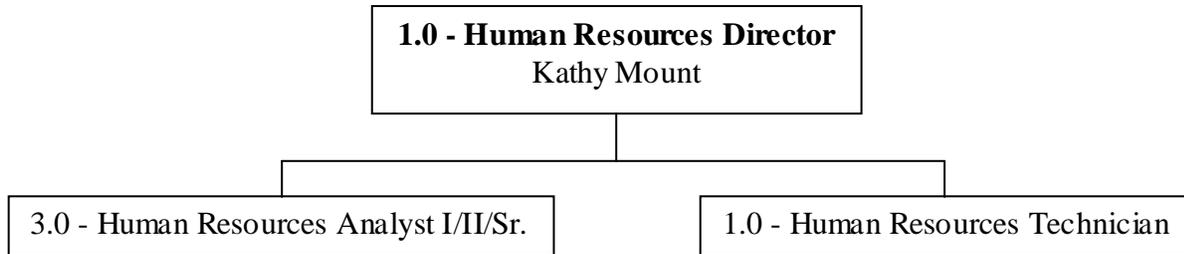
## *Non-Departmental*

Non-Departmental are the General Fund expenditures that benefit the City as a whole. However, the expenditures do not fit into one particular department. All of the expenditures are categorized as supplies and services. The actual expenditures in this non-department are broken out as follows:

### Schedule 19: Non-Departmental Expenditures

| <b>Organization/Program</b>                | <b>Adopted<br/>FY09-10</b> | <b>Adopted<br/>FY10-11</b> | <b>Adopted<br/>FY11-12</b> | <b>Change<br/>from<br/>Adopted<br/>FY10-11</b> |
|--|----------------------------|----------------------------|----------------------------|--|
| <b>Animal Control</b>                      | 386,000                    | 426,000                    | 437,152                    | 11,152   |
| <b>Professional Tech. Services – Gov’t</b> |                            |                            |                            |  |
| C/CAG                                      | 54,723                     | 54,723                     | 54,723                     | -  |
| C/CAG Congestion Relief Plan               | 166,325                    | 166,325                    | 166,325                    | -  |
| <b>Office Supplies</b>                     | -                          | -                          | -                          | -  |
| Newsletter                                 | -                          | -                          | -                          | -  |
| Printing                                   | -                          | -                          | -                          | -  |
| Business Cards                             | -                          | -                          | -                          | -  |
| <b>Postage</b>                             | 20,213                     | 7,213                      | 7,213                      | -  |
| <b>Dues, Meetings, Mileage</b>             |                            |                            |                            |  |
| Peninsula Conflict                         | 17,000                     | 17,000                     | 17,000                     | -  |
| League of CA Cities                        | 18,690                     | 18,690                     | 18,690                     | -  |
| ABAG                                       | 10,750                     | 10,750                     | 10,750                     | -  |
| SAMCEDA                                    | -                          | -                          | -                          | -  |
| Airport Community Round Table              | 1,302                      | 1,302                      | 1,302                      | -  |
| Chamber of Commerce                        | 2,500                      | 2,500                      | 2,500                      | -  |
| SAMCAT (Cable TV oversight)                | -                          | -                          | -                          | -  |
| LAFCO                                      | 8,048                      | 8,048                      | 8,048                      | -  |
| <b>Maintenance/Operating Equipment</b>     |                            |                            |                            |  |
| Phones/Computers for Council Chambers      | 5,000                      | 5,000                      | 5,000                      | -  |
| Non-Departmental Equipment                 | 1,000                      | 1,000                      | 1,000                      | -  |
| <b>Promotional – TOT Allocation</b>        |                            |                            |                            |  |
| Chamber of Commerce                        | -                          | -                          | -                          | -  |
| Plymire-Schwarz Museum and Fire<br>Museum  | -                          | -                          | -                          | -  |
| <b>Miscellaneous (Special Programs)</b>    |                            |                            |                            |  |
| Citizen's Academy                          | 8,340                      | 8,340                      | 8,340                      | -  |
| <b>Phone Service</b>                       | 7,286                      | 7,286                      | 4429                       | (2,857)  |
| <b>Total</b>                               | <b>707,177</b>             | <b>734,177</b>             | <b>742,472</b>             | <b>8,295</b>                                   |

## *Human Resources*



**Fiscal Year 11-12 Position Budget Totals: 5.0 FTE Full Time**

## **MISSION**

The Human Resources Department's mission is to anticipate and respond to the diverse needs of employees, their families, departments, and the public by providing quality customer-oriented services and resources; assist staff in accomplishing their goals and objectives in a safe, professional, efficient, organized, creative, and cooperative manner; establish and maintain professional, progressive, equitable and consistent personnel procedures in accordance with federal, state, local, and City rules, regulations, procedures, and requirements; attract, retain, promote, and reward qualified and competent persons based on merit and fitness.

## **ACCOMPLISHMENTS IN FY 2010-11**

- Completed implementation of outsourced benefits administration program.
- Implemented significant training programs to develop and enhance leadership among City employees.
- Finalized seven labor contracts covering all represented employees.
- Negotiated significant savings in contract with workers compensation administrator.

## **OBJECTIVES FOR FY 2011-12**

- Negotiate seven labor contracts for next fiscal year.
- Manage and implement classification and compensation review studies.
- Complete competitive process for provision of deferred compensation services.
- Continue recommendations regarding updates to foundational HR documents.
- Continue focus on employee training and development.

## **FY 2011-12 SERVICE LEVEL CHANGES**

The shifting of benefits administration to an outside vendor has freed up significant time of a Human Resources Analyst to focus on risk management tasks. This has resulted in closer scrutiny of liability claims, workers compensation claims, disability issues, and the Safety Committee. The Human Resources department continues to evaluate the resulting savings and prevention of injury and damage.

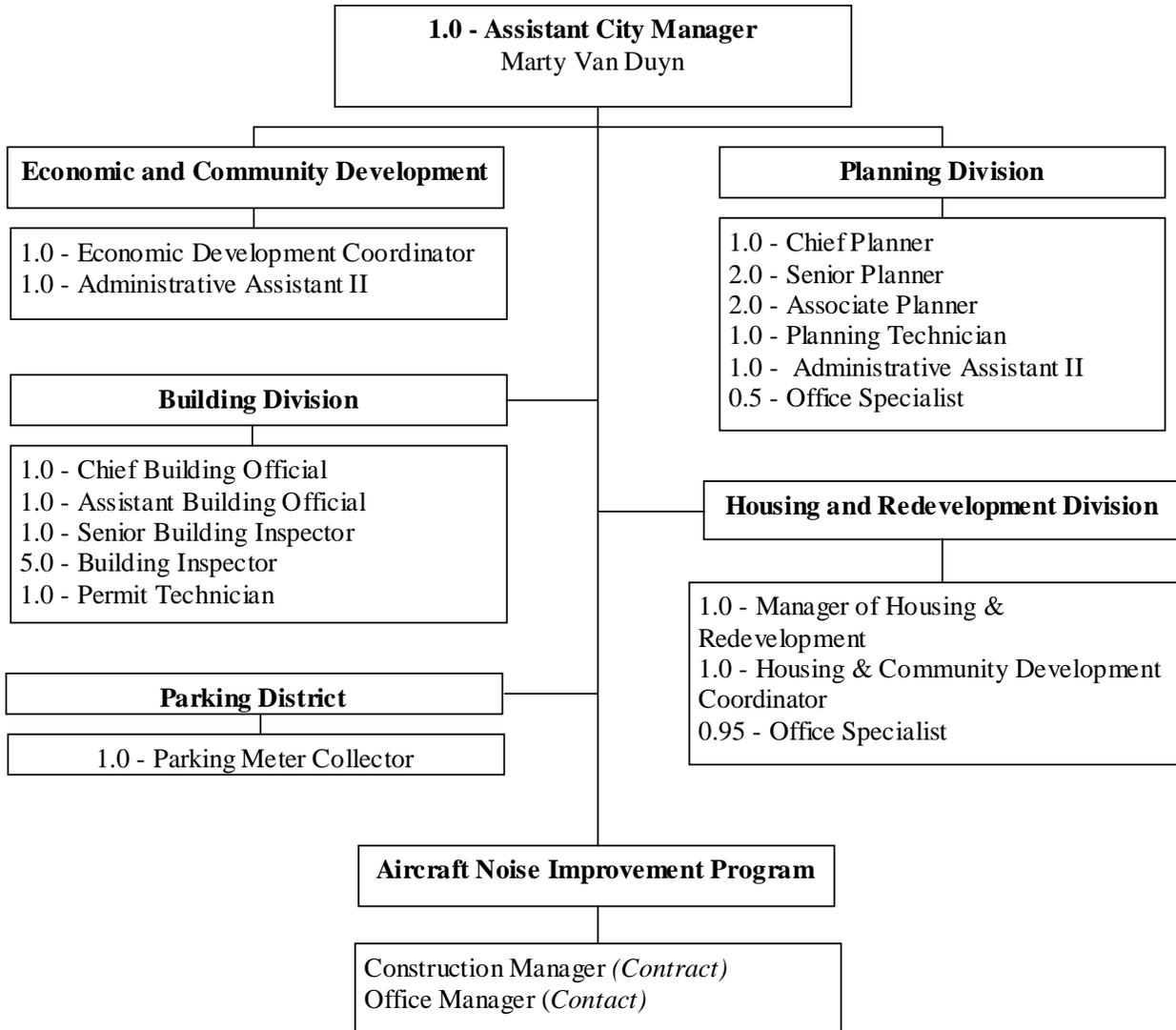
## DEPARTMENT SUMMARY

Funding Source: General Fund

## Schedule 20: Human Resources Expenditure Budget

| Expense Type                 | FY09-10        | FY10-11        | FY10-11        | FY11-12          | Change                     | % Change  |
|------------------------------|----------------|----------------|----------------|------------------|----------------------------|-----------|
|                              | Actual         | Adopted        | Amended        | Adopted          | from<br>FY10-11<br>Adopted |           |
| Salaries & Benefits          | 786,584        | 721,979        | 721,979        | 785,481          | 63,501                     | 9%        |
| Supplies & Services          | 113,352        | 204,037        | 204,037        | 175,738          | (28,299)                   | -14%      |
| Interdepartmental Charges    | 50,406         | 44,204         | 44,204         | 47,295           | 3,091                      | 7%        |
| <b>Total Human Resources</b> | <b>950,341</b> | <b>970,220</b> | <b>970,220</b> | <b>1,008,514</b> | <b>38,293</b>              | <b>4%</b> |

# Economic & Community Development



**Fiscal Year 11-12 Position Budget Totals: 22 FTE Full Time, 1.45 FTE Part Time/Hourly**  
 0.4 FTE Assistant City Manager, 1.0 FTE Economic Development Coordinator, 1.35 FTE Senior Planner, 1.0 FTE Associate Planner, 0.4 FTE Manager of Housing and Redevelopment, 0.2 Senior Building Inspector funded by Redevelopment Agency. 1.0 FTE Housing & Community Development Coordinator, 0.95 Office Specialist funded by Community Development Block Grant. 1.0 FTE Parking Meter Collector funded by the Parking District.

## **MISSION**

The Economic and Community Development Department works to preserve and improve the physical, social, economic and environmental condition of the community.

The department through its Divisions: Administration, Economic Development, Redevelopment, Housing and Community Development, Planning, Building, the Parking District, and the Airport Noise Insulation Program manage:

- Financial oversight for Redevelopment Agency, Community Development Block Grant, various other project grants, and Parking District funds.
- Real property acquisitions, development and management.
- Improve community-wide sustainability standards.

## **ACCOMPLISHMENTS FY 2010-11**

### **Housing & Community Development (RDA/CDBG)**

- Completed the acquisition of lands, easements and rights of way necessary for the Caltrain Station Relocation and Plaza Project.
- Implemented the 2009-10 Community Development Block Grant Program.
- Completed a new Five Year Redevelopment Agency Implementation Plan.
- Created a new pedestrian walkway at 356 Grand Avenue as a connection between Grand Avenue and the new Miller Avenue Garage.
- Acquired 938 Linden Avenue for creation of a new social service program.
- Secured \$636,900 in Dept of Energy (DOE) American Reinvestment and Recovery Act (ARRA) block grant funds for various projects.
- Secured \$164,500 in CDBG – Recovery Reinvestment Funds from federal government to supplements regular CDBG Program.
- Initiated request for proposals for a City-wide Climate Action Plan
- Secured additional funding to initiate Buon Gusto Ristorante expansion.
- Secured funding from CDBG to assist Library renovation efforts to meet accessibility requirements.
- Completed major rehabilitation of duplex at 339 Commercial Avenue.
- Completed significant interior rehabilitation of tri-plex at 714-718 Linden Avenue.

### **Planning Division**

- Completed South El Camino Real General Plan Amendment, Zoning Ordinance and Design Guidelines.
- Adopted a comprehensive City-wide Zoning Ordinance Update.
- Entitled the Oyster Point Redevelopment Project, including Phase I Precise Plan.
- Processed approximately 170 project applications.
- Applied and was awarded a \$600,000 grant from MTC for a Downtown Station Area and Land Use Plan.

**Building Division**

- Implemented the new Windows based CRW permit system.
- Provided training to field staff on the new 2010 Building Codes.
- Performed 100% of all requested inspections within 24 hours of request.
- Performed plan review within or under the allotted ten day turn-a-round time.
- Simplified the over-the-counter permit process, for residential kitchens and bathrooms.
- Successfully managed the waste diversion program.
- Increased “in-house” plan checking to 90%.
- Improved the process for customers obtaining permits related to Code Enforcement cases.
- Provided plan check training to all inspection staff.

**OBJECTIVES FOR FY 2011-12**

**Housing & Community Development (RDA/CDBG/Sustainable SSF Division)**

- Initiate construction and relocation of a new St. Vincent facility at 938 Linden Avenue.
- Initiate full development program for construction of mixed-use project for Redevelopment Agency owned property at 418 Linden Avenue.
- Complete new residential construction of 109 affordable units at 636 El Camino Real, in conjunction with Mid Peninsula Housing.
- Continue to implement DOE residential retrofit programs for the community.
- Assist in development of a community Climate Action Plan to reduce greenhouse emissions.
- Facilitate Redevelopment Agency Plan Amendments for potential new development opportunities.
- Aircraft Noise Installation Program will complete the window installations in 60 new homes in the expanded area.
- Undertake new CDBG FY 2011-12 programs and close out FY 2010-11.
- Develop proposed schedule for development of Agency-owned sites for mixed-use developments for review and approval by Agency Board.
- Complete FY 2010-11 federal CAPER by September of 2011.
- Provide technical assistance to a dozen below market rate units/owners turning over due to difficult economic times.

**Planning Division**

- Initiate work on the Downtown Station Area and Land Use Plan (MTC Grant awarded in May 2011).
- Initiate a Parks Master Plan Update in coordination with Parks and Recreation Department.
- Develop and launch an Interactive (web-based) Zoning Ordinance, linked to the City’s Geographic Information System (GIS).
- Participate in County-wide Sustainable Communities Strategy/RHNA process.

- Complete the El Camino Real/Chestnut Land Use Plan and Design Guidelines.
- Process two major shopping center redevelopment project applications.
- Explore, and if possible, implement an on-line application system.
- Continue to develop the Division’s web presence by making Division documents electronically available to the public.

**Building Division**

- Certify at least one inspector in CASP (Certified Access Specialist Program).
- Perform 100% of all requested inspections within 24 hours of request.
- Provide a QA ride along program for field inspectors.
- Revise the waste management program tracking method.
- Provide advanced plan check training for inspection staff.
- Initiate digitizing of permit history files for easier search and web access to the public.

**FY 2011-12 SERVICE LEVEL CHANGES**

In Conjunction with the City Manager Department, continue to formulate direction for the South San Francisco Sustainability Division.

**DEPARTMENT SUMMARY**

**Funding Source:** General Fund, Redevelopment Agency, Parking District

**Schedule 21: Economic & Community Development Expenditure Budget**

| <b>Expense Type</b>       | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits       | 2,709,098                 | 2,663,435                  | 2,665,714                  | 2,863,143                  | 199,709  | 7%                  |
| Supplies & Services       | 784,819                   | 813,666                    | 1,096,263                  | 991,693                    | 178,027  | 22%                 |
| Capital Outlay            | 14,977                    | -                          | -                          | -                          | -  | 0%                  |
| Debt Service              | 27,790                    | -                          | -                          | -                          | -  | 0%                  |
| Interdepartmental Charges | 281,222                   | 274,034                    | 274,034                    | 278,727                    | 4,693  | 2%                  |
| Transfers                 | 19,249                    | 34,249                     | 34,249                     | 34,249                     | -  | 0%                  |
| <b>Total ECD</b>          | <b>3,837,155</b>          | <b>3,785,384</b>           | <b>4,070,259</b>           | <b>4,167,812</b>           | <b>382,428</b>                                 | <b>10%</b>          |

## ECONOMIC & COMMUNITY DEVELOPMENT ADMINISTRATION

The Economic & Community Development Administration Division provides the support and resources necessary to promote and maintain quality development within the City and improves the processing and regulatory functions necessary to assure continued growth and development within the City.

### Schedule 22: ECD Administration Position & Expenditure Budget

| Position Title                               | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| Administrative Assistant II                  | 1.00               | 1.00               | 1.00               | -                         |
| Assistant City Manager                       | 1.00               | 1.00               | 1.00               | -                         |
| Economic & Community Development Coordinator | 1.00               | 1.00               | 1.00               | -                         |
| Senior Planner                               | 0.15               | 0.15               | 0.15               | -                         |
| <i>Subtotal Full Time Positions</i>          | <i>3.15</i>        | <i>3.15</i>        | <i>3.15</i>        | <i>-</i>                  |
| <b>Total ECD Administration</b>              | <b>3.15</b>        | <b>3.15</b>        | <b>3.15</b>        | <b>-</b>                  |

| Expense Type                    | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|---------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits             | 211,036           | 222,832            | 222,832            | 232,925            | 10,093                               | 5%          |
| Supplies & Services             | 15,639            | 38,994             | 38,214             | 37,912             | (1,082)                              | -3%         |
| Interdepartmental Charges       | 55,554            | 49,706             | 49,706             | -                  | (49,706)                             | -100%       |
| <b>Total ECD Administration</b> | <b>282,228</b>    | <b>311,532</b>     | <b>310,752</b>     | <b>270,837</b>     | <b>(40,695)</b>                      | <b>-13%</b> |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

## HOUSING & COMMUNITY DEVELOPMENT DIVISION

The Housing and Community Development Division administers the Community Development Block Grant (CDBG) program including fiscal reporting requirements, administering residential revitalization and social service grants, creating affordable housing opportunities for low and moderate income families, and implementing the Inclusionary Housing Ordinance. This division also administers the Redevelopment Agency program.

### Schedule 23: HCD Division Position & Expenditure Budget

| Position Title                                   | FY09-10     | FY10-11     | FY11-12     | Change          |
|--|-------------|-------------|-------------|-----------------|
|  | Adopted     | Adopted     | Adopted     | from<br>FY10-11 |
| Community Development Coordinator                | 1.00        | 1.00        | 1.00        | -               |
| Manager of Housing & Redevelopment               | 1.00        | 1.00        | 1.00        | -               |
| <i>Subtotal Full Time Positions</i>              | <i>2.00</i> | <i>2.00</i> | <i>2.00</i> | <i>-</i>        |
| Office Specialist                                | 0.95        | 0.95        | 0.95        | -               |
| <i>Subtotal Part Time/Hourly Positions</i>       | <i>0.95</i> | <i>0.95</i> | <i>0.95</i> | <i>-</i>        |
| <b>Total Housing &amp; Community Development</b> | <b>2.95</b> | <b>2.95</b> | <b>2.95</b> | <b>-</b>        |

| Expense Type   | FY09-10        | FY10-11        | FY10-11        | FY11-12        | Change             | %         |
|--|----------------|----------------|----------------|----------------|--------------------|-----------|
|  | Actual         | Adopted        | Amended        | Adopted        | FY10-11<br>Adopted | Change    |
| Salaries & Benefits                                  | 322,652        | 332,531        | 332,531        | 324,399        | (8,132)            | -2%       |
| Supplies & Services                                  | 313,813        | 399,975        | 438,745        | 427,056        | 27,081             | 7%        |
| Interdepartmental Charges                            | 14,400         | 14,700         | 14,700         | 12,407         | (2,293)            | -16%      |
| Transfers  | 19,249         | 34,249         | 34,249         | 34,249         | -                  | 0%        |
| <b>Total Housing &amp; Community<br/>Development</b> | <b>670,114</b> | <b>781,455</b> | <b>820,225</b> | <b>798,111</b> | <b>16,655</b>      | <b>2%</b> |

## PLANNING DIVISION

The mission of the Planning Division is to assist the Planning Commission and City Council in guiding the physical growth and development of the City. Planning staff is dedicated to providing the highest degree of customer service to City residents, business owners, prospective developers, design and environmental professionals, and other public agencies seeking information regarding land development and land use issues in the City.

### Schedule 24: Planning Division Position & Expenditure Budget

| Position Title                             | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|-----------------|
| Administrative Assistant II                | 1.00               | 1.00               | 1.00               | -               |
| Associate Planner                          | 2.00               | 2.00               | 2.00               | -               |
| City Planner                               | 1.00               | 1.00               | 1.00               | -               |
| Planning Technician                        | 1.00               | 1.00               | 1.00               | -               |
| Senior Planner                             | 1.85               | 1.85               | 1.85               | -               |
| <i>Subtotal Full Time Positions</i>        | <b>6.85</b>        | <b>6.85</b>        | <b>6.85</b>        | -               |
| Office Specialist - Part Time              | 0.50               | 0.50               | 0.50               | -               |
| <i>Subtotal Part Time/Hourly Positions</i> | <b>0.50</b>        | <b>0.50</b>        | <b>0.50</b>        | -               |
| <b>Subtotal FTE</b>                        | <b>7.35</b>        | <b>7.35</b>        | <b>7.35</b>        | -               |

| Expense Type              | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|---------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits       | 789,551           | 588,291            | 588,291            | 678,703            | 90,412                               | 15%         |
| Supplies & Services       | 978,052           | 232,120            | 748,689            | 217,144            | (14,976)                             | -6%         |
| Interdepartmental Charges | 41,063            | 36,561             | 36,561             | -                  | (36,561)                             | -100%       |
| <b>Total Planning</b>     | <b>1,808,666</b>  | <b>856,972</b>     | <b>1,373,541</b>   | <b>895,848</b>     | <b>38,876</b>                        | <b>5%</b>   |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

**BUILDING DIVISION**

The mission of the Building Division is to ensure public safety, health and welfare through the effective administration and enforcement of our local ordinances and the California Building Codes. The division enforces building, plumbing, mechanical, and electrical installations as well as accessibility and energy compliance. In the event of an emergency or disaster, it is the division's responsibility to perform damage assessments of all structures. The division also maintains accurate property and permit records for structures within South San Francisco.

**Schedule 25: Building Division Position & Expenditure Budget**

| <b>Position Title</b>               | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|-------------------------------------|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I          | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Assistant Building Official         | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Building Inspector                  | 5.00                       | 5.00                       | 5.00                       | -                                  |
| City Building Official              | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Permit Technician                   | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Senior Building Inspector           | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i> | <i>10.00</i>               | <i>10.00</i>               | <i>10.00</i>               | <i>-</i>                           |
| <b>Total Building</b>               | <b>10.00</b>               | <b>10.00</b>               | <b>10.00</b>               | <b>-</b>                           |

| <b>Expense Type</b>       | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits       | 1,241,948                 | 1,306,389                  | 1,308,668                  | 1,364,143                  | 57,754   | 4%                  |
| Supplies & Services       | 461,044                   | 63,938                     | 147,793                    | 61,390                     | (2,548)  | -4%                 |
| Debt Service              | 5,304                     | -                          | -                          | -                          | -  | 0%                  |
| Interdepartmental Charges | 68,551                    | 66,968                     | 66,968                     | -                          | (66,968)                                       | -100%               |
| <b>Total Building</b>     | <b>1,776,846</b>          | <b>1,437,295</b>           | <b>1,523,429</b>           | <b>1,425,533</b>           | <b>(11,762)</b>                                | <b>-1%</b>          |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

## PARKING DISTRICT DIVISION

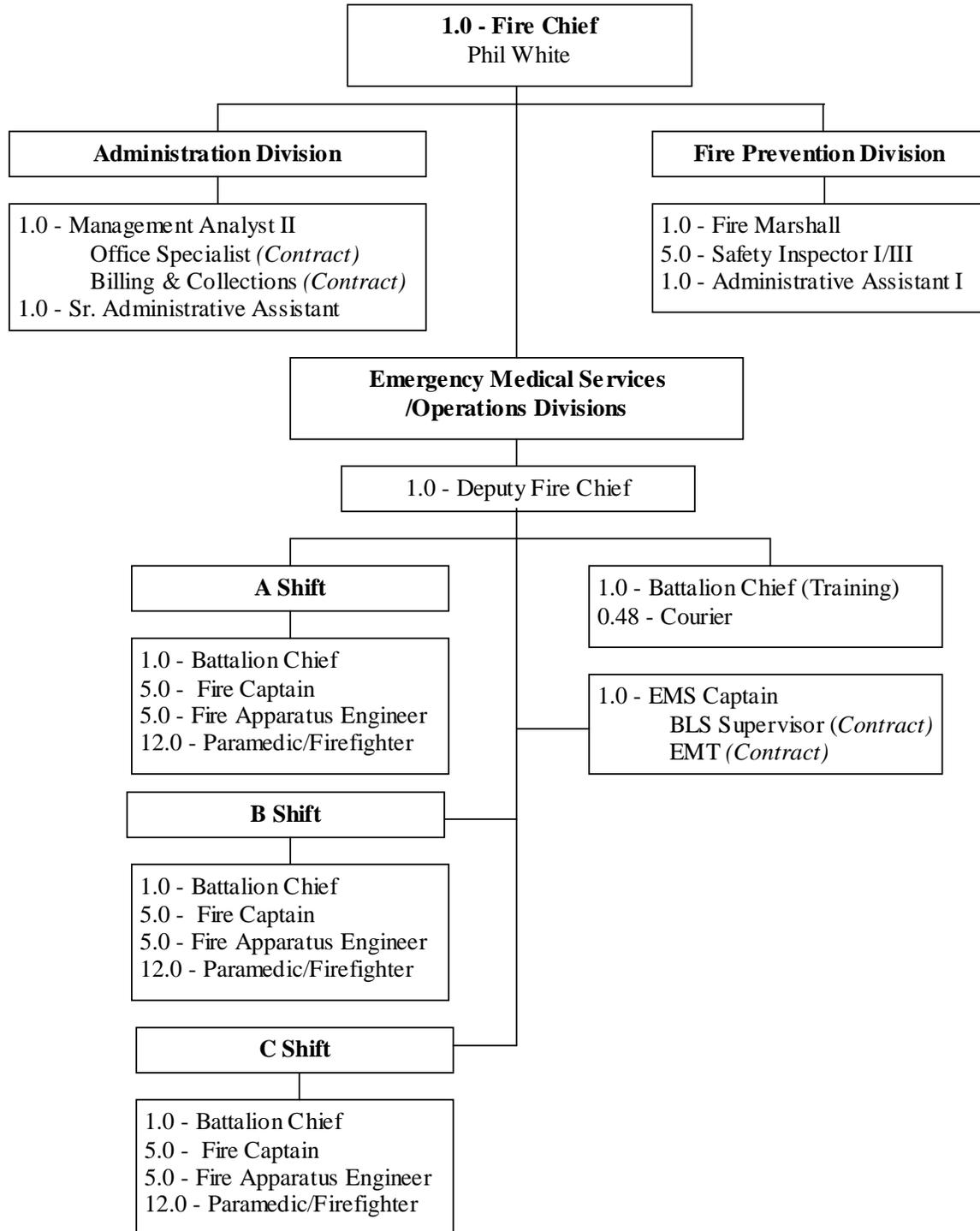
The Parking District manages and maintains all public parking in the Downtown Area by servicing electronic meters, monitoring parking lot usage, providing parking surveys, and addressing any concerns or suggestions by the downtown merchants and general public. It is funded from parking meter and parking permit fees.

### Schedule 26: Parking District Division Position & Expenditure Budget

| <b>Position Title</b>                   | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|---|----------------------------|----------------------------|----------------------------|------------------------------------|
| Parking Meter Collector - Repair Worker | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i>     | <i>1.00</i>                | <i>1.00</i>                | <i>1.00</i>                | <i>-</i>                           |
| <b>Subtotal FTE</b>                     | <b>1.00</b>                | <b>1.00</b>                | <b>1.00</b>                | <b>-</b>                           |

| <b>Expense Type</b>           | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|-------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits           | 175,433                   | 213,391                    | 213,391                    | 262,973                    | 49,583   | 23%                 |
| Supplies & Services           | 11,502                    | 78,639                     | 78,639                     | 248,190                    | 169,551  | 216%                |
| Capital Outlay                | 14,977                    | -                          | -                          | -                          | -  | 0%                  |
| Debt Service                  | 22,487                    | -                          | -                          | -                          | -  | 0%                  |
| Interdepartmental Charges     | 101,655                   | 106,099                    | 106,099                    | 104,841                    | (1,259)  | -1%                 |
| <b>Total Parking District</b> | <b>326,053</b>            | <b>398,129</b>             | <b>398,129</b>             | <b>616,004</b>             | <b>217,875</b>                                 | <b>55%</b>          |

*Fire*



**Fiscal Year 11-12 Position Budget Totals: 82.0 Full Time, 0.48 Part Time/Hourly**  
 3.0 FTE Safety Inspector are funded by the Redevelopment Agency

## **MISSION**

To protect the people, environment and property within the City of South San Francisco from the effects of fires, natural and man-made disasters, hazardous material incidents, medical emergencies, hazards created by substandard construction or violations of the municipal code.

This will be accomplished through strategic planning and management, prompt and efficient response of personnel and equipment to emergency incidents, creation of inter-agency agreements with neighboring public and private emergency service providers for our mutual benefit, comprehensive public education, fire and Municipal Code enforcement.

## **ACCOMPLISHMENTS IN FY 2010-11**

The department came within target of the its cost recovery/revenue collection goals of \$2.6 million for the General Fund in FY 10-11.

Met the Department's second year \$675,000 expenditure reduction/revenue enhancement goal for FY 10-11 to help reduce the City's projected \$1.7 million dollar structural deficit over a five year period.

The department secured \$315,000 in grants to fund equipment purchases and fire station renovation including the purchase of oil spill clean-up equipment and rescue tools. The department also secured additional funding as part of the Fire Station 63 renovations funded through the federal American Recovery and Reinvestment Act (ARRA).

The department presented community emergency response team training (CERT) to over 50 residents. This is part of an ongoing disaster preparedness effort to develop five teams of citizens distributed throughout the community who can help augment the efforts of fire, police and public works personnel during an emergency.

As part of the CERT training, the department created a table of organization to support five CERT teams that are geographically distributed throughout the community. Each team consists of 20 members that are assigned to a fire station where they would respond to in the event of a natural disaster, technological incident or national defense emergency.

SSF CERT teams participated in a San Mateo County readiness exercise titled Silver Dragon V. The purpose of the exercise was to test the ability of CERT teams to distribute antibiotics following a terrorist attack using biological agents.

The South San Francisco Emergency Operations Center (EOC) participated in a San Mateo County EOC exercise titled San Andreas Earthquake. The purpose of the exercise was to test the ability of EOC's throughout the County to respond to a 6.8

magnitude earthquake, mitigate its impacts on their residents and help facilitate recovery.

The existing fire, code enforcement and patient care records management systems were upgraded to allow greater use in the field by firefighters, safety inspectors and paramedics who utilize a hardened laptop computer to enter and retrieve data. Access to this type of information will contribute to their situational awareness and assure a prompt and efficient response so that lives can be saved and property losses reduced.

In cooperation with other North San Mateo County fire departments the emergency radio system used to dispatch fire personnel and equipment was upgraded and hardened. This collaborative effort will ensure that fire service communications will be compliant with new Federal Communications Commission requirements.

In cooperation with the Parks and Recreation Department a Junior Fire Academy was offered to children ages 12 to 14. The purpose of the Academy is to develop interest in a fire service career, present training in first-aid, CPR, proper use of a fire extinguisher, technical rescue, and how to extinguish vehicle and pallet fires using hose streams as well as other emergency response topics.

In cooperation with North Peninsula Neighborhood Services Agency, South San Francisco Rotary and Interact Clubs the Fire Department conducted its annual Thanksgiving food distribution and Season of Giving toy drive that provided food, toys and gift cards for over 1200 needy families.

In cooperation with the Alisa Ann Ruch Burn Foundation and Genentech Inc. the Fire Department helped raise over \$2,500 to aid burn victim survivors and their families. Some of the monies raised were used to purchase instructional materials for burn prevention programs that the Department participates in. Other monies were used to help send children who are burn survivors to "Champ Camp". Champ Camp is place where these children can focus on having fun and not have their injuries be the focus of attention.

In cooperation with the Alisa Ann Ruch Burn Foundation and the South San Francisco Unified School District presented to over 5,000 school children an interactive burn prevention program that taught the participants how to recognize hazards in the home, what to do in the event a fire occurs as well as how to care for burns and other health and safety topics.

In cooperation with the South San Francisco Rotary and Interact Clubs, local businesses and residents conducted an annual fundraiser to benefit South San Francisco and El Camino High School's music, art and vocational education programs. This year's fundraiser was a dinner and raffle which raised over \$5,000 for these programs.

In participation with Assemblyman Jerry Hill co-hosted a lead based paint poisoning prevention seminar and child car seat safety inspection at Fire Station 61. Over 100 residents attended these two events

The Community Preservation Task Force (CPTF) hosted a community clean-up event in Colma Creek. Over 13 cubic yards of trash and litter was recovered. In addition, 12 trees were planted. The CPTF also hosted an e-waste event where over 50 yards of old computers, printers, TV's and other electronic waste were collected for recycling.

The Department had representation (personnel) on the following San Mateo County Committees: Fire Chiefs, Fire Operations, Fire Training, Emergency Services Council, County Emergency Medical Care Committee, and Medical Advisory Committee

### **OBJECTIVES FOR FY 2011-12**

The department will meet its cost recovery and/or revenue collection goals \$2.7 million for the General Fund and to assist in the reduction of the City's projected \$1.7 million dollar structural deficit over a five year period.

Minimize operating costs where feasible; develop better cost recovery for services the Fire Department provides to the community and businesses and/or to increase revenues where possible (ALS and BLS ambulance programs, fire prevention plan check fees, renewable permits, special activity permits and the offering of specialized training).

Continue enhancements to the integrated electronic fire prevention, fire inspection, patient care reporting and code enforcement records management system that can be used by safety inspectors and engine company personnel that contributes to the efficient data entry of important building, inspection, hazard and billing information, regulatory compliance and enhanced cost recovery.

Continue the implementation of a community emergency response program throughout the City that trains citizens and businesses to put out small fires, search for and rescue victims safely, treat the sick and injured, organize themselves and spontaneous volunteers to be effective, and collect disaster intelligence to support the Fire, Police and Public Works Department efforts.

### **SERVICE LEVEL CHANGES FY 2011-12**

None.

## DEPARTMENT SUMMARY

**Funding Source:** General Fund, Redevelopment Agency

**Schedule 27: Fire Department Expenditure Budget**

| <b>Expense Type</b>          | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits          | 14,895,272                | 14,685,107                 | 14,863,126                 | 15,949,735                 | 1,264,628                                      | 9%                  |
| Supplies & Services          | 1,025,889                 | 1,062,977                  | 1,123,305                  | 1,217,863                  | 154,886  | 15%                 |
| Capital Outlay               | -                         | -                          | 137,461                    | -                          | -  | 0%                  |
| Debt Service                 | 119,072                   | 216,793                    | 216,793                    | -                          | (216,793)                                      | -100%               |
| Interdepartmental Charges    | 869,671                   | 1,016,012                  | 1,016,012                  | 1,036,551                  | 20,539   | 2%                  |
| <b>Total Fire Department</b> | <b>16,909,904</b>         | <b>16,980,889</b>          | <b>17,356,697</b>          | <b>18,204,149</b>          | <b>1,223,260</b>                               | <b>7%</b>           |

*The City changed the way it allocates worker's compensation costs to more accurately reflect the fact that most worker's compensation claims and expenses are in the Public Safety Departments. The departmental summary therefore shows Salaries & Benefits budget increasing significantly.*

**FIRE ADMINISTRATION DIVISION**

The Administration Division is responsible for providing the vision, direction and control of the City's fire prevention, operations, emergency medical services, code enforcement and disaster preparedness programs through the use of strategic planning, resource identification and allocation, financial management, introduction of new technologies and cost recovery when appropriate.

**Schedule 28: Fire Administration Position & Expenditure Budget**

| <b>Position Title</b>               | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|-------------------------------------|----------------------------|----------------------------|----------------------------|------------------------------------|
| Deputy Fire Chief                   | -                          | 0.50                       | 1.00                       | 0.50                               |
| Fire Chief                          | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Management Analyst II               | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Senior Administrative Assistant     | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i> | <i>3.00</i>                | <i>3.50</i>                | <i>4.00</i>                | <i>0.50</i>                        |
| <b>Total Fire Administration</b>    | <b>3.00</b>                | <b>3.50</b>                | <b>4.00</b>                | <b>0.50</b>                        |

| <b>Expense Type</b>              | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|----------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits              | 569,791                   | 655,051                    | 655,051                    | 782,404                    | 127,353  | 19%                 |
| Supplies & Services              | 244,963                   | 217,827                    | 217,827                    | 218,235                    | 408  | 0%                  |
| Interdepartmental Charges        | 151,849                   | 226,392                    | 226,392                    | -                          | (226,392)                                      | -100%               |
| <b>Total Fire Administration</b> | <b>966,602</b>            | <b>1,099,270</b>           | <b>1,099,270</b>           | <b>1,000,639</b>           | <b>(98,631)</b>                                | <b>-9%</b>          |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

**FIRE PREVENTION DIVISION**

The Fire Prevention Division is responsible for the prevention of fires, hazardous materials incidents or other situations that threaten health, the environment or property. In addition, this Division enforces the City's Municipal Code. This is accomplished by public safety announcements regarding smoke detectors, fire safety demonstrations at local schools or fairs, adoption of local amendments to the Uniform Fire Code, construction plan checking, site inspections and investigation of Municipal Code violations.

**Schedule 29: Fire Prevention Division Position & Expenditure Budget**

| <b>Position Title</b>               | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|-------------------------------------|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I          | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Fire Marshall                       | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Safety Inspector I                  | 4.00                       | 4.00                       | 4.00                       | -                                  |
| Safety Inspector III                | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i> | <i>7.00</i>                | <i>7.00</i>                | <i>7.00</i>                | <i>-</i>                           |
| <b>Total Fire Prevention</b>        | <b>7.00</b>                | <b>7.00</b>                | <b>7.00</b>                | <b>-</b>                           |

| <b>Expense Type</b>          | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits          | 803,497                   | 617,517                    | 617,517                    | 658,121                    | 40,604   | 7%                  |
| Supplies & Services          | 81,580                    | 79,763                     | 80,191                     | 228,540                    | 148,777  | 187%                |
| Interdepartmental Charges    | 98,603                    | 109,791                    | 109,791                    | -                          | (109,791)                                      | -100%               |
| <b>Total Fire Prevention</b> | <b>983,681</b>            | <b>807,071</b>             | <b>807,499</b>             | <b>886,661</b>             | <b>79,590</b>                                  | <b>10%</b>          |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

## EMERGENCY MEDICAL SERVICES DIVISION

The Emergency Medical Services Division is responsible for the Department's injury and illness prevention programs as well as caring for the sick and injured. This is accomplished by offering first-aid, CPR, child-car safety seat inspections and senior fall prevention classes to the community and businesses. When a medical emergency occurs, a fire engine and fire/rescue ambulance is ready to respond to assess, treat and then transport the victim to the hospital.

### Schedule 30: Emergency Medical Services Division Position & Expenditure Budget

| Position Title                          | FY09-10      | FY10-11      | FY11-12      | Change          |
|---|--------------|--------------|--------------|-----------------|
|   | Adopted      | Adopted      | Adopted      | from<br>FY10-11 |
| EMS Captain                             | 1.00         | 1.00         | 1.00         | -               |
| Paramedic/Firefighter                   | 30.00        | 30.00        | 30.00        | -               |
| <i>Subtotal Full Time Positions</i>     | <i>31.00</i> | <i>31.00</i> | <i>31.00</i> | <i>-</i>        |
| <b>Total Emergency Medical Services</b> | <b>31.00</b> | <b>31.00</b> | <b>31.00</b> | <b>-</b>        |

| Expense Type                            | FY09-10          | FY10-11          | FY10-11          | FY11-12          | Change                     | %<br>Change |
|---|------------------|------------------|------------------|------------------|----------------------------|-------------|
|   | Actual           | Adopted          | Amended          | Adopted          | from<br>FY10-11<br>Adopted |             |
| Salaries & Benefits                     | 5,645,201        | 5,264,716        | 5,264,716        | 5,967,794        | 703,078                    | 13%         |
| Supplies & Services                     | 239,788          | 495,158          | 495,158          | 497,148          | 1,990                      | 0%          |
| Capital Outlay                          | -                | -                | 24,231           | -                | -                          | 0%          |
| Debt Service                            | 111,304          | 111,303          | 111,303          | -                | (111,303)                  | -100%       |
| Interdepartmental Charges               | 157,934          | 158,722          | 158,722          | -                | (158,722)                  | -100%       |
| <b>Total Emergency Medical Services</b> | <b>6,154,227</b> | <b>6,029,899</b> | <b>6,054,130</b> | <b>6,464,942</b> | <b>435,042</b>             | <b>7%</b>   |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

## OPERATIONS DIVISION

The Operations Division is responsible for the prompt and efficient response of personnel and equipment to the scene of an emergency. These emergencies include fires, hazardous materials incidents, caring for and transporting the sick or injured, natural and manmade disasters as well as incidents involving weapons of mass destruction. This is accomplished by a network of five fire stations strategically located within the community to minimize response times to the emergency scene once the call for assistance has been received. Each fire station has at least one fire engine staffed by three firefighting personnel. Two of the fire engines also have a permanently fixed aerial ladder that can reach heights up to 75 feet to assist in the rescue of occupants trapped on the upper floors of a building. Two of the fire stations house fire rescue ambulances that are staffed by two firefighter/paramedics.

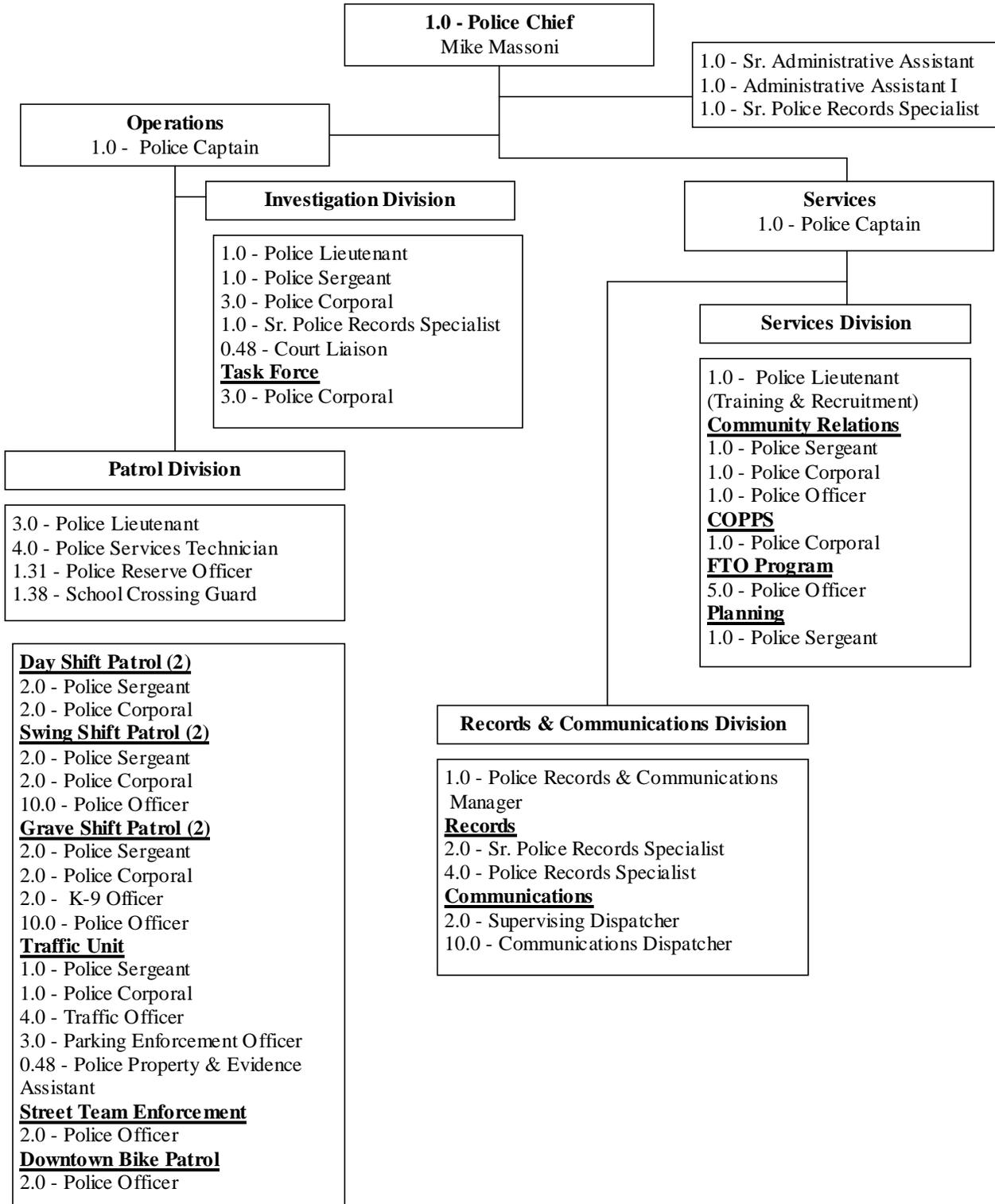
### Schedule 31: Fire Operations Division Position & Expenditure Budget

| Position Title                             | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| Fire Apparatus Engineer                    | 15.00              | 15.00              | 15.00              | -                         |
| Fire Battalion Chief                       | 4.00               | 4.00               | 4.00               | -                         |
| Fire Captain                               | 15.00              | 15.00              | 15.00              | -                         |
| Firefighter                                | 6.00               | 6.00               | 6.00               | -                         |
| <i>Subtotal Full Time Positions</i>        | <i>40.00</i>       | <i>40.00</i>       | <i>40.00</i>       | <i>-</i>                  |
| Fire Courier                               | 0.48               | 0.48               | 0.48               | -                         |
| <i>Subtotal Part Time/Hourly Positions</i> | <i>0.48</i>        | <i>0.48</i>        | <i>0.48</i>        | <i>-</i>                  |
| <b>Total Operations</b>                    | <b>40.48</b>       | <b>40.48</b>       | <b>40.48</b>       | <b>-</b>                  |

| Expense Type              | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|---------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits       | 7,870,581         | 8,147,823          | 8,256,539          | 8,541,416          | 393,593                              | 5%          |
| Supplies & Services       | 330,017           | 159,763            | 159,763            | 158,725            | (1,038)                              | -1%         |
| Capital Outlay            | -                 | -                  | 36,486             | -                  | -                                    | 0%          |
| Debt Service              | 7,768             | 105,490            | 105,490            | -                  | (105,490)                            | -100%       |
| Interdepartmental Charges | 453,747           | 517,722            | 517,722            | -                  | (517,722)                            | -100%       |
| <b>Total Operations</b>   | <b>8,662,113</b>  | <b>8,930,798</b>   | <b>9,076,001</b>   | <b>8,700,142</b>   | <b>(230,656)</b>                     | <b>-3%</b>  |

Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.

**Police**



**Fiscal Year 11-12 Position Budget Totals: 107.0 Full Time, 3.65 Part Time/Hourly**  
 2.5 FTE Police Officers are funded by the Redevelopment Agency. 2.0 FTE Parking Enforcement Officers funded by the Parking District.

## **MISSION**

Provide for the protection of life, property and the promotion of peace and order in the community through the enforcement of applicable laws and the facilitation of proactive community involvement.

## **ACCOMPLISHMENTS FOR FY 2010-11**

The Police Department was able to maintain and continue all of the more than 40 programs and services the Department provide to the community. Some highlights are:

- The Neighborhood Response Team (NRT), which is comprised of a Sergeant and three Officers were deployed. The 3-part goal (Enforcement, Intelligence Gathering, and Enhanced Community Relationships) has been embraced by everyone involved.
- Approximately 31 Juveniles participated in our Neighborhood Enhancement Action Team (N.E.A.T.) Program, an alternative to legal action for minor violations of the law.
- Continuation of the Citizens academy, in Spanish and in English with a total of 54 graduates.
- Members of the Command Staff and the Supervisory leadership completed a 2-day Team Building Workshop, where current and future issues were discussed.

The Department continues to play a major role in the organization and participation in County-wide Gang Task Force that is operational full time for 16 weeks in the summer and then one week per month during the rest of the year. SSFPD has enhanced our involvement by assigning an officer to work with the County's Gang Intelligence Unit (GIU) on a full-time basis. This is a collaborative effort involving all San Mateo County Police agencies, the Sheriff's Department, Probation and State Parole where an average of 25 law enforcement personnel are assigned throughout the county focused on gang enforcement.

## **OBJECTIVES FOR FY 2011-12**

SSFPD is in the early stages of our Civilian "Realignment" Process. This realignment will incorporate Communications, Records, and Evidence into one group and managed by one Civilian Manager. This process will also include providing dispatch services for the City of Pacifica.

Continue to implement and support the Back to Basics strategy that focuses on key department programs by requiring regular reports to the Administration. This will meet the goal of the program in assuring that all personnel know what is expected of them as their basic job and that appropriate accountability for performance is in place throughout the Department. To further enhance this accountability, the Department

adopted a “Standard Expectations” document to measure proactive productivity for officers.

The Gang Resistance Education and Training (GREAT) program’s emphasis is on gang recognition and prevention. Like DARE, this program is presented to 5th graders. More than 600 students receive this training yearly. The Department has started a pilot program at Parkway Heights Middle School targeting 7th graders.

Continue with the Downtown Bicycle Patrol and the Neighborhood Response Team (NRT) programs to help keep the recent upsurge of gang related activities under control with our no tolerance policy. The Downtown patrol will continue with one officer as a downtown beat year round. The Bike patrol will add a second officer for the months from June to September.

Personnel continue to be assigned to San Mateo County Regional Task Forces during the year: (County Narcotics Task Force, County Gang Intelligence Unit, and Vehicle Theft Task Force). Participation in these task forces is an important component of our budget since most of the costs for the officer positions are reimbursed to the department.

One officer and his K-9 partner assigned to the DEA, (Drug Enforcement Agency) to assist with package interdiction and searches at SFO.

Complete transferring of all policies and procedures into the computerized Lexipol system format.

#### **FY 2011-12 SERVICE LEVEL CHANGES**

Hold a Parking Enforcement Officer position vacant for a savings of \$60,000, net of revenue reduction. Hold a Records Specialist position vacant within the front office. The department will maintain current front office staffing with overtime. The net savings is \$50,500.

## DEPARTMENT SUMMARY

**Funding Source:** General Fund, Redevelopment Agency

**Schedule 32: Police Department Expenditure Budget**

| <b>Expense Type</b>            | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|--------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits            | 16,324,400                | 16,495,011                 | 17,122,610                 | 17,415,103                 | 920,092  | 6%                  |
| Supplies & Services            | 1,680,383                 | 1,122,085                  | 1,878,769                  | 1,216,349                  | 94,264   | 8%                  |
| Capital Outlay                 | 113,798                   | -                          | 85,643                     | 126,000                    | 126,000  | 0%                  |
| Interdepartmental Charges      | 1,251,434                 | 1,333,529                  | 1,333,529                  | 1,221,660                  | (111,869)                                      | -8%                 |
| <b>Total Police Department</b> | <b>19,370,015</b>         | <b>18,950,625</b>          | <b>20,420,551</b>          | <b>19,979,112</b>          | <b>1,028,487</b>                               | <b>5%</b>           |

*The City changed the way it allocates worker's compensation costs to more accurately reflect the fact that most worker's compensation claims and expenses are in the Public Safety Departments. The departmental summary therefore shows Salaries & Benefits budget increasing significantly.*

## POLICE ADMINISTRATION DIVISION

Under the direction of the Chief of Police, the ultimate responsibility and coordination for aspects and management of the Department and effectively insuring that the policing needs are being met in the community.

### Schedule 33: Police Administration Division Position & Expenditure Budget

| Position Title                      | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|-------------------------------------|--------------------|--------------------|--------------------|---------------------------|
| Chief of Police                     | 1.00               | 1.00               | 1.00               | -                         |
| Senior Administrative Assistant     | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i> | <i>2.00</i>        | <i>2.00</i>        | <i>2.00</i>        | <i>-</i>                  |
| <b>Total Police Administration</b>  | <b>2.00</b>        | <b>2.00</b>        | <b>2.00</b>        | <b>-</b>                  |

| Expense Type                       | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|------------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits                | 412,912           | 406,796            | 406,796            | 392,193            | (14,603)                             | -4%         |
| Supplies & Services                | 196,636           | 110,045            | 128,045            | 210,045            | 100,000                              | 91%         |
| Interdepartmental Charges          | 101,005           | 103,780            | 103,780            | -                  | (103,780)                            | -100%       |
| <b>Total Police Administration</b> | <b>710,553</b>    | <b>620,621</b>     | <b>638,621</b>     | <b>602,238</b>     | <b>(18,383)</b>                      | <b>-3%</b>  |

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**SERVICES DIVISION**

Under the direction of a Police Captain, oversees all administrative duties and personnel within the Administrative support area of the Police Department, including management and preparation of the budget and grants.

**Schedule 34: Services Division Position & Expenditure Budget**

| <b>Position Title</b>               | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|-------------------------------------|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I          | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Police Captain                      | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Police Corporal                     | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Police Lieutenant                   | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Police Officer                      | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Police Sergeant                     | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Senior Police Records Specialist    | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i> | <i>8.00</i>                | <i>8.00</i>                | <i>8.00</i>                | <i>-</i>                           |
| <b>Total Services</b>               | <b>8.00</b>                | <b>8.00</b>                | <b>8.00</b>                | <b>-</b>                           |

| <b>Expense Type</b>       | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits       | 1,324,212                 | 1,452,279                  | 1,452,279                  | 1,476,329                  | 24,049   | 2%                  |
| Supplies & Services       | 33,107                    | 45,773                     | 45,773                     | 45,708                     | (65)   | 0%                  |
| Interdepartmental Charges | 51,023                    | 45,786                     | 45,786                     | -                          | (45,786)                                       | -100%               |
| <b>Total Services</b>     | <b>1,408,342</b>          | <b>1,543,838</b>           | <b>1,543,838</b>           | <b>1,522,037</b>           | <b>(21,802)</b>                                | <b>-1%</b>          |

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**RECORDS DIVISION**

Responsible for processing and filing all police reports and distributing them as necessary to the district attorney, allied agencies and the public. Records personnel also greet all citizens who respond to the station, as well as answer all business phone lines and take care of their requests. Records personnel do fingerprinting of individuals, and insure compliance with State, and Federal mandates related to police operations and retention of reports. Records also have the responsibility of the evidence function within the department.

**Schedule 35: Records Division Position & Expenditure Budget**

| <b>Position Title</b>                      | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|--|----------------------------|----------------------------|----------------------------|------------------------------------|
| Police Communications & Records Manager    | -                          | -                          | 1.00                       | 1.00                               |
| Police Property/Evidence Specialist        | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Police Records Manager                     | 1.00                       | 1.00                       | -                          | (1.00)                             |
| Police Records Specialist                  | 4.00                       | 4.00                       | 3.00                       | (1.00)                             |
| Senior Police Records Specialist           | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i>        | <i>7.00</i>                | <i>7.00</i>                | <i>6.00</i>                | <i>(1.00)</i>                      |
| Police Property/Evidence Assistant         | 0.48                       | 0.48                       | 0.48                       | -                                  |
| <i>Subtotal Part Time/Hourly Positions</i> | <i>0.48</i>                | <i>0.48</i>                | <i>0.48</i>                | <i>-</i>                           |
| <b>Total Records</b>                       | <b>7.48</b>                | <b>7.48</b>                | <b>6.48</b>                | <b>(1.00)</b>                      |

| <b>Expense Type</b>       | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits       | 841,221                   | 845,510                    | 845,510                    | 772,941                    | (72,569)                                       | -9%                 |
| Supplies & Services       | 81,683                    | 72,247                     | 73,650                     | 72,247                     | -  | 0%                  |
| Interdepartmental Charges | 17,042                    | 17,620                     | 17,620                     | -                          | (17,620)                                       | -100%               |
| <b>Total Records</b>      | <b>939,947</b>            | <b>935,377</b>             | <b>936,780</b>             | <b>845,188</b>             | <b>(90,189)</b>                                | <b>-10%</b>         |

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## COMMUNICATIONS DIVISION

Responsible for handling all 911 emergency calls and dispatching police units as required and performing all related requests for information via State and Federal data basis. Insures prompt response to medical and fire related emergencies, coordinates multi-agency responses to emergencies and handles all business call related calls when records section is closed. Dispatch also provides dispatch services for Colma Police Department at night.

### Schedule 36: Communications Division Position & Expenditure Budget

| Position Title                      | FY09-10      | FY10-11      | FY11-12      | Change          |
|-------------------------------------|--------------|--------------|--------------|-----------------|
|                                     | Adopted      | Adopted      | Adopted      | from<br>FY10-11 |
| Communications Dispatcher           | 10.00        | 10.00        | 10.00        | -               |
| Communications Manager              | 1.00         | 1.00         | -            | (1.00)          |
| Supervising Dispatcher              | 1.00         | 1.00         | 2.00         | 1.00            |
| <i>Subtotal Full Time Positions</i> | <i>12.00</i> | <i>12.00</i> | <i>12.00</i> | <i>-</i>        |
| <b>Total Communications</b>         | <b>12.00</b> | <b>12.00</b> | <b>12.00</b> | <b>-</b>        |

| Expense Type                | FY09-10          | FY10-11          | FY10-11          | FY11-12          | Change                     | %          |
|-----------------------------|------------------|------------------|------------------|------------------|----------------------------|------------|
|                             | Actual           | Adopted          | Amended          | Adopted          | from<br>FY10-11<br>Adopted | Change     |
| Salaries & Benefits         | 1,550,011        | 1,584,015        | 1,584,015        | 1,502,852        | (81,163)                   | -5%        |
| Supplies & Services         | 349,950          | 428,494          | 455,235          | 422,823          | (5,671)                    | -1%        |
| Interdepartmental Charges   | 44,448           | 49,188           | 49,188           | -                | (49,188)                   | -100%      |
| <b>Total Communications</b> | <b>1,944,409</b> | <b>2,061,697</b> | <b>2,088,438</b> | <b>1,925,675</b> | <b>(136,022)</b>           | <b>-7%</b> |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

## INVESTIGATIONS DIVISION

Responsible for follow up investigations to all major cases in South San Francisco. Take a proactive lead in narcotic and identity theft cases in the City. Coordinate with allied agencies on cases involving other agencies at the municipal, state and federal level. Work closely with established task forces in San Mateo County and administer the ABC education and enforcement grant.

### Schedule 37: Investigations Division Position & Expenditure Budget

| Position Title                             | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| Police Corporal                            | 8.00               | 8.00               | 8.00               | -                         |
| Police Lieutenant                          | 1.00               | 1.00               | 1.00               | -                         |
| Police Sergeant                            | 1.00               | 1.00               | 1.00               | -                         |
| Senior Police Records Specialist           | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>        | <i>11.00</i>       | <i>11.00</i>       | <i>11.00</i>       | <i>-</i>                  |
| Police Court Liaison                       | 0.48               | 0.48               | 0.48               | -                         |
| <i>Subtotal Part Time/Hourly Positions</i> | <i>0.48</i>        | <i>0.48</i>        | <i>0.48</i>        | <i>-</i>                  |
| <b>Total Investigations</b>                | <b>11.48</b>       | <b>11.48</b>       | <b>11.48</b>       | <b>-</b>                  |

| Expense Type                | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|-----------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits         | 1,627,051         | 2,014,775          | 2,014,775          | 2,064,355          | 49,579                               | 2%          |
| Supplies & Services         | 57,892            | 48,180             | 48,180             | 48,180             | -                                    | 0%          |
| Interdepartmental Charges   | 48,989            | 53,240             | 53,240             | -                  | (53,240)                             | -100%       |
| <b>Total Investigations</b> | <b>1,733,931</b>  | <b>2,116,195</b>   | <b>2,116,195</b>   | <b>2,112,535</b>   | <b>(3,661)</b>                       | <b>0%</b>   |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

**PATROL DIVISION**

Under the direction of a Police Captain, is responsible for the primary law enforcement activities in the City and is the first to respond to all police related emergencies. This division incorporates all of the Patrol Officers, Traffic Unit and K-9 units and the gang officers as well as the Police Reserves.

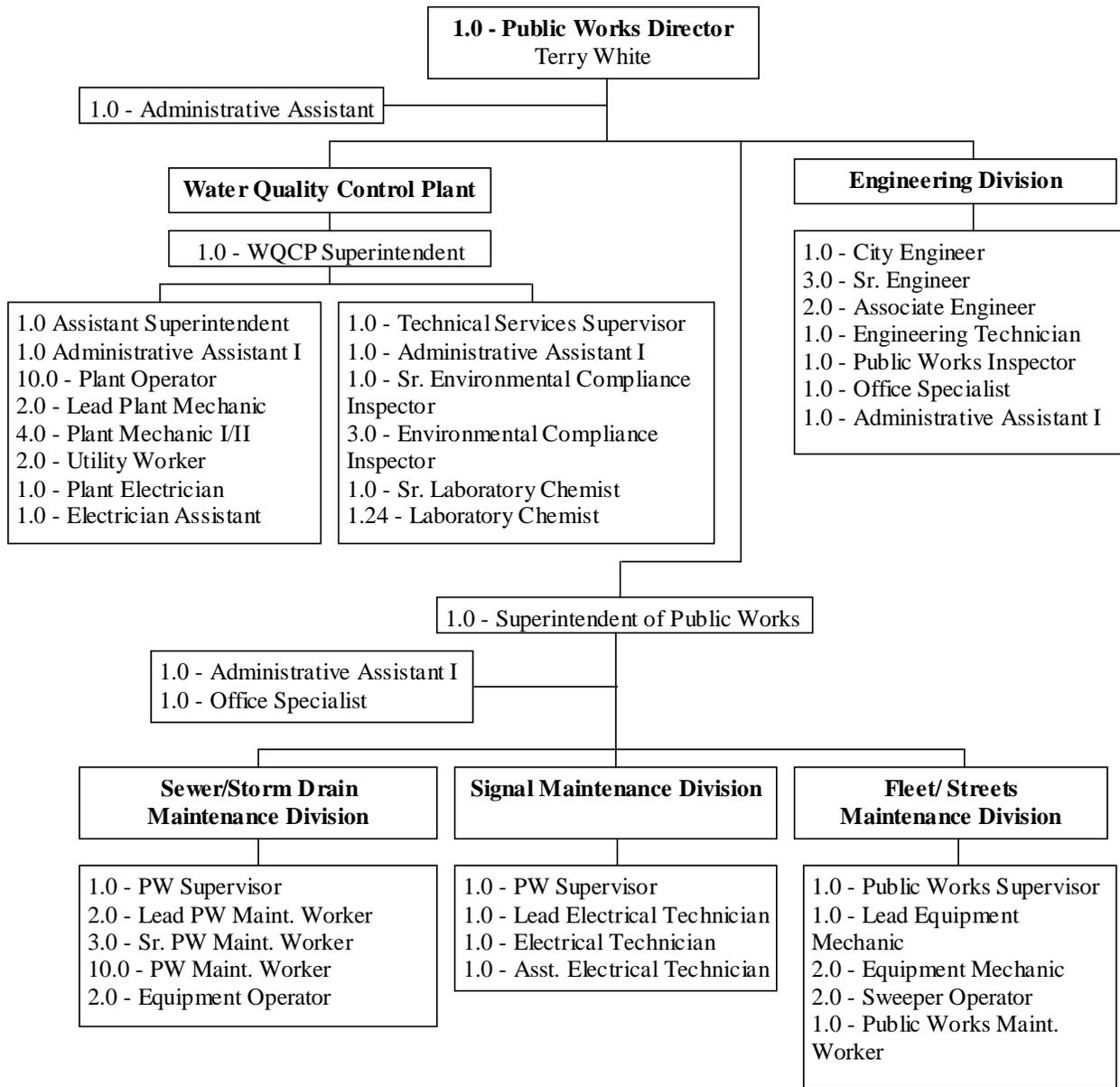
**Schedule 38: Patrol Division Position & Expenditure Budget**

| <b>Position Title</b>                             | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|---|----------------------------|----------------------------|----------------------------|------------------------------------|
| Parking Enforcement Officer                       | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Police Captain                                    | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Police Corporal                                   | 5.75                       | 6.00                       | 6.00                       | -                                  |
| Police Lieutenant                                 | 3.00                       | 3.00                       | 3.00                       | -                                  |
| Police Officer                                    | 44.75                      | 43.00                      | 45.00                      | 2.00                               |
| Police Sergeant                                   | 6.00                       | 7.00                       | 7.00                       | -                                  |
| Police Service Technician                         | 4.00                       | 4.00                       | 4.00                       | -                                  |
| <b><i>Subtotal Full Time Positions</i></b>        | <b>66.50</b>               | <b>66.00</b>               | <b>68.00</b>               | <b>2.00</b>                        |
| Police Reserve Officer                            | 1.31                       | 1.31                       | 1.31                       | -                                  |
| School Crossing Guard                             | 1.38                       | 1.38                       | 1.38                       | -                                  |
| <b><i>Subtotal Part Time/Hourly Positions</i></b> | <b>2.69</b>                | <b>2.69</b>                | <b>2.69</b>                | <b>-</b>                           |
| <b>Total Patrol</b>                               | <b>69.19</b>               | <b>68.69</b>               | <b>70.69</b>               | <b>2.00</b>                        |

| <b>Expense Type</b>       | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits       | 10,562,958                | 10,371,813                 | 10,860,997                 | 11,291,018                 | 919,205  | 9%                  |
| Supplies & Services       | 873,686                   | 417,346                    | 1,095,232                  | 417,346                    | -  | 0%                  |
| Capital Outlay            | 46,006                    | -                          | 50,000                     | 126,000                    | 126,000  | 0%                  |
| Interdepartmental Charges | 989,727                   | 1,063,915                  | 1,063,915                  | -                          | (1,063,915)                                    | -100%               |
| <b>Total Patrol</b>       | <b>12,472,378</b>         | <b>11,853,074</b>          | <b>13,070,144</b>          | <b>11,834,364</b>          | <b>(18,710)</b>                                | <b>0%</b>           |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

# Public Works



**Fiscal Year 11-12 Position Budget Totals: 82.4 FTE Full Time, 0.74 FTE Part Time/Hourly**

*The Water Quality Control Plant is funded by the Sewer Enterprise Fund. The Sewer Maintenance Division is funded by the Storm Water Fund. The Storm Water Division is funded by the Storm Water Fund. The Fleet Maintenance Division is funded by the City Services Fund. 4.2 FTEs are funded by the Capital Improvement Fund. 1.0 FTE Senior Engineer is funded by the Redevelopment Agency.*

## **MISSION**

To maintain the City's streets, vehicles, infrastructure, the Water Quality Control Plant and other physical assets to insure the quality of life, public safety, and use of the City infrastructure are at their best at all times. Process sewage, storm water runoff, control debris, and comply with environmental regulations. Participate in the Capital Improvement Program and be ready to assist other departments with their needs.

## **ACCOMPLISHMENTS FOR FY 2010-11**

The Public Works department received over \$1 million in grant funding for the City Highway Safety Improvement Program, Regional Bicycle Program, TDA and San Mateo County Pedestrian & Bicycle Program. These grants were used to fund CIP projects.

Continued to expand the roles and responsibilities of the Bicycle and Pedestrian Advisory Committee (BPAC).

- Represent the City at the City County Association of Governments and Traffic Advisory Committee.
- Completed 151 building plan checks.
- Processed and resolved 88 traffic complaints.

## **ENGINEERING DIVISION**

As part of the CIP, projects completed in FY 2010-11 include the following:

- Engineering & Traffic Survey Report for speed limits.
- Construction of the in-ground lighted crosswalks on West Orange Ave at B Street and North Canal.
- Completed the study/implementation of the El Camino Real/Chestnut Avenue signal coordination study.
- Completion of Miller Avenue Parking Structure and breezeway.
- Completed the Draft East of 101 Traffic Study and Modeling.
- Completed the WQCP Facilities Plan Update.
- Completed design of the Westborough Park Renovation Project.
- Completed 151 building plan checks.
- Completion of the Bicycle Master Plan.
- Completed the Bicycle Video Detector System Project at various intersections.
- Completed the Gateway Boulevard Street Improvement Project.
- Completed the 2009-2010 Paving Project (Airport, Spruce, S. Linden, Victory, part of Miller)

- Completed the new Breezeway from 4th Lane to Grand Ave.
- Completed the new Traffic Signal at E. Grand/Haskins.
- Completion of Bike Route Signage Project and received \$40,000 in reimbursement from MTC.
- Completed the construction of 2008-2009 Street Resurfacing Programs project.
- Completed the design of 2010 Street Resurfacing Project.
- Obtained Caltrans authorization to proceed with construction.
- Completed the design for the Sewer Main Rehabilitation Project.
- Completed the design of the 2011 Street Rehabilitation Project.
- Applied and received MTC's P-Tap 12 grant.
- Assisted Information Technology in completing the GIS Integration for east of 101, Lindenville, Wet Weather I, Wet Weather II Projects.
- Initiated the East of 101 Ramp Improvements Project by contracting TY Lin International and URS Corporation to perform the work.
- Completed the design of Pump Station #8 Rehabilitation Project.
- Contributed efforts in the implementation and completion of the Miller Avenue parking structure and breezeway.

## **STREETS & SIGNAL MAINTENANCE**

As part of Streets and Signal Maintenance Division, the department continued to refurbish traffic signs instead of toss and replace. They also salvaged and re-used damaged sign poles for parking meters or pole extensions and traffic signal poles.

- Continued to refurbish streetlight heads instead of tossing and replacing (green effort).
- Replace direct buried poles in the Brentwood area using the State of California standard plans.
- Ongoing testing of energy efficient lighting for Grand Avenue and illuminated street name signs.
- Installed Battery Backup systems at traffic intersections where traffic is greatly affected by power outages.
- Continued to paint over graffiti with recycled paint (green effort).
- Implemented new traffic timings for El Camino Real and Westborough Blvd./Chestnut Ave corridor.
- Worked closely with contractor to install new traffic signal at intersection of Haskins Way and East Grand Avenue.
- Worked closely with the contractor at San Bruno Avenue and San Mateo Avenue constructing grade separation for railroad tracks at traffic signals.
- Provided signal maintenance services for the Cities of San Bruno and Brisbane and the Town of Colma.
- Completed the trip hazard project for Old Town.

### **STORM WATER DRAINAGE DIVISION**

- No reportable sewer spill violations (Category 1 spills).
- Hired four Public Works Maintenance Workers for the Sewer and Storm crews.
- Implemented new programs to reduce Sanitary Sewer Overflows.
- Completed 60% of the GPS Sewer and Storm.
- Implemented the Storm Water Pollution Prevention Program at the Corporation Yard & conducted training for all maintenance employees.
- Performed a pre-inspection and highlighted all problem areas of the Corporation Yard.

### **FLEET MAINTENANCE DIVISION**

- Entered into an agreement with the City of Millbrae for the maintenance of their Police vehicles.
- Contributed efforts during the implementation and maintenance of the Newsrack program throughout the downtown areas and along El Camino Real in South San Francisco.
- Emergency vehicles put into service:
  - 1 Hi-Tech Spartan Triple Combination Pumper Fire Engine for Fire Department
  - 1 Navistar Medium Duty Ambulance for Fire Department
  - 3 Hybrid Escapes for Fire Department
  - 6 Patrol Vehicles for Police Department

### **WATER QUALITY CONTROL PLANT DIVISION**

The WQCP complied with Federal and State Clean Water Act requirements listed in the City's National Pollutant Discharge Elimination System (NPDES) Permit. The WQCP implemented the City's three pollution prevention programs by inspecting industrial sources of waste, participating in the San Mateo County's clean water educational and outreach programs, and distributing pollution prevention and reduction information to businesses and the public.

The WQCP computed and submitted to the County Tax Collector sewer service charges for about 16,000 residences and 1,500 businesses in the South San Francisco service area. Worked with consultants and design engineers in preparing a WQCP needs evaluation. The evaluation looked at sustainable energy projects, including wind, solar, and co-generation processes and maintaining structural and electrical systems reliability. Prepared and submitted all required monthly, semi-annual, annual reports to the State Regional Water Quality Control Board, U. S. EPA, and the San Francisco Bay Area Air Quality Management District.

**OBJECTIVES FOR FY 2011-12**

- Complete construction of the In-ground Lighted Crosswalks on West Orange Avenue and Miller Avenue.
- Complete design of the South San Francisco Regional Gap Closure Project.
- Complete the Bicycle Data Base.
- Improve the grant process within the Engineering Division.
- Complete the Siebecker Childcare Expansion Project.
- Complete the Orange Park Playground Equipment Replacement Project.
- Complete the Westborough Park Renovation Project.
- Complete the Sustainable Division City Offices located in Miller Avenue Parking Structure.
- Complete Sanitary Sewer Pump Station No. 8 Rehabilitation Project.
- Begin construction of the WQCP New Generator Building and WQCP Upgrades.
- Perform Building permit plan checks.
- Continued management of the Traffic Advisory Committee.
- Prepare the Pedestrian Master Plan.
- Perform Design Review Board project reviews.
- Formation of the next Underground Utility District.
- Complete the construction of 2010 Street Resurfacing Project.
- Complete construction of the Sewer Main Rehabilitation Project.
- Complete the construction of the 2011 Street Rehabilitation project.
- Complete the street condition survey for Pavement Management Programs (PMP).
- Assist IT to complete the GIS Integration for Wet Weather IV Project.
- Continue to design the East of 101 Ramp Improvements Projects.
- Continue signal maintenance for Cities of San Bruno, Brisbane, and the Town of Colma.
- Continue maintenance of police vehicles with the City of Millbrae.
- Continue green efforts for graffiti removal, streetlight heads, traffic signs, and sign poles.
- Continue providing excellent service to the City of South San Francisco and our contracted cities.
- Comply with Federal and State NPDES Permit requirements.
- Implement the City's Industrial Pretreatment Program, Pollution Prevention and Waste Reduction Program, by performing inspections, monitoring discharges, responding to spills, and engaging in public educational and outreach programs.
- Continue reducing Sanitary Sewer Overflows.
- Complete GPS mapping of utilities throughout the City.
- Continue providing excellent customer service to South San Francisco and its residents.

- Continue providing excellent service and repair to South San Francisco's fleet.
- Maintain our maintenance agreement with the City of Millbrae.
- Continue offering our fleet maintenance services to other surrounding cities.
- Expand Fleet Maintenance crew with one more Equipment Mechanic.

### FY 2011-12 SERVICE LEVEL CHANGES FY 2011-12

The department will continue to meet the State and federal requirements for waste water and storm drain drainage through existing staffing and new staffing adopted as part of the FY 2011-12 Operating Budget.

## DEPARTMENT SUMMARY

**Funding Source:** General Fund, Sewer Fund, Storm Water Fund, CIP Fund, Redevelopment Agency, and City Service Fund.

### Schedule 39: Public Works Department Expenditure Budget

| Expense Type              | FY09-10           | FY10-11           | FY10-11           | FY11-12           | Change               | % Change   |
|---------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|------------|
|                           | Actual            | Adopted           | Amended           | Adopted           | from FY10-11 Adopted |            |
| Salaries & Benefits       | 8,697,911         | 8,774,807         | 8,855,113         | 9,360,283         | 585,476              | 7%         |
| Supplies & Services       | 8,091,081         | 8,885,766         | 8,683,732         | 8,698,531         | (187,235)            | -2%        |
| Capital Outlay            | 3,110,119         | 62,304            | 352,304           | 232,304           | 170,000              | 273%       |
| Debt Service              | 2,015,723         | 7,074,187         | 7,074,187         | 6,305,804         | (768,383)            | -11%       |
| Interdepartmental Charges | 2,099,933         | 2,198,065         | 2,221,155         | 1,960,933         | (237,132)            | -11%       |
| <b>Total Public Works</b> | <b>24,014,768</b> | <b>26,995,129</b> | <b>27,186,490</b> | <b>26,557,855</b> | <b>(437,274)</b>     | <b>-2%</b> |

**ENGINEERING DIVISION**

The major functions of the Engineering Division are to administer the City's Capital Improvement Program, manage major projects such as the Wet Weather Program, Oyster Point Hook Ramps, function as the City's Traffic Engineer, lead the Traffic Advisory Committee, lead the Bicycle/Pedestrian Advisory Committee, apply for various Federal and State funds for public improvements and public facilities improvements, provide assistance to other City departments, administer and issue all types of permits on any public works projects and work within the public right-of-way, provide the public with information regarding property and engineering matters, and review information pertaining to all developments within the City.

**Schedule 40: Engineering Division Position & Expenditure Budget**

| <b>Position Title</b>               | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|-------------------------------------|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I          | 0.80                       | 0.80                       | 1.00                       | 0.20                               |
| Associate Civil Engineer            | 1.00                       | 1.00                       | 2.00                       | 1.00                               |
| City Engineer                       | 0.98                       | 0.98                       | 0.75                       | (0.23)                             |
| Director of Public Works            | 0.25                       | 0.25                       | 0.05                       | (0.20)                             |
| Engineering Technician              | 0.80                       | 0.80                       | 1.00                       | 0.20                               |
| Office Specialist                   | 1.00                       | 1.00                       | 0.20                       | (0.80)                             |
| Public Works Inspector              | 0.30                       | 0.30                       | 1.00                       | 0.70                               |
| Senior Civil Engineer               | 2.00                       | 2.00                       | 3.00                       | 1.00                               |
| <i>Subtotal Full Time Positions</i> | <i>7.13</i>                | <i>7.13</i>                | <i>9.00</i>                | <i>1.87</i>                        |
| <b>Total Engineering</b>            | <b>7.13</b>                | <b>7.13</b>                | <b>9.00</b>                | <b>1.87</b>                        |

| <b>Expense Type</b>       | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits       | 516,462                   | 652,203                    | 652,203                    | 605,360                    | (46,844)                                       | -7%                 |
| Supplies & Services       | 45,140                    | 172,692                    | 205,849                    | 120,159                    | (52,533)                                       | -30%                |
| Interdepartmental Charges | 50,479                    | 52,984                     | 76,074                     | -                          | (52,984)                                       | -100%               |
| <b>Total Engineering</b>  | <b>612,081</b>            | <b>877,879</b>             | <b>934,127</b>             | <b>725,519</b>             | <b>(152,361)</b>                               | <b>-17%</b>         |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

## SEWER MAINTENANCE DIVISION

The Sewer Maintenance Division is responsible to maintain the City's sanitary sewer system, which includes main lines within the street and within other properties. Maintenance includes flushing, rodding, jetting, and repair of broken lines, T.V. work, and manhole maintenance. 24 hours, 7 day a week emergency stand by for work is provided and reporting of spills and mandated procedures are important elements of work to protect public health.

### Schedule 41: Sewer Maintenance Division Position & Expenditure Budget

| Position Title                         | FY09-10     | FY10-11     | FY11-12     | Change          |
|--|-------------|-------------|-------------|-----------------|
|  | Adopted     | Adopted     | Adopted     | from<br>FY10-11 |
| Administrative Assistant I             | 0.30        | 0.30        | 0.40        | 0.10            |
| Administrative Assistant II            | 0.20        | 0.20        | 0.40        | 0.20            |
| Director of Public Works               | 0.35        | 0.35        | 0.35        | -               |
| Equipment Operator                     | 0.20        | 0.20        | -           | (0.20)          |
| Lead Public Works Maintenance Worker   | 1.00        | 1.00        | 1.00        | -               |
| Public Works Maintenance Worker        | 5.20        | 5.20        | 5.70        | 0.50            |
| Public Works Supervisor                | 0.70        | 0.70        | 0.60        | (0.10)          |
| Senior Civil Engineer                  | 0.20        | 0.20        | -           | (0.20)          |
| Senior Public Works Maintenance Worker | -           | -           | 1.00        | 1.00            |
| Superintendent of Public Works         | 0.25        | 0.25        | 0.40        | 0.15            |
| <i>Subtotal Full Time Positions</i>    | <b>8.40</b> | <b>8.40</b> | <b>9.85</b> | <b>1.45</b>     |
| <b>Total Sewer Maintenance</b>         | <b>8.40</b> | <b>8.40</b> | <b>9.85</b> | <b>1.45</b>     |

| Expense Type                   | FY09-10          | FY10-11          | FY10-11          | FY11-12          | Change                     | %<br>Change |
|--------------------------------|------------------|------------------|------------------|------------------|----------------------------|-------------|
|                                | Actual           | Adopted          | Amended          | Adopted          | from<br>FY10-11<br>Adopted |             |
| Salaries & Benefits            | 1,028,752        | 1,053,107        | 1,053,107        | 1,383,953        | 330,847                    | 31%         |
| Supplies & Services            | 72,853           | 195,396          | 195,396          | 194,443          | (953)                      | 0%          |
| Capital Outlay                 | 249,921          | -                | -                | 215,000          | 215,000                    | 0%          |
| Debt Services                  | 1,797            | -                | -                | -                | -                          | 0%          |
| Interdepartmental Charges      | 255,328          | 313,187          | 313,187          | 283,192          | (29,995)                   | -10%        |
| <b>Total Sewer Maintenance</b> | <b>1,608,651</b> | <b>1,561,689</b> | <b>1,561,689</b> | <b>2,076,588</b> | <b>514,899</b>             | <b>33%</b>  |

**STREETS MAINTENANCE DIVISION**

This Division is responsible to maintain the City's infrastructure including but not limited to, sidewalks, curbs and gutters, guard rails, fences, bridge structures, asphalt streets, parking lots, traffic signals, street lights, street signs, and painted legends. The Division performs emergency repairs on a 24/7 basis and assists other departments as needed.

**Schedule 42: Streets Maintenance Division Position Budget**

| <b>Position Title</b>                      | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|--|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I                 | 0.15                       | 0.15                       | 0.20                       | 0.05                               |
| Administrative Assistant II                | 0.60                       | 0.60                       | 0.45                       | (0.15)                             |
| Director of Public Works                   | -                          | -                          | 0.05                       | 0.05                               |
| Electrical Technician                      | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Equipment Operator                         | 1.60                       | 1.40                       | 2.00                       | 0.60                               |
| Lead Electrical Technician                 | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Lead Public Works Maintenance Worker       | 1.60                       | 0.60                       | -                          | (0.60)                             |
| Public Works Inspector                     | 0.70                       | 0.70                       | -                          | (0.70)                             |
| Public Works Maintenance Worker            | 2.50                       | 2.50                       | 2.50                       | -                                  |
| Public Works Supervisor                    | 0.60                       | 0.60                       | 0.10                       | (0.50)                             |
| Senior Civil Engineer                      | 0.15                       | 0.15                       | -                          | (0.15)                             |
| Senior Public Works Maintenance Worker     | 2.70                       | 2.70                       | 2.00                       | (0.70)                             |
| Superintendent of Public Works             | 0.20                       | 0.20                       | 0.30                       | 0.10                               |
| Sweeper Operator                           | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <b><i>Subtotal Full Time Positions</i></b> | <b>14.80</b>               | <b>13.60</b>               | <b>11.60</b>               | <b>(2.00)</b>                      |
| <b>Total Streets Maintenance</b>           | <b>14.80</b>               | <b>13.60</b>               | <b>11.60</b>               | <b>(2.00)</b>                      |

**Schedule 43: Streets Maintenance Division Expenditure Budget**

| <b>Expense Type</b>              | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|----------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits              | 1,519,076                 | 1,132,271                  | 1,153,371                  | 977,812                    | (154,459)                                      | -14%                |
| Supplies & Services              | 599,469                   | 589,936                    | 589,936                    | 658,423                    | 68,487   | 12%                 |
| Capital Outlay                   | 31,714                    | 31,714                     | 31,714                     | -                          | (31,714)                                       | -100%               |
| Debt Services                    | 633,067                   | 587,927                    | 587,927                    | -                          | (587,927)                                      | -100%               |
| <b>Total Streets Maintenance</b> | <b>2,783,325</b>          | <b>2,341,848</b>           | <b>2,362,948</b>           | <b>1,636,235</b>           | <b>(705,613)</b>                               | <b>-30%</b>         |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

**FLEET MAINTENANCE (GARAGE) DIVISION**

Fleet maintenance provides service to the City's fleet of vehicles and mechanical equipment. Services, including scheduled preventive maintenance, required safety and smog inspections, emergency repairs, and equipment modifications are performed as necessary to ensure equipment is suitable for use and departmental users have reliable vehicles and equipment.

**Schedule 44: Fleet Maintenance Division Position & Expenditure Budget**

| <b>Position Title</b>               | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|-------------------------------------|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I          | 0.35                       | 0.35                       | 0.30                       | (0.05)                             |
| Administrative Assistant II         | 0.05                       | 0.05                       | 0.05                       | -                                  |
| Director of Public Works            | 0.05                       | 0.05                       | 0.05                       | -                                  |
| Equipment Mechanic                  | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Lead Equipment Mechanic             | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Public Works Supervisor             | 0.70                       | 0.70                       | 0.50                       | (0.20)                             |
| Superintendent of Public Works      | 0.05                       | 0.05                       | 0.10                       | 0.05                               |
| <i>Subtotal Full Time Positions</i> | <b>4.20</b>                | <b>4.20</b>                | <b>4.00</b>                | <b>(0.20)</b>                      |
| <b>Total Fleet Maintenance</b>      | <b>4.20</b>                | <b>4.20</b>                | <b>4.00</b>                | <b>(0.20)</b>                      |

| <b>Expense Type</b>            | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|--------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits            | 559,315                   | 537,961                    | 537,961                    | 489,905                    | (48,056)                                       | -9%                 |
| Supplies & Services            | 816,845                   | 814,636                    | 838,871                    | 784,946                    | (29,690)                                       | -4%                 |
| Capital Outlay                 | 1,056                     | 6,304                      | 6,304                      | 6,304                      | -  | 0%                  |
| Interdepartmental Charges      | 32,610                    | 39,451                     | 39,451                     | 39,160                     | (291)  | -1%                 |
| <b>Total Fleet Maintenance</b> | <b>1,409,826</b>          | <b>1,398,352</b>           | <b>1,422,587</b>           | <b>1,320,315</b>           | <b>(78,037)</b>                                | <b>-6%</b>          |

**STORM WATER DIVISION**

The Division was established to maintain the City's storm drainage infrastructure and to respond to the mandate imposed by the Federal Government (The Clean Water Act) as monitored by the Regional Water Quality Control Board to lessen pollution to the Bay. The purpose of the program is to reduce storm water pollution and damage to streets and structures.

**Schedule 45: Storm Water Division Position & Expenditure Budget**

| <b>Position Title</b>                     | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|---|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I                | 0.20                       | 0.20                       | 0.10                       | (0.10)                             |
| Administrative Assistant II               | 0.10                       | 0.10                       | 0.10                       | -                                  |
| City Engineer                             | 0.02                       | 0.02                       | -                          | (0.02)                             |
| Director of Public Works                  | 0.10                       | 0.10                       | 0.10                       | -                                  |
| Environmental Compliance Inspector        | 0.50                       | 1.50                       | 1.75                       | 0.25                               |
| Equipment Operator                        | 0.20                       | 0.20                       | -                          | (0.20)                             |
| Lead Public Works Maintenance Worker      | 0.40                       | 0.40                       | 1.00                       | 0.60                               |
| Public Works Maintenance Worker           | 1.30                       | 2.30                       | 2.80                       | 0.50                               |
| Public Works Supervisor                   | 0.60                       | 0.60                       | 0.90                       | 0.30                               |
| Senior Environmental Compliance Inspector | -                          | -                          | 0.38                       | 0.38                               |
| Senior Public Works Maintenance Worker    | 0.30                       | 0.30                       | -                          | (0.30)                             |
| Superintendent of Public Works            | 0.25                       | 0.25                       | 0.20                       | (0.05)                             |
| Sweeper Operator                          | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Technical Services Supervisor             | 0.25                       | 0.25                       | 0.25                       | -                                  |
| <i>Subtotal Full Time Positions</i>       | <i>5.22</i>                | <i>7.22</i>                | <i>8.58</i>                | <i>1.36</i>                        |
| <b>Total Storm Water</b>                  | <b>5.22</b>                | <b>7.22</b>                | <b>8.58</b>                | <b>1.36</b>                        |

| <b>Expense Type</b>       | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits       | 513,360                   | 639,004                    | 698,210                    | 1,001,453                  | 362,449  | 57%                 |
| Supplies & Services       | 113,146                   | 488,198                    | 147,898                    | 317,318                    | (170,880)                                      | -35%                |
| Capital Outlay            | 2,551                     | -                          | 290,000                    | -                          | -  | 0%                  |
| Interdepartmental Charges | 63,419                    | 69,847                     | 69,847                     | 69,958                     | 111  | 0%                  |
| <b>Total Storm Water</b>  | <b>692,475</b>            | <b>1,197,049</b>           | <b>1,205,955</b>           | <b>1,388,729</b>           | <b>191,680</b>                                 | <b>16%</b>          |

## WATER QUALITY CONTROL PLANT

The Water Quality Control Plant provides control, treatment, and disposal of residential, commercial, and industrial wastewater generated in South San Francisco, San Bruno, and parts of Colma, Daly City, Millbrae and Burlingame.

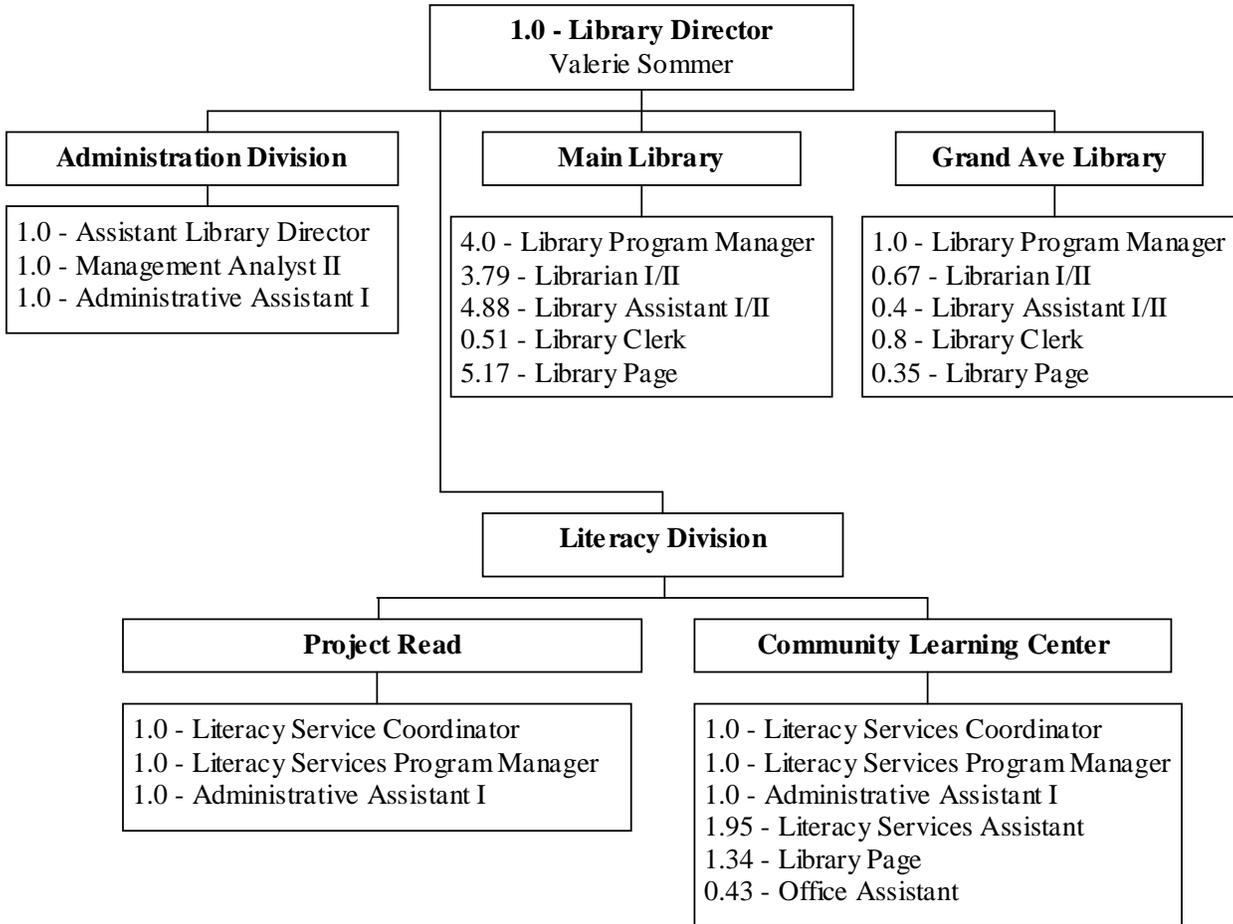
### Schedule 46: Water Quality Control Plant Position Budget

| <b>Position Title</b>                             | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|---|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I                        | 2.20                       | 2.20                       | 2.00                       | (0.20)                             |
| Apprentice - Operator I                           | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Assistant Plant Superintendent                    | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Associate Civil Engineer                          | 1.00                       | 1.00                       | -                          | (1.00)                             |
| City Engineer                                     | -                          | -                          | 0.25                       | 0.25                               |
| Director of Public Works                          | 0.25                       | 0.25                       | 0.40                       | 0.15                               |
| Engineering Technician                            | 0.20                       | 0.20                       | -                          | (0.20)                             |
| Environmental Compliance Inspector                | 1.50                       | 1.50                       | 1.25                       | (0.25)                             |
| Equipment Operator                                | -                          | 0.20                       | -                          | (0.20)                             |
| Laboratory Chemist                                | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Lead Plant Mechanic                               | 2.00                       | 1.00                       | 1.00                       | -                                  |
| Office Specialist                                 | -                          | -                          | 0.80                       | 0.80                               |
| Plant Electrician I                               | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Plant Electrician II                              | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Plant Mechanic I                                  | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Plant Mechanic II                                 | 4.00                       | 4.00                       | 4.00                       | -                                  |
| Plant Operator II                                 | 13.00                      | 13.00                      | 13.00                      | -                                  |
| Plant Utility Worker                              | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Senior Civil Engineer                             | 0.20                       | 0.20                       | -                          | (0.20)                             |
| Senior Environmental Compliance Inspector         | 1.00                       | 1.00                       | 0.63                       | (0.38)                             |
| Senior Laboratory Chemist                         | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Superintendent of WQCP                            | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Technical Services Supervisor                     | 0.75                       | 0.75                       | 0.75                       | -                                  |
| WQCP Supervisor                                   | -                          | 1.00                       | 1.00                       | -                                  |
| <b><i>Subtotal Full Time Positions</i></b>        | <b><i>39.10</i></b>        | <b><i>39.30</i></b>        | <b><i>38.08</i></b>        | <b><i>(1.23)</i></b>               |
| Consultant  | 0.24                       | 0.24                       | 0.24                       | -                                  |
| Laboratory Chemist - Hourly                       | 0.50                       | 0.50                       | 0.50                       | -                                  |
| <b><i>Subtotal Part Time/Hourly Positions</i></b> | <b><i>0.74</i></b>         | <b><i>0.74</i></b>         | <b><i>0.74</i></b>         | <b><i>-</i></b>                    |
| <b>Total Water Quality Control Plant</b>          | <b>39.84</b>               | <b>40.04</b>               | <b>38.82</b>               | <b>(1.23)</b>                      |

**Schedule 47: Water Quality Control Plant Expenditure Budget**

| <b>Expense Type</b>                      | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|--|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits                      | 4,557,232                 | 4,760,261                  | 4,760,261                  | 4,901,800                  | 141,539  | 3%                  |
| Supplies & Services                      | 6,368,146                 | 6,513,788                  | 6,541,825                  | 6,461,840                  | (51,948)                                       | -1%                 |
| Capital Outlay                           | 2,856,592                 | 56,000                     | 56,000                     | 11,000                     | (45,000)                                       | -80%                |
| Debt Services                            | 1,982,212                 | 7,042,473                  | 7,042,473                  | 6,305,804                  | (736,669)                                      | -10%                |
| Interdepartmental Charges                | 1,044,914                 | 1,115,099                  | 1,115,099                  | 1,032,430                  | (82,669)                                       | -7%                 |
| <b>Total Water Quality Control Plant</b> | <b>16,809,096</b>         | <b>19,487,621</b>          | <b>19,515,658</b>          | <b>18,712,875</b>          | <b>(774,746)</b>                               | <b>-4%</b>          |

# Library



**Fiscal Year 11-12 Position Budget Totals: 20.0 FTE Full Time, 15.35 FTE Part Time/Hourly**  
*0.5 FTE Literacy Services Coordinator and 0.1 FTE Literacy Service Program Manager funded by the Redevelopment Agency.*

## **MISSION**

South San Francisco Public Library is actively committed to providing access to the best possible combination of library materials and services to meet the informational, educational and recreational needs of our multicultural community in a professional manner with a human touch.

## **ACCOMPLISHMENTS IN FY 2010-11**

**Customer Services and Security Upgrade:** Migrated Library collections to RFID (Radio Frequency Identification) to allow for easy express-checkout of materials and enhanced security of Library collections, and to free up staff for increased programming and customer services.

**Library Programming:** Library services to adults, children and families provided informative and entertaining programs on a variety of topics including job readiness skills, bankruptcy law, fall prevention, author presentations, personal finance programs, container gardening, film programs, the art of writing graphic novels, as well as an afternoon of jazz music and a magic show. “On the floor” programming included special story times and crafts programs, Wii afternoons, and movie matinees.

Library services in the Main Library, Grand Avenue Branch Library, Project Read and the Community Learning Center provided 1,381 programs for pre-school and school-aged children, teens, and adults, with a total of 37,622 program attendees, many of whom took advantage of multiple program opportunities.

**Grants and Donations:** The Library received \$507,301 in grants and donations used to support library services and programs in 2010-11: the Community Learning Center - \$260,000, Project Read - \$209,301, Children’s Services - \$13,000, historical photography displays - \$25,000. In addition, the Friends of the Library provided \$10,000 in support of programs and services.

**Volunteer hours:** Community volunteers donated the equivalent in hours of 15.39 FTE (full-time equivalent) staff members, or 32,061.48 hours of service to Library programs. According to the Independent Sector website, the value of volunteer time is estimated at \$21.36 per hour, which would bring the dollar value of Library volunteer hours to \$492,593.21.

**Project Read:** Opened a Volunteer Income Tax Assistance site (VITA) and filed 120 income tax returns for low-income taxpayers through a grant from United Way of the Bay Area; received the Celebrate Literacy Award from the San Mateo County Reading Association; published an article in Public Libraries magazine, entitled “Project Read Gets Smart with Money”; Project Read staff member Pat Jarvis received the Daly City Woman of the Year Award from the Daly City Peninsula

Partnership, for work with parents and children aboard our Learning Wheels early literacy van; raised \$36,763 through the annual Trivia Challenge.

**Community Learning Center:** Piloted a new math program for third to fifth grade students funded by San Mateo County Workforce Development; teachers referred at-risk students to the summer program, with 75 third to fifth graders and 32 K-2nd grade students and their parents attending; Emily Johnson, a volunteer, was selected to receive the Soroptimist "Violet Richardson Award"; CLC staff participated in the SSF Community Coalition on Safe Neighborhoods to respond to the gang activities in Old Town which resulted in the CLC hosting part of the summer program for at-risk Parkway Middle School students; staff partnered with South San Francisco Adult Education and Skyline College to interview over 200 English learners to support their English language acquisition, funded by the Silicon Valley Community Foundation; 150 parents participated in a four week series focusing on acculturation, family relationships and mental health support, funded by Mills Peninsula Health Services.

**Grand Avenue Library:** Digitized most of the historic photograph collection archived in our Local History Room and created spreadsheets that will make it possible to provide access to that important collection on a 24/7 basis; an LSTA (federal Library Services and Technology Act) grant is funding a project to promote and display the historic photographs in Library buildings and at community meetings and events.

### **OBJECTIVES FOR FY 2011-12**

**New Main Library project:** Actively participate in the planning phase for the El Camino Real/Chestnut Area Plan; continue to provide input as needed to facilitate the planning process; involve Library supporters in promotion of community and civic amenities in this project.

**Customer services:** Develop a new service model to transition patrons and staff into an empowered self-service model using Radio Frequency Identification (RFID) technology, and 24/7 internet access to Library collections and services.

**Collection:** Selectively expand collection based on collection currency and emerging community needs and interests.

**Customer Service:** Create a dynamic community environment by offering "on the floor" programming and educational opportunities that meet the needs of library patrons and staff.

### **FY 2011-2011 SERVICE LEVEL CHANGES**

Vacant full-time positions were changed to part-time hourly positions. This creates more of an irregularity with staffing as there will be more turn-over. The loss of grant funding necessitated the loss of 1.0 FTE position.

## DEPARTMENT SUMMARY

**Funding Source:** General Fund, Grants, Redevelopment Agency

### Schedule 48: Library Department Expenditure Budget

| Expense Type                    | FY09-10          | FY10-11          | FY10-11          | FY11-12          | Change                     | % Change   |
|---------------------------------|------------------|------------------|------------------|------------------|----------------------------|------------|
|                                 | Actual           | Adopted          | Amended          | Adopted          | from<br>FY10-11<br>Adopted |            |
| Salaries & Benefits             | 3,363,158        | 3,276,099        | 3,413,299        | 3,130,743        | (145,355)                  | -4%        |
| Supplies & Services             | 631,110          | 507,341          | 738,283          | 513,996          | 6,655                      | 1%         |
| Capital Outlay                  | 6,240            | -                | -                | 65,000           | 65,000                     | 0%         |
| Interdepartmental Charges       | 348,398          | 369,363          | 369,363          | 333,639          | (35,724)                   | -10%       |
| <b>Total Library Department</b> | <b>4,348,906</b> | <b>4,152,803</b> | <b>4,520,945</b> | <b>4,043,379</b> | <b>(109,424)</b>           | <b>-3%</b> |

**LIBRARY ADMINISTRATION**

Administers the City's Library services program and provides technical services support through the selecting, ordering, cataloging and processing of a variety of materials for library facilities plus the planning for and implementation of computer hardware and software in the library. Additionally, this division handles public relations for the library and coordinates the use of library volunteers.

**Schedule 49: Library Administration Position & Expenditure Budget**

| <b>Position Title</b>                      | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|--|----------------------------|----------------------------|----------------------------|------------------------------------|
| Administrative Assistant I                 | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Assistant Library Director                 | 0.80                       | 0.80                       | 0.80                       | -                                  |
| Librarian II                               | 0.13                       | 0.13                       | 0.13                       | -                                  |
| Library Assistant II                       | 0.38                       | 0.38                       | 0.38                       | -                                  |
| Library Director                           | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Library Program Manager                    | 0.80                       | 0.80                       | 0.80                       | -                                  |
| Management Analyst II                      | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <b>Subtotal Full Time Positions</b>        | <b>5.11</b>                | <b>5.11</b>                | <b>5.11</b>                | <b>-</b>                           |
| Librarian I - Hourly                       | -                          | -                          | 0.13                       | 0.13                               |
| Librarian I - Part Time                    | 0.13                       | -                          | -                          | -                                  |
| Librarian II - Part Time                   | 0.13                       | 0.13                       | -                          | (0.13)                             |
| Library Assistant I - Hourly               | 0.18                       | 0.18                       | 0.18                       | -                                  |
| Library Assistant I - Part Time            | 0.50                       | 0.50                       | 0.50                       | -                                  |
| Library Page                               | 1.53                       | 1.53                       | 1.53                       | -                                  |
| <b>Subtotal Part Time/Hourly Positions</b> | <b>2.46</b>                | <b>2.34</b>                | <b>2.34</b>                | <b>-</b>                           |
| <b>Subtotal FTE</b>                        | <b>7.57</b>                | <b>7.45</b>                | <b>7.45</b>                | <b>-</b>                           |

| <b>Expense Type</b>                 | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|-------------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits                 | 859,043                   | 870,924                    | 870,924                    | 898,397                    | 27,473   | 3%                  |
| Supplies & Services                 | 261,647                   | 235,245                    | 284,409                    | 242,698                    | 7,453  | 3%                  |
| Capital Outlay                      | -                         | -                          | -                          | 65,000                     | 65,000   | 0%                  |
| Interdepartmental Charges           | 64,734                    | 77,854                     | 77,854                     | -                          | (77,854)                                       | -100%               |
| <b>Total Library Administration</b> | <b>1,185,424</b>          | <b>1,184,023</b>           | <b>1,233,187</b>           | <b>1,206,095</b>           | <b>22,072</b>                                  | <b>2%</b>           |

Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.

## MAIN LIBRARY DIVISION

Provide library and educational services and materials at the Main Library on West Orange Avenue, including adult, young adult and children's materials, services and programs, audiovisual materials and Circulation Services. Readers' and Information Services (Reference Services), provides reference and Internet assistance and training.

### Schedule 50: Main Library Division Position & Expenditure Budget

| Position Title                                    | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|---|--------------------|--------------------|--------------------|---------------------------|
| Assistant Library Director                        | 0.20               | 0.20               | 0.20               | -                         |
| Librarian II                                      | 2.20               | 2.20               | 2.20               | -                         |
| Library Assistant II                              | 1.82               | 1.82               | 1.62               | (0.20)                    |
| Library Program Manager                           | 3.40               | 3.40               | 3.40               | -                         |
| <b><i>Subtotal Full Time Positions</i></b>        | <b>7.62</b>        | <b>7.62</b>        | <b>7.42</b>        | <b>(0.20)</b>             |
| Librarian I - Hourly                              | -                  | -                  | 1.13               | 1.13                      |
| Librarian I - Part Time                           | 0.38               | -                  | -                  | -                         |
| Librarian II - Hourly                             | 0.20               | 0.20               | 0.20               | -                         |
| Librarian II - Part Time                          | 1.13               | 1.13               | -                  | (1.13)                    |
| Library Assistant I - Hourly                      | 0.75               | 0.75               | 0.75               | -                         |
| Library Assistant I - Part Time                   | 1.25               | 1.25               | 1.25               | -                         |
| Library Assistant II - Part Time                  | 0.20               | 0.20               | 0.20               | -                         |
| Library Clerk                                     | 0.31               | 0.31               | 0.51               | 0.20                      |
| Library Page                                      | 3.64               | 3.64               | 3.64               | -                         |
| <b><i>Subtotal Part Time/Hourly Positions</i></b> | <b>7.86</b>        | <b>7.48</b>        | <b>7.68</b>        | <b>0.20</b>               |
| <b>Total Main Library</b>                         | <b>15.48</b>       | <b>15.10</b>       | <b>15.10</b>       | <b>-</b>                  |

| Expense Type              | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|---------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits       | 1,009,974         | 1,138,980          | 1,138,980          | 1,186,114          | 47,134                               | 4%          |
| Supplies & Services       | 180,041           | 188,944            | 188,944            | 188,944            | -                                    | 0%          |
| Interdepartmental Charges | 112,379           | 137,977            | 137,977            | -                  | (137,977)                            | -100%       |
| <b>Total Main Library</b> | <b>1,302,394</b>  | <b>1,465,901</b>   | <b>1,465,901</b>   | <b>1,375,058</b>   | <b>(90,843)</b>                      | <b>-6%</b>  |

Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.

**GRAND AVENUE LIBRARY DIVISION**

Provide library and educational services and materials for the Grand Avenue Library including adult and children's materials, services and programs, audiovisual materials, and circulation and reference services. Branch services include the South San Francisco historical collection, a large Spanish-language collection for children and adults, as well as bilingual reference assistance and circulation services.

**Schedule 51: Grand Avenue Library Division Position & Expenditure Budget**

| <b>Position Title</b>                             | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|---|----------------------------|----------------------------|----------------------------|------------------------------------|
| Librarian II                                      | 0.67                       | 0.67                       | 0.67                       | -                                  |
| Library Assistant II                              | 0.80                       | 0.80                       | -                          | (0.80)                             |
| Library Program Manager                           | 0.80                       | 0.80                       | 0.80                       | -                                  |
| <b><i>Subtotal Full Time Positions</i></b>        | <b>2.27</b>                | <b>2.27</b>                | <b>1.47</b>                | <b>(0.80)</b>                      |
| Library Assistant I - Hourly                      | 0.10                       | 0.10                       | 0.10                       | -                                  |
| Library Assistant II - Part Time                  | 0.30                       | 0.30                       | 0.30                       | -                                  |
| Library Clerk                                     | -                          | -                          | 0.80                       | 0.80                               |
| Library Page                                      | 0.30                       | 0.30                       | 0.30                       | -                                  |
| Local History Specialist                          | 0.05                       | 0.05                       | 0.05                       | -                                  |
| <b><i>Subtotal Part Time/Hourly Positions</i></b> | <b>0.75</b>                | <b>0.75</b>                | <b>1.55</b>                | <b>0.80</b>                        |
| <b>Total Grand Avenue Library</b>                 | <b>3.02</b>                | <b>3.02</b>                | <b>3.02</b>                | <b>-</b>                           |

| <b>Expense Type</b>        | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|----------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits        | 494,645                   | 375,922                    | 326,758                    | 246,149                    | (129,773)                                      | -35%                |
| Supplies & Services        | 45,206                    | 46,889                     | 46,889                     | 46,890                     | 1  | 0%                  |
| Interdepartmental Charges  | 55,352                    | 53,090                     | 53,090                     | -                          | (53,090)                                       | -100%               |
| <b>Total Grand Library</b> | <b>595,203</b>            | <b>475,901</b>             | <b>426,737</b>             | <b>293,039</b>             | <b>(182,862)</b>                               | <b>-38%</b>         |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

**LITERACY DIVISION**

The Literacy division includes the Community Learning Center and Project Read. The division provides library services to meet family, individual, work and civic literacy needs of our community. Literacy services are a collaboration between City staff, local citizen's local schools and non-profit organizations to create a more literate and skilled citizenry and enable families to play a greater role in their children's education.

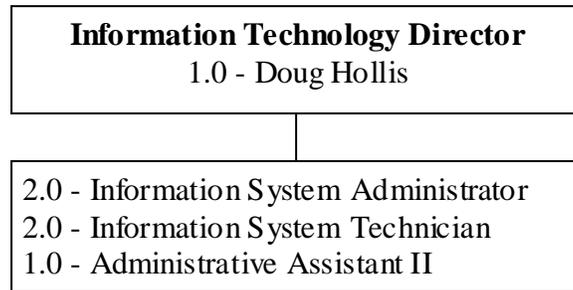
**Schedule 52: Literacy Division Position & Expenditure Budget**

| <b>Position Title</b>                             | <b>FY09-10</b> | <b>FY10-11</b> | <b>FY11-12</b> | <b>Change</b>           |
|---|----------------|----------------|----------------|-------------------------|
|   | <b>Adopted</b> | <b>Adopted</b> | <b>Adopted</b> | <b>from<br/>FY10-11</b> |
| Administrative Assistant I                        | 2.00           | 2.00           | 2.00           | -                       |
| Literacy Program Manager                          | 2.00           | 2.00           | 2.00           | -                       |
| Literacy Services Coordinator                     | 3.00           | 3.00           | 2.00           | (1.00)                  |
| <b><i>Subtotal Full Time Positions</i></b>        | <b>7.00</b>    | <b>7.00</b>    | <b>6.00</b>    | <b>(1.00)</b>           |
| Library Page                                      | 1.34           | 1.34           | 1.34           | -                       |
| Literacy Services Assistant I                     | 1.95           | 1.95           | 1.95           | -                       |
| Literacy Services Coordinator - Part Time         | 0.06           | 0.06           | 0.06           | -                       |
| Office Assistant                                  | 0.43           | 0.43           | 0.43           | -                       |
| <b><i>Subtotal Part Time/Hourly Positions</i></b> | <b>3.78</b>    | <b>3.78</b>    | <b>3.78</b>    | <b>-</b>                |
| <b>Total Literacy</b>                             | <b>10.78</b>   | <b>10.78</b>   | <b>9.78</b>    | <b>(1.00)</b>           |

| <b>Expense Type</b>            | <b>FY09-10</b>   | <b>FY10-11</b>   | <b>FY10-11</b>   | <b>FY11-12</b> | <b>Change</b>                       | <b>%<br/>Change</b> |
|--------------------------------|------------------|------------------|------------------|----------------|-------------------------------------|---------------------|
|                                | <b>Actual</b>    | <b>Adopted</b>   | <b>Amended</b>   | <b>Adopted</b> | <b>from<br/>FY10-11<br/>Adopted</b> |                     |
| Salaries & Benefits            | 999,496          | 890,273          | 1,076,637        | 800,084        | (90,189)                            | -10%                |
| Supplies & Services            | 144,217          | 36,263           | 218,041          | 35,464         | (799)                               | -2%                 |
| Capital Outlay                 | 6,240            | -                | -                | -              | -                                   | 0%                  |
| Interdepartmental Charges      | 115,933          | 100,442          | 100,442          | -              | (100,442)                           | -100%               |
| <b>Total Literacy Division</b> | <b>1,265,886</b> | <b>1,026,978</b> | <b>1,395,120</b> | <b>835,548</b> | <b>(191,430)</b>                    | <b>-19%</b>         |

*Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.*

## *Information Technology*



**Fiscal Year 11-12 Position Budget Totals: 6.0 FTE Full Time**

*1.0 FTE Information System Administrator is funded by the Redevelopment Agency*

**MISSION**

To design, implement, and maintain the citywide information technology network; to set standards for all user hardware to assure system compatibility; to support user hardware and assist with the training of employees in the use of common software; and to assist departments in planning for their particular unique technology needs.

**ACCOMPLISHMENTS IN FY 2010-11**

The department realized costs savings netting the City \$147,000 a year by completing the following:

- Consolidated 22 servers into 3 servers creating a virtual network more secure and more efficient that will lay the foundation for virtualization of desktops further increasing future cost savings.
- Leased new copiers for the city and consolidated the contract with one provider managed by the IT Department saving \$60,000.
- Consolidated all city cell phones into one contract and vendor.

Frequently responded to service requests on same day and responded to 100% of requests by second day.

**OBJECTIVES FOR FY 2011-12**

The department will redesign the backup and restore environment to further protect and city data which will assist the other departments use more securely electronic data storage.

As a cost saving measure, the department will begin virtualization of desktop PCs, which will reduce replacement costs and improve the City's network operations.

The department will also continue to improve its network security and oversee and advance the work being implemented for the City's GIS system.

Virtualization of desktops: reduce PC replacement cost and improve operations.

Replace existing copier machines with new copiers.

**SERVICE LEVEL CHANGES FOR FY 2011-12**

None.

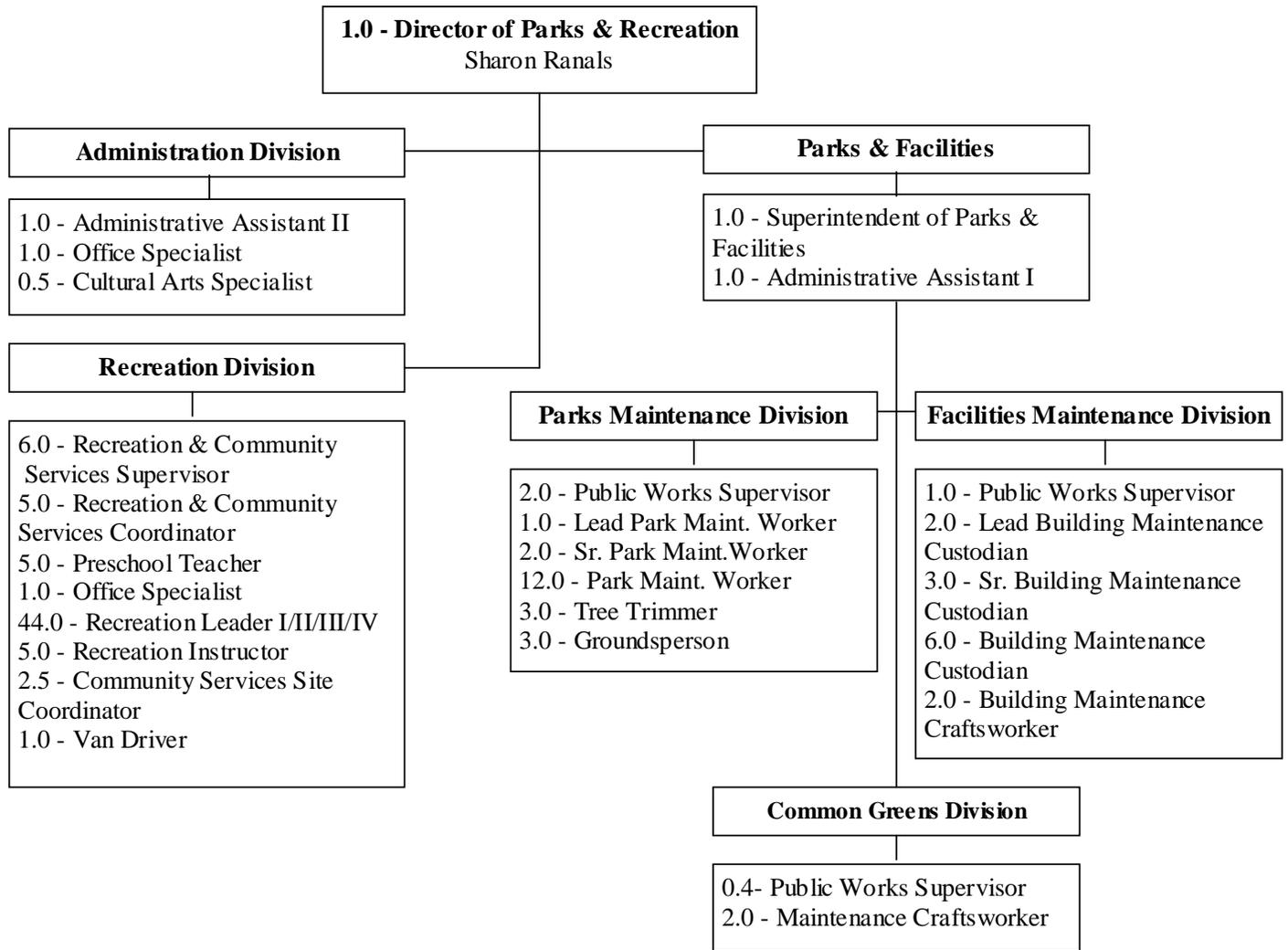
## DEPARTMENT SUMMARY

**Funding Source:** Information Technology Fund

### Schedule 53: Information Technology Department Expenditure Budget

| Expense Type               | FY09-10          | FY10-11          | FY10-11          | FY11-12          | Change                     | % Change    |
|----------------------------|------------------|------------------|------------------|------------------|----------------------------|-------------|
|                            | Actual           | Adopted          | Amended          | Adopted          | from<br>FY10-11<br>Adopted |             |
| Salaries & Benefits        | 776,622          | 706,308          | 706,308          | 761,574          | 55,266                     | 8%          |
| Supplies & Services        | 491,344          | 666,866          | 999,643          | 636,697          | (30,169)                   | -5%         |
| Capital Outlay             | 875              | 66,370           | 66,370           | -                | (66,370)                   | -100%       |
| Interdepartmental Charges  | 10,563           | 209,949          | 9,819            | 4,927            | (205,022)                  | -98%        |
| <b>Total IT Department</b> | <b>1,279,404</b> | <b>1,649,493</b> | <b>1,782,140</b> | <b>1,403,198</b> | <b>(246,295)</b>           | <b>-15%</b> |

# Parks & Recreation



**Fiscal Year 11-12 Position Budget Totals: 57.90 FTE Full Time, 50.11 FTE Part Time/Hourly**  
*1.0 FTE Parks Maintenance Worker is funded by the Redevelopment Agency, 0.05 FTE Lead Parks Maintenance Worker, 0.15 FTE Parks Maintenance Worker funded by the Storm Water Fund. 1.0 Parks Maintenance Worker, 0.1 FTE Lead Parks Maintenance Worker funded by the Sewer Fund.*

## **MISSION**

Provide opportunities for physical, cultural, and social well-being; ensure effective development, scheduling, use, and maintenance of public facilities, parks, and open space; and deliver services in a timely, efficient, and cost-effective manner.

## **ACCOMPLISHMENTS FOR FY 2010-11**

### **Junior Giants Program**

In 2010 the City was contacted by the Giants Community Foundation, and invited to manage the Junior Giants baseball program. The City agreed to do so, believing that it could be extremely beneficial in addressing youth development issues, particularly in the Old Town area. The program is a free, non-competitive, co-ed baseball program that enrolls over 16,000 underserved youth in California, Nevada, and Oregon. The program has a very strong character development curriculum that mentors youth on leadership, teamwork, confidence, and integrity. The summer program incorporates a “round the bases” reading program, nutrition and health education that includes a soda-free challenge, fitness, and only healthy snacks, as well as a violence prevention component. They offer great incentives to the children and their families, such as events at AT&T Park, award opportunities, and even a college scholarship program. The response to the program was very strong, with over 150 children enrolled, and 15 teams formed. It is anticipated that the program will be offered again in 2011/12, with an expanded capacity.

### **Schmahl Science Program**

Ponderosa After School Recreation Program was fortunate to be chosen as one of the participants of the Schmahl Science Program funded by the S.D. Bechtel Jr. Foundation in collaboration with the South San Francisco Unified School District. Beginning in October, scientists from the Schmahl Program spent one hour a week captivating the attention of approximately thirty fourth and fifth grade students with a variety of different hands-on projects. One of the goals of the program was to link the science curriculum taught in the classrooms to the activities of the after school program. Staff worked directly with the Ponderosa fifth grade teachers aligning the week’s experiments with their outlined curriculum.

Traditional Summer Camp, with financial support from the Takeda SF Company and SSF Day in the Park Committee, was able to offer the Schmahl Science Workshops as part of our camp curriculum. Each Tuesday the campers participated in interactive science workshops that enhance the science educational standards of each grade level. There were ten workshops, one each week of summer camp.

### **World Series Trophy**

The San Francisco Giants World Series Trophy Tour made a stop at the Joseph Fernekes Building on February 17. Staff performed additional maintenance work to improve the area for the event, as well as installed temporary additional parking and

signage, and managed parking control. Recreation staff assisted visitors with crowd control and photograph sessions.

### **Parkway Summer Program**

In response to issues with youth violence, a middle school recreation program was offered for the second summer. A collaboration of agencies worked together to offer a variety of activities at no cost to students enrolled at Parkway Middle School.

Parks and Recreation operated the open gym component at Spruce School from 11:00 a.m. – 1:00 p.m. on Mondays and Wednesdays. The open gym consisted of approximately 25 middle school students. Activities included basketball, soccer, volleyball and ping pong, trench, capture the ball, hockey, basketball, indoor soccer, dodge ball and many others. One hour classes were also offered at Spruce School in cheerleading, drama, hip hop dance, sketching and crafts, with approximately 10-15 students in each class. Group tennis lessons were offered at Orange Park.

### **Holiday Boutique for Children**

The REAL Program had a Holiday Boutique for the children in the Los Cerritos and Martin programs. The staff received donations from Safeway, SSF Scavengers, and independent individuals to assist in the success of this event. The children were allowed to purchase presents for the holidays for their family while using play money, which also enhanced their math skills. It was a huge success and the children look forward to having this event again this fiscal year.

### **Fitness and Outreach Initiatives**

“Streets Alive – South San Francisco” - In conjunction with World Health Day and a county-wide effort of programming health and fitness activities in several cities, on Sunday, May 1, 2011 the department planned a variety of activities for all ages and interests outdoors in the downtown area. Grand Avenue was closed to vehicles between Walnut Avenue and Linden Avenue. Approximately 500 members of the public attended and activities were offered between 10:00 a.m. – 2:00 p.m. including; Zumba Dance/Exercise, Tai Chi, Hawaiian Dance, Fit Walk/Art Talk, Martial Arts, Children’s Area and more.

The Los Cerritos REAL Program designed and implemented several Bike and Walk to School events throughout the 2010 -2011 school year. Approximately 25 of 56 children in the program participated in the biking and walking. In addition, parents, grandparents, and siblings also participated.

The Preschool Program participated in two Kindergarten Nights, one sponsored by the SSFUSD and the other by the SSF Mothers Club.

The Childcare Program Supervisor and Preschool Coordinator participated in the St. Ignatious Volunteer Fair. The Fair is held for students that are interested in completing their community service graduation requirement. This year the Full of

Fun Camp had approximately 20 high school volunteers recruited at the volunteer fair.

**Magnolia Senior Center Lunch Program**

The Magnolia Senior Center expanded the lunch meal service to Monday through Friday, with meals served at 12 noon, at a cost of \$5.

**OBJECTIVES FOR FY 2011-12**

Reorganize staff and streamline operations to ensure high level of service and coverage of duties previously carried out by planned vacancy positions that are vacant due to retirement or separation, and maintain morale in the face of increased workloads (administration);

Facilitate a merger of the Pee Wee and Shetland Baseball Leagues (sports);  
Monitor status of Model Aquatic Health Code for possible impact on Aquatic Programs, including additional trainings, facility improvements, and mechanical upgrades (aquatics)

Respond to request from the SSFUSD to expand childcare program at Monte Verde and offer a program at Buri Buri School, to the extent that it can be accomplished on a cost-covering basis (childcare);

Pursue grant funding and donations to implement science and other enrichment for programs (childcare), as well as park improvements (parks);

Operate the Junior Giants program, and expand capacity and enrollment (sports);  
Work cooperatively with co-sponsored groups and parks staff to improve field conditions (sports);

Increase enrollment at Siebecker Preschool from 40 students to 55, as permitted by increase in floor space accomplished in 2010/11 (childcare);

Explore programming options to increase attendance at the Magnolia Senior Center (seniors);

Revise the Tree Preservation Ordinance (administration);  
Pursue efficiencies to assure expenditures are within budget, and find savings wherever possible (all programs and divisions) to contribute to the city's 5-year plan to reduce the structural deficit;

Work with the Engineering Division to oversee the completion of park and recreation and facility projects carried forward from 2010/11 or approved in the 2011/12 Capital Improvement Program, including: Westborough Park Renovation, Paradise Valley

Pocket Park Restoration, Orange Memorial Park Playground Replacement (administration, parks, and facilities);

Install Evohelix sculpture selected by the Cultural Arts Commission on Spruce at Centennial Way (administration);

Continue to evaluate water and energy usage, coordinate with Sustainable SSF Division and Public Works, as well as the PG&E and the San Mateo County Energy Watch program to accomplish resource conservation and budget savings (administration);

Continue to develop volunteer programs to compliment parks and recreation programs and projects (all divisions);

Utilize software for work order processing, tracking, and analysis; integrate tree inventory with the city's GIS system (parks, facilities);

Upgrade credit card processing software in the registration system to accomplish switch to Wells Fargo Bank (administration);

Continue to remove diseased trees and replace as funding allows; prioritize and develop city-wide reforestation plan (parks);

Address issues identified in the 2010 playground safety audit, in priority order as staffing and budget permit (parks);

Expand staff training efforts on safety, supervision, and technical skill areas, including playground safety, backflow inspection and repair, pesticide application (parks);

Establish accountability guidelines for staff to improve performance for those who are under-achieving, and reinforce efforts of high-achievers (administration);

Improve marketing and outreach to include more participants, increase enrollments, and increase revenue (recreation).

### **FY 2011-12 SERVICE LEVEL CHANGES**

The four retirements in the Parks Maintenance and Facilities Maintenance Divisions left a large void in the operations since those four positions are going to be held vacant for costs savings or under filled at the part-time/hourly level. The department estimates that with the reduced staffing, the department will not be able to respond to service requests as quickly as in prior years. This reduction in staffing will also reduce the level of cleanliness at the City parks due to the reduced amount of maintenance.

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**DEPARTMENT SUMMARY**

**Funding Source:** General Fund, Redevelopment Agency, Common Greens Funds

**Schedule 54: Parks & Recreation Department Expenditure Budget**

| <b>Expense Type</b>                            | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|--|---------------------------|----------------------------|----------------------------|----------------------------|--|---------------------|
| Salaries & Benefits                            | 8,011,413                 | 7,658,467                  | 7,761,427                  | 7,894,391                  | 235,923  | 3%                  |
| Supplies & Services                            | 2,312,118                 | 2,848,905                  | 2,905,232                  | 2,837,987                  | (10,918)                                       | 0%                  |
| Interdepartmental Charges                      | 1,015,475                 | 937,488                    | 937,488                    | 919,458                    | (18,030)                                       | -2%                 |
| <b>Total Parks &amp; Recreation Department</b> | <b>11,339,006</b>         | <b>11,444,861</b>          | <b>11,604,148</b>          | <b>11,651,836</b>          | <b>206,975</b>                                 | <b>2%</b>           |

## PARKS & RECREATION ADMINISTRATION DIVISION

The Recreation Administration division provides administration, direction, oversight, and accountability for the Department. Staff support is provided for the City Council, Parks and Recreation Commission, Cultural Arts Commission, Beautification Committee, and Senior Advisory Board. Functions of the division include budget control, grant applications and administration, parks and facility planning, and capital projects.

### Schedule 55: P & R Administration Division Position & Expenditure Budget

| Position Title                              | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|---|--------------------|--------------------|--------------------|---------------------------|
| Administrative Assistant II                 | 1.00               | 1.00               | 1.00               | -                         |
| Office Specialist                           | 1.00               | 1.00               | 1.00               | -                         |
| Parks & Recreation Director                 | 0.75               | 0.75               | 0.75               | -                         |
| Recreation & Community Services Manager     | 0.50               | -                  | -                  | -                         |
| <i>Subtotal Full Time Positions</i>         | <i>3.25</i>        | <i>2.75</i>        | <i>2.75</i>        | <i>-</i>                  |
| Cultural Arts Specialist                    | 0.50               | 0.50               | 0.50               | -                         |
| <i>Subtotal Part Time/Hourly Positions</i>  | <i>0.50</i>        | <i>0.50</i>        | <i>0.50</i>        | <i>-</i>                  |
| <b>Total Parks &amp; Rec Administration</b> | <b>3.75</b>        | <b>3.25</b>        | <b>3.25</b>        | <b>-</b>                  |

| Expense Type                          | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|---------------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits                   | 442,889           | 426,551            | 426,551            | 458,871            | 32,320                               | 8%          |
| Supplies & Services                   | 79,890            | 105,293            | 105,293            | 103,197            | (2,096)                              | -2%         |
| Interdepartmental Charges             | 170,781           | 139,159            | 139,159            | -                  | (139,159)                            | -100%       |
| <b>Total P &amp; R Administration</b> | <b>693,560</b>    | <b>671,003</b>     | <b>671,003</b>     | <b>562,068</b>     | <b>(108,935)</b>                     | <b>-16%</b> |

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**RECREATION DIVISION**

There are several programs within this division: Recreation Management, which includes day to day operation of activity registration, general supervision, clerical, and office support; Aquatics; Picnic and Facility Rentals; Adult Day Care and Senior Services, including nutrition and transportation; Childcare, including pre-school and before and after school care; Sports, youth, middle school sports programs, and adults; Cultural Arts; and Special Classes and Events. City facilities operated include Terrabay Gymnasium, the Municipal Services Building, Orange Memorial Park Swimming Pool and Recreation Building, Magnolia Center, Westborough Recreation Building and Pre-School, and Siebecker Pre-School.

**Schedule 56: Recreation Division Position Budget**

| <b>Position Title</b>                             | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|---|----------------------------|----------------------------|----------------------------|------------------------------------|
| Office Specialist                                 | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Preschool Teacher                                 | 5.00                       | 5.00                       | 5.00                       | -                                  |
| Recreation & Community Services Coordinator       | 5.00                       | 5.00                       | 5.00                       | -                                  |
| Recreation & Community Services Supervisor        | 4.00                       | 4.00                       | 4.00                       | -                                  |
| Recreation Leader IV                              | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Van Driver  | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <b><i>Subtotal Full Time Positions</i></b>        | <b><i>17.00</i></b>        | <b><i>17.00</i></b>        | <b><i>17.00</i></b>        | <b><i>-</i></b>                    |
| Community Services Site Coordinator               | 2.97                       | 2.97                       | 2.97                       | -                                  |
| Consultant  | 0.50                       | 0.50                       | 0.50                       | -                                  |
| Recreation Instructor                             | 5.41                       | 5.41                       | 5.41                       | -                                  |
| Recreation Leader Facility Coordinator            | 0.75                       | 0.75                       | 0.75                       | -                                  |
| Recreation Leader I                               | 1.09                       | 1.09                       | 1.09                       | -                                  |
| Recreation Leader II                              | 9.82                       | 9.82                       | 9.82                       | -                                  |
| Recreation Leader II - Part Time                  | 1.25                       | 1.25                       | 1.25                       | -                                  |
| Recreation Leader III                             | 21.02                      | 21.02                      | 21.02                      | -                                  |
| Recreation Leader III - Part Time                 | 1.07                       | 1.07                       | 1.07                       | -                                  |
| Recreation Leader IV                              | 4.73                       | 4.73                       | 4.73                       | -                                  |
| <b><i>Subtotal Part Time/Hourly Positions</i></b> | <b><i>48.61</i></b>        | <b><i>48.61</i></b>        | <b><i>48.61</i></b>        | <b><i>-</i></b>                    |
| <b>Total Recreation</b>                           | <b>65.61</b>               | <b>65.61</b>               | <b>65.61</b>               | <b>-</b>                           |

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**Schedule 57: Recreation Division Expenditure Budget**

| Expense Type              | FY09-10          | FY10-11          | FY10-11          | FY11-12          | Change                     | %<br>Change |
|---------------------------|------------------|------------------|------------------|------------------|----------------------------|-------------|
|                           | Actual           | Adopted          | Amended          | Adopted          | from<br>FY10-11<br>Adopted |             |
| Salaries & Benefits       | 3,742,715        | 3,406,323        | 3,406,323        | 3,551,336        | 145,013                    | 4%          |
| Supplies & Services       | 454,584          | 577,386          | 577,386          | 518,540          | (58,846)                   | -10%        |
| Interdepartmental Charges | 63,791           | 64,003           | 64,003           | -                | (64,003)                   | -100%       |
| <b>Total Recreation</b>   | <b>4,261,090</b> | <b>4,047,712</b> | <b>4,047,712</b> | <b>4,069,876</b> | <b>22,164</b>              | <b>1%</b>   |

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## PARKS MAINTENANCE DIVISION

The division is responsible to maintain the City's 170 acres of parks, 18,500 City trees, park facilities, landscaping, street medians, Sign Hill, school play fields, playgrounds, public buildings, and recreational areas of public enjoyment. The division performs all routine, preventative, and replacement maintenance that include mowing, irrigation, trimming, fertilizing, painting, cutting, and restroom services.

### Schedule 58: Parks Maintenance Division Position & Expenditure Budget

| Position Title                                   | FY09-10      | FY10-11      | FY11-12      | Change          |
|--|--------------|--------------|--------------|-----------------|
|  | Adopted      | Adopted      | Adopted      | from<br>FY10-11 |
| Administrative Assistant I                       | 0.25         | 0.25         | 0.25         | -               |
| Groundsperson                                    | 1.30         | 1.30         | 1.30         | -               |
| Lead Park Maintenance Worker                     | 2.00         | 2.00         | 1.00         | (1.00)          |
| Park Maintenance Worker                          | 12.00        | 12.00        | 12.00        | -               |
| Parks & Recreation Director                      | 0.15         | 0.15         | 0.15         | -               |
| Public Works Supervisor                          | 1.60         | 1.60         | 1.00         | (0.60)          |
| Senior Civil Engineer                            | 0.10         | 0.10         | -            | (0.10)          |
| Senior Park Maintenance Worker                   | 1.90         | 1.90         | 0.90         | (1.00)          |
| Superintendent of Parks & Facilities Maintenance | 0.10         | 0.10         | 0.10         | -               |
| Tree Trimmer                                     | 2.30         | 2.30         | 2.30         | -               |
| <i>Subtotal Full Time Positions</i>              | <i>21.70</i> | <i>21.70</i> | <i>19.00</i> | <i>(2.70)</i>   |
| <b>Total Parks Maintenance</b>                   | <b>21.70</b> | <b>21.70</b> | <b>19.00</b> | <b>(2.70)</b>   |

| Expense Type                   | FY09-10          | FY10-11          | FY10-11          | FY11-12          | Change                     | %<br>Change |
|--------------------------------|------------------|------------------|------------------|------------------|----------------------------|-------------|
|                                | Actual           | Adopted          | Amended          | Adopted          | from<br>FY10-11<br>Adopted |             |
| Salaries & Benefits            | 1,950,422        | 1,902,768        | 1,935,728        | 1,886,703        | (16,065)                   | -1%         |
| Supplies & Services            | 749,333          | 835,035          | 846,575          | 898,723          | 63,688                     | 8%          |
| Interdepartmental Charges      | 364,569          | 315,307          | 315,307          | -                | (315,307)                  | -100%       |
| <b>Total Parks Maintenance</b> | <b>3,064,324</b> | <b>3,053,110</b> | <b>3,097,610</b> | <b>2,785,426</b> | <b>(267,684)</b>           | <b>-9%</b>  |

Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.

## FACILITIES MAINTENANCE DIVISION

The Facilities Maintenance Division provides custodial, preventive maintenance services, and necessary building and related equipment repairs and replacements for all City facilities. These include interior and exterior work. The Division also performs a variety of tasks, which includes furniture moving, set ups, recycling, and many miscellaneous tasks as required.

### Schedule 59: Facilities Maintenance Division Position & Expenditure Budget

| Position Title                                   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| Administrative Assistant I                       | 0.34               | 0.34               | 0.34               | -                         |
| Building Maintenance Craftsworker                | 2.00               | 2.00               | 2.00               | -                         |
| Building Maintenance Custodian                   | 4.00               | 4.00               | 4.00               | -                         |
| Lead Building Maintenance Custodian              | 2.00               | 2.00               | 2.00               | -                         |
| Parks & Recreation Director                      | 0.10               | 0.10               | 0.10               | -                         |
| Public Works Supervisor                          | 0.90               | 0.90               | 1.00               | 0.10                      |
| Senior Building Maintenance Custodian            | 3.00               | 3.00               | 2.00               | (1.00)                    |
| Senior Civil Engineer                            | 0.10               | 0.10               | -                  | (0.10)                    |
| Superintendent of Parks & Facilities Maintenance | 0.10               | 0.10               | 0.10               | -                         |
| <i>Subtotal Full Time Positions</i>              | <i>12.54</i>       | <i>12.54</i>       | <i>11.54</i>       | <i>(1.00)</i>             |
| Building Maintenance Custodian - Part Time       | -                  | -                  | 1.00               | 1.00                      |
| <i>Subtotal Part Time/Hourly Positions</i>       | <i>-</i>           | <i>-</i>           | <i>1.00</i>        | <i>1.00</i>               |
| <b>Total Facilities Maintenance</b>              | <b>12.54</b>       | <b>12.54</b>       | <b>12.54</b>       | <b>-</b>                  |

| Expense Type                        | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|-------------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits                 | 1,156,543         | 1,064,160          | 1,134,160          | 1,086,584          | 22,424                               | 2%          |
| Supplies & Services                 | 649,160           | 908,141            | 908,141            | 872,144            | (35,997)                             | -4%         |
| Interdepartmental Charges           | 119,328           | 112,327            | 112,327            | -                  | (112,327)                            | -100%       |
| <b>Total Facilities Maintenance</b> | <b>1,925,031</b>  | <b>2,084,628</b>   | <b>2,154,628</b>   | <b>1,958,728</b>   | <b>(125,900)</b>                     | <b>-6%</b>  |

Note: In FY 2011-12 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2011-12 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.

## COMMON GREENS DIVISION

This Division is responsible to maintain the common landscaped areas and special property tax District grounds, which include 64 acres at West Park 1, 2, & 3, Stonegate Ridge and Willow Gardens. Maintenance includes contract services for mowing, edging, trimming, debris removal, and repair of sprinkler heads. In-house staff manages irrigation systems, walkway lights, trees, sidewalks, steps, playgrounds, graffiti, benches, picnic tables, and Capital Improvement Projects. The division also responds to customer service requests.

### Schedule 60: Common Greens Division Position & Expenditure Budget

| Position Title                                   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| Administrative Assistant I                       | 0.41               | 0.41               | 0.41               | -                         |
| Administrative Assistant II                      | 0.05               | 0.05               | -                  | (0.05)                    |
| Groundsperson                                    | 0.70               | 0.70               | 0.70               | -                         |
| Maintenance Craftsworker                         | 2.00               | 2.00               | 2.00               | -                         |
| Park Maintenance Worker                          | 2.00               | 2.00               | 2.00               | -                         |
| Public Works Supervisor                          | 0.90               | 0.90               | 0.90               | -                         |
| Senior Civil Engineer                            | 0.25               | 0.25               | -                  | (0.25)                    |
| Senior Park Maintenance Worker                   | 0.10               | 0.10               | 0.10               | -                         |
| Superintendent of Parks & Facilities Maintenance | 0.80               | 0.80               | 0.80               | -                         |
| Superintendent of Public Works                   | 0.25               | 0.25               | -                  | (0.25)                    |
| Tree Trimmer                                     | 0.70               | 0.70               | 0.70               | -                         |
| <i>Subtotal Full Time Positions</i>              | <b>8.16</b>        | <b>8.16</b>        | <b>7.61</b>        | <b>(0.55)</b>             |
| <b>Total Common Greens</b>                       | <b>8.16</b>        | <b>8.16</b>        | <b>7.61</b>        | <b>(0.55)</b>             |

| Expense Type               | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|----------------------------|-------------------|--------------------|--------------------|--------------------|--------------------------------------|-------------|
| Salaries & Benefits        | 713,308           | 858,665            | 858,665            | 910,896            | 52,231                               | 6%          |
| Supplies & Services        | 368,599           | 423,050            | 423,050            | 445,384            | 22,334                               | 5%          |
| Interdepartmental Charges  | 297,006           | 306,692            | 306,692            | 301,770            | (4,922)                              | -2%         |
| <b>Total Common Greens</b> | <b>1,378,913</b>  | <b>1,588,407</b>   | <b>1,588,407</b>   | <b>1,658,051</b>   | <b>69,644</b>                        | <b>4%</b>   |

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# CAPITAL IMPROVEMENT PROGRAM

## *Capital Improvement Program Overview*

The Capital Improvement Program (CIP) improves City-owned and public infrastructure including; City buildings, streets, sewers, traffic improvements and parks.

Every fiscal year in conjunction with the Operating Budget proposal, the City Council appropriates funding for new and existing CIP projects. On an annual basis the Engineering Division is responsible for preparing appropriation recommendations with assistance from the Finance Department to present new funding source appropriations for adoption by the City Council.

There is a separate CIP budget book that lists in more detail the projects as part of the CIP. This CIP section will outline and indentify project types and large CIP projects with operating budget impacts.

**Capital Expenditures:** The City designates “Capital Expenditures” as any budgeted expenditure as part of CIP. In FY 2011-12 the City Council approved \$11.3 million in new CIP appropriations. The total estimated appropriations for CIP projects including remaining balances from prior year appropriations is \$99.3 million. This number may change once FY 2010-11 is closed.

Capital Projects are tracked by project type and individual project. There are a total of 123 CIP projects divided between the project types which include:

**Aircraft Noise Insulation:** These 2 projects are a continuation of a Federal grant used to install new windows in homes under the flight path of the San Francisco Airport.

**Information Technology:** There are 12 projects that will improve the City’s IT network and backup servers.

**Parks:** These 19 projects will replace playgrounds, improve park facilities and lighting, and reforest parks in City owned public spaces.

**Public Facilities:** These 19 projects will build or improve affordable housing, purchase land, or renovate and improve City owned structures.

**Sanitary Sewer:** These 15 projects will improve the infrastructure at the Water Quality Treatment Plant and improve and rehabilitate Sewer lines within the City.

**Streets:** These 22 projects will improve sidewalks, bridges and resurface streets.

**Storm Drain:** These 6 projects will repair and improve storm drains to reduce pollution that runs off into the San Francisco Bay.

**Traffic:** These 28 projects focus on key intersections within the City to provide improved pedestrian safety, traffic calming and better bicycle rider safety on City streets.

**Schedule 61: FY11-12 CIP Appropriations by Project Type**

| <b>Project Type</b>               | <b>Amount</b>     | <b>% of Total</b> |
|-----------------------------------|-------------------|-------------------|
| Aircraft Noise Insulation Program | -                 | 0.0%              |
| Information Technology            | 112,000           | 1.0%              |
| Parks                             | 988,500           | 8.8%              |
| Public Facilities                 | 35,000            | 0.3%              |
| Sanitary Sewer                    | 6,976,135         | 61.9%             |
| Storm Drains                      | 300,000           | 2.7%              |
| Streets                           | 1,832,092         | 16.3%             |
| Traffic                           | 1,020,800         | 9.1%              |
| <b>Total 2011-2012:</b>           | <b>11,264,527</b> | <b>100%</b>       |

**Schedule 62: Total CIP Appropriations by Project Type Including Carry Over**

| <b>Project Type</b>               | <b>Amount</b>     | <b>% of Total</b> |
|-----------------------------------|-------------------|-------------------|
| Aircraft Noise Insulation Program | 1,386,866         | 1.4%              |
| Information Technology            | 698,221           | 0.7%              |
| Parks                             | 3,233,903         | 3.3%              |
| Public Facilities                 | 57,539,747        | 57.9%             |
| Sanitary Sewer                    | 11,151,172        | 11.2%             |
| Storm Drains                      | 878,180           | 0.9%              |
| Streets                           | 19,536,159        | 19.7%             |
| Traffic                           | 4,894,485         | 4.9%              |
| <b>Total</b>                      | <b>99,318,733</b> | <b>100.0%</b>     |

## ***CIP Funding Sources***

Funding of the CIP projects come from sources such as Redevelopment Agency's tax increment revenue, Gas Tax, Measure A ½ Cent Sales Tax, the General Fund, sewer charges, impact fees and grants. FY 2011-12 includes \$11.2 million in new appropriations and \$88 million in prior year unspent appropriations.

### **REDEVELOPMENT AGENCY**

Redevelopment revenues account for \$70.7 million or 71.2% of total CIP appropriations

State Law makes available to Redevelopment Agencies a method of obtaining funds called "tax increment financing." On the date the City Council approved a redevelopment plan area, the property within the boundaries of the plan area has a certain total property tax value. If this total assessed valuation increases, most of the property taxes that are derived from the increase go to the Redevelopment Agency. These funds are called "tax increment." Bonds were issued against some of these future tax increment funds so both bond funding and tax increment funding is used in the CIP. Twenty percent of all tax increment funding is set aside in the redevelopment housing fund to create low and moderate income housing in the City and CIP projects rely on this redevelopment funding source as well. Tax increment funds may only be used to eliminate blight or promote economic growth in the redevelopment plan area.

### **SEWER FUND**

Sewer fund revenues account for \$9.8 million or 9.9% of the total CIP appropriations

The majority of the revenues in this fund are generated by a service fee that is collected for the City's cost to operate the sanitary sewer service system which includes gravity collection lines (pipes in the street), pump stations, a wastewater treatment plant and a disposal system. The fee is collected on the property tax bill (with some direct billing also occurring) and pays the City portion of the costs of the projects in the CIP. Since the City co-owns the treatment plant with the City of San Bruno, San Bruno also reimburses the City of South San Francisco for their 26.92% share of the treatment plant CIP expenditures. The City also has a sewer capacity charge that generates revenues to fund the costs associated with providing collection and treatment capacity to new and expanding development not funded by the East of 101 Sewer Impact Fee Program.

## **GRANTS**

Grant revenues account for \$4.3 million or 4.3% of total CIP appropriations

Revenues from grants are generated through various grants received from Federal and State governments or other governmental agencies. Examples of grant funding for projects include the Federal Highway Safety Improvement Program and State Transportation Development Act. Grants fund a variety of transportation related improvements, safety improvements, and energy efficient improvements. Use of these grant funds is restricted to the specific project or purpose for which the grant was given.

## **MEASURE A ½ CENT SALES TAX**

Measure A revenues account for \$3.1 million or 3.1% of total CIP appropriations

Measure A fund revenues are generated from a countywide one-half cent sales tax for transportation improvements approved by voters in 2004 and expiring at the end of 2033. The program is administered by the San Mateo County Transportation Authority. Measure A is used for a broad spectrum of transportation related projects and programs as approved by voters in the 2004 ballot measure.

## **DEVELOPMENT IMPACT FEES**

The various impact fees account for \$3.0 million or 3.1% of the total CIP appropriations.

The City has several development impact fee programs that fund new development's share of the construction and acquisition of infrastructure/facilities. The fees are paid by new development at the time of building permit issuance. Development impact fees must be used to fund improvements that mitigate the impacts of new development as identified in the nexus study supporting the fee program. The impact fee programs here in the City include the East of 101 Traffic Impact Fee, the East of 101 Sewer Impact Fee, the citywide Childcare Impact Fee, and the Oyster Point Interchange Impact Fee.

## **HIGHWAY USER TAX (GAS TAX)**

Gas Tax revenues account for \$2.9 million or 2.9% of total CIP appropriations

Gas taxes are generated from the \$0.18 per gallon State excise tax on motor vehicle fuel sold in California. Prior to 2010, the City also received Proposition 42 funding which included a portion of the 6% sales tax on fuel. Beginning in 2010, the

legislature approved a swap and eliminated the sales tax on fuel, and substituted it with a \$0.173 per gallon gas excise tax resulting in no planned changes to revenues in the Gas Tax Fund. The State Board of Equalization administers the tax and the State controller distributes the proceeds to cities and counties using formulas based on population and lane-miles of maintained roadways. The use of gas tax funds is limited to research, planning, construction, improvement, and maintenance and operation of public street and public transit guide ways including storm drainage facilities.

### **PARK IN-LIEU FEES**

Park in-lieu fees account for \$2.6 million or 2.6% of the total CIP appropriations

The City's ordinance as authorized by the Quimby Act requires park land dedication in proposed residential subdivisions or the payment of an in-lieu fee. In the event the proposed residential subdivision is less than 50 parcels, the City may only require the payment of an in-lieu fee. This fee requirement is a condition of approval of residential development projects. The fees may only be used for acquiring land and developing new park and recreation facilities, or rehabilitating/enhancing existing neighborhood parks, community parks, and recreational facilities.

### **DEVELOPER CONTRIBUTIONS**

Developer contributions account for \$1.6 million or 1.6% of total CIP appropriations

The City has collected developer contributions via a funding agreement from a large biotech firm located on the East side of 101 for specific sewer CIP projects. The last sewer CIP project utilizing this funding source is expected to be completed in FY 2011-12.

### **GENERAL FUND**

General fund revenues account for just over \$400,000 or 0.4% of the total CIP appropriations

The City's general fund revenues come from a variety of sources including but not limited to property tax revenues, sales taxes, motor vehicle in-lieu fees, transient occupancy taxes, revenues from other agencies, franchise fees, business license fees, commercial parking taxes, permits, charges for services, fines, etc. More information on this funding source is available in the City's budget.

**COMMON GREENS**

Common Greens revenues account for just over \$400,000 or 0.4% of the total CIP appropriations

Common Greens revenues are derived from a portion of the 1% property tax revenues that would otherwise go to the City’s General Fund. There are a total of four separate maintenance districts covering small areas of the City and were set up prior to Proposition 13. The funds are used for maintenance of various common areas within the districts. The common areas, depending on location, include landscaping, irrigation systems, lighting, walkways, and recreational areas.

**MISCELLANEOUS**

Miscellaneous revenues account for less than \$350,000 or 0.3% of the total CIP appropriations and represent all other funding sources.

**Schedule 63: FY11-12 CIP Appropriations by Funding Source**

| <b>Funding Source</b>           | <b>Amount</b>     | <b>% of Total</b> |
|---------------------------------|-------------------|-------------------|
| General Fund                    | -                 | 0.0%              |
| Grants                          | 406,292           | 3.6%              |
| Redevelopment                   | -                 | 0.0%              |
| Park In-Lieu Fees               | 735,000           | 6.5%              |
| Gas Tax                         | 1,101,600         | 9.8%              |
| Measure A                       | 1,670,000         | 14.8%             |
| Sewer Enterprise Fund           | 5,130,449         | 45.5%             |
| Common Greens                   | 75,000            | 0.7%              |
| Traffic Impact Fees             | -                 | 0.0%              |
| Sewer Impact Fees               | -                 | 0.0%              |
| Other                           | 2,146,186         | 19.1%             |
| <b>Total New Appropriations</b> | <b>11,264,527</b> | <b>100%</b>       |

**Schedule 64: Total CIP Appropriations by Funding Source**

| <b>Funding Source</b> | <b>Amount</b>     | <b>% of Total</b> |
|-----------------------|-------------------|-------------------|
| General Fund          | 441,557           | 0.4%              |
| Grants                | 4,265,595         | 4.3%              |
| Redevelopment         | 70,730,286        | 71.2%             |
| Park In-Lieu Fees     | 2,619,684         | 2.6%              |
| Gas Tax               | 2,870,049         | 2.9%              |
| Measure A             | 3,119,085         | 3.1%              |
| Sewer Enterprise Fund | 7,764,945         | 7.8%              |
| Common Greens         | 436,140           | 0.4%              |
| Traffic Impact Fees   | 2,415,917         | 2.4%              |
| Sewer Impact Fees     | 212,049           | 0.2%              |
| Other                 | 4,443,426         | 4.5%              |
| <b>Total</b>          | <b>99,318,733</b> | <b>100%</b>       |

## *Significant Nonrecurring Capital Expenditures*

The City considers significant nonrecurring capital expenditures any CIP project that has total appropriations of over \$1 million and will construct or improve City owned infrastructure not including land purchases for future planned development.

At the time of budget adoption the City has four projects that meet the criterion of significant nonrecurring capital expenditure. The projects are as follows:

### **Westborough Park Improvements \$2.5 Million**

Westborough Park is one of several Community Parks in the City of South San Francisco. The park is located at Westborough Boulevard and Galway Drive, west of I-280. With an area of 11.3 acres, the park includes sport and picnic facilities, play areas, walkways, and restrooms. The park was built in the 1960's and the picnic shelter and lawn areas have not been renovated since its original construction. The Westborough Park Improvements Project will renovate the playground area and equipment, renovate the upper and lower restrooms, demolish the existing picnic shelter and construct a new one, construct new sitting areas and walkways and install new perimeter landscape.

### **Additional Miller Parking Garage & Breezeway Improvements \$2.4 Million**

In FY 2010-11 the Miller Parking Garage project was completed. This project will complete first floor tenant improvement at the Garage shell building and then add 1,200 square foot office tenant improvements for City's Sustainability Division.

Additionally the project will improve the breezeway that connects the parking garage between 4<sup>th</sup> Lane and Grand Avenue.

**Street Rehabilitation Program Projects \$3.1 Million**

These projects will resurface and repair over 10 miles of City streets including new asphalt overlays on Holly Ave, Hilton Ave, Newman Ave, Arroyo Drive, Huntington Ave, Noor Ave, Olympic Drive, Meath Drive, a portion of Fairway Drive and Oakmont Drive. Additionally the City is micro-surfacing 41 streets( 7.6 miles, 1.29 million square feet) mainly in the area east of El Camino Real and west of Airport Blvd.

**WATER QUALITY CONTROL PLANT PROJECTS**

The City is undertaking a series of improvement projects to the existing Water Quality Control Plant (WQCP) treatment facilities to improve reliability, to replace aging infrastructure and to comply with the City’s National Pollutant Discharge Elimination System permit requirements. The most immediate of the projects include:

**WQCP Critical Rehabilitations \$1.5 Million**

This project will design and construct several projects at the WQCP including the following: seismic improvements to blower building #1, construct staircase to maintenance building roof, provide polymer feed system for secondary clarifier, replacement of a 2000 KW generator, construction of a new generator building, and construction of bypass bar screen No. 4.

**WQCP Minimize Blending Projects \$1.1 Million**

This project will design and construct several projects at the WQCP including the following: Flow monitoring from other system users, automation at flow split No. 1, add mixers in aeration basins 8 & 9, add new secondary clarifier, RAS/WAS PS expansion, add WW mixed lift station and 36 inch pipe to pond fill/drain pump station.

***Ongoing Maintenance & Operation Costs***

Some CIP projects construct new existing infrastructure that will have to be operated and maintained once the project is completed. These costs will have to be absorbed by the City’s Operating Budget.

The largest capital project recently completed was the Miller Avenue Parking Garage. The parking garage is in operation and requires ongoing maintenance and operation. An agreement between the Parks and Maintenance Division and the Economic Community Development Department was reached for Parks Maintenance Workers to provide the maintenance for the parking garage. The Parks & Recreation Department will be reimbursed for the services by the Parking District Fund. The City

## CAPITAL IMPROVEMENT PROGRAM

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estimates that the garage will bring in \$144,000 in additional revenue to cover the maintenance and operation expenses of the garage. The revenues will cover the Parks Maintenance Workers costs plus any utility costs associated with the garage.

# DEBT OBLIGATIONS

## *Debt Service Obligations*

As of July 1, 2011 the City will hold \$143.7 million of debt outstanding. The City has no formal debt policy. Debt service is backed through revenue proceeds either through tax increment dollars from the Redevelopment Agency or sewer usage charges from the Sewer Enterprise fund.

### **Schedule 65: Legal Debt Limit**

|  |                |
|--|----------------|
| Assesed Valuation*                         | 13,739,436,109 |
| Bonded Debt Limit (3.75% of Assesed Value) | 515,228,854    |
| Less Debt Subject to Limit                 | -              |
| Legal Bonded Debt Limit                    | 515,228,854    |

\* Source San Mateo County Assesor Combined Tax Rolls 2011-2012

The legal bonded debt limit as set by California Government Code, Section 43605 is 15%. The code section was enacted prior to the change in basing assessed value to full market value when it was previously 25% of market value. The 3.75% represents 25% of assessed value.

## **DEBT OBLIGATIONS**

The City has debt outstanding through the issue of bonds, notes, leases, and loans. The following list of all debt issued by the City, either through its financing authority or the Redevelopment Agency:

1. **Tax Allocation Revenue Bonds Series 2006A** - \$70,675,000, 3.75% to 5.13%, due 9/1/35. These bonds are a special obligation of the Redevelopment Agency used to refund and deacease the 1997 Downtown Tax Allocation Bonds and the 1999 Revenue Bonds as well as to finance various redevelopment projects and are payable solely from and secured by a pledge of tax revenues generated within the Redevelopment Agency project area. \$64.5 million in principal outstanding.
2. **2000 HUD Section 108 Loan** – \$1,750,000, 4.4% to 6.6% due 8/1/23. This loan was secured under a “Contract for Loan Guarantee Assistance under Section 108 of the Housing and Community Development Act of 1974”. The proceeds of this loan were used to finance the acquisition of real property, the rehabilitation of rental housing, and the rehabilitation of a public facility, pursuant to 24 CFR Statute 570.500. \$1.66 million in principal outstanding.
3. **1999 Certificates of Participation** - \$6,145,000, 3.2% to 5.0%, due 4/1/29. These bonds were issued to finance the acquisition of land and the improvements of the South San Francisco Conference Center. The Redevelopment Agency

pledged to pay debt service from tax increment revenues. \$4.6 million of principal outstanding.

4. **1988 Costco (Price Club) Notes** – \$2,270,000, 8.5% due 12/6/13. The City borrowed money from the retail company, then known as Price Club, to purchase land adjacent to their store located on South Airport Boulevard, which currently operates as Costco Wholesale. The City leases the land back to Costco. The lease payments are made to the City by Costco.
5. **1993, 1999, 2004, 2008 State Water Resources Control Board Loans** - \$70,387,123, 2.4% to 3.0% due 10/8/13, 8/1/22, 1/1/27. These loans were used to improve and expand the City's wastewater treatment plant. Loan proceeds were issued as projects progressed. Debt service payment commence one year after project completion. Sewage treatment plant user fees support the debt service payments. \$60.7 million of principal outstanding.
6. **2005D Water and Wastewater Revenue Bonds** - \$6,000,000, 2.75% to 5.0%, due 4/30/26. The City participated in a pooled bond sale. The bonds were used to finance sewer system capital improvement projects. The debt service is paid from the net revenues of the City's Sewer Enterprise Fund. \$5.2 million of principal outstanding.
7. **2003 Revenue Bonds** - \$5,865,000, 2.25% to 4.0%, due 9/1/18. The City of South San Francisco Capital Improvement Financing Authority issued these bonds to finance improvements on the South San Francisco Conference Center. The debt service payments come from a \$2.50 per day hotel room tax. These obligations are not recorded as part of the City's government debt. \$2.89 million of principal outstanding.

### **Deceased Debt Obligations**

In FY 2010-11 the City paid off the remaining balance of the following bonds, which had a maturity date of September 23, 2011.

**1989 California Health Facilities Financing Authority Revenue Bonds** - This money was used to finance the construction of the adult day care facility in the Magnolia Senior Center. Debt service payments are made from the Redevelopment Agency low and moderate tax increment revenues.

### **Capital Leases**

In addition to the bonds, notes, and loans, the City has also entered into long-term capital leases with various financing agencies. The capital leases are used to purchase vehicles and equipment where it makes more financial sense for the City pay for the vehicles or equipment over time rather than pay cash. The vehicle purchases tend to be Fire trucks, ambulances, and large public works vehicles. Below is a list of the

## DEBT OBLIGATIONS

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vehicles and equipment purchased with remaining balances in the past four fiscal years. The capital leases are funded from the General Fund and Redevelopment Agency.

1. **2008 Two Fire Trucks** – Projected balance \$668,191, due 7/16/18.
2. **2011 Two Fire Trucks** – Projected balance \$1,052,333, due 12/31/20.
3. **2011 Two Ambulances** – Projected balance \$500,454, due 12/30/17.

### Schedule 66: FY11-12 Debt Service Payments

| <b>Fund</b>                          | <b>FY11-12<br/>Adopted</b> |
|--------------------------------------|----------------------------|
| <b>Redvelopment Agency Debt Fund</b> |                            |
| Debt Service Principal               | 1,930,207                  |
| Interest                             | 3,475,449                  |
| <b>Subtotal</b>                      | <b>5,405,656</b>           |
| <b>Sewer Enterprise Fund</b>         |                            |
| Debt Service Principal               | 4,532,895                  |
| Interest                             | 1,772,909                  |
| <b>Subtotal</b>                      | <b>6,305,804</b>           |
| <b>Equipment Replacement Fund</b>    |                            |
| Debt Service Principal               | 204,971                    |
| Interest                             | 59,586                     |
| <b>Subtotal</b>                      | <b>264,557</b>             |
| <b>Total</b>                         | <b>11,976,017</b>          |

### NEW DEBT OBLIGATIONS

In FY 2011-12 the City plans to issue \$8 million in debt for projects to upgrade the infrastructure at the Water Quality Control Plant. The money will be used to fund future WQCP upgrade projects.

# GOVERNMENTAL FUNDS

## ***Governmental Funds Overview***

The Governmental Funds are designated for revenues and expenses that are classified as government type activities. These activities, which are financed primarily through taxes, provide infrastructure improvements including housing rehabilitation, traffic improvements, land improvements park facilities and public facilities improvements including municipal buildings. The General Fund is the main Governmental Fund, which was presented separately.

The Governmental Funds designated as special revenue are presented in the Special Revenue section on Page 178.

### **REDEVELOPMENT AGENCY FUNDS**

The Redevelopment Agency consists of six merged Redevelopment project areas: Downtown/Central, Downtown Addition, Gateway, Shearwater, El Camino, and El Camino Addition. The RDA Operating Fund funds 18.35 FTEs and the RDA Housing Fund funds 0.4 FTEs. The Redevelopment Agency's activities are largely on hold pending the California Supreme Court review of ABx1 26 and ABx1 27 passed by the California Legislature in June 2011, shortly after the City Council adopted this budget.

### **CAPITAL IMPROVEMENT FUND**

The Capital Improvement fund is the holding place for many CIP project expenditures. The revenues backfill expenditures and come from transfers from other funds and grants. This fund funds 4.2 FTEs from the Engineering Division.

### **PUBLIC AGREEMENT IMPROVEMENT FUND**

This fund was created by joint action of the City Council and the Redevelopment Agency Board in March 2011 to set aside dollars to fund critical regional capital improvements over the next ten years. The capital projects will foster economic growth, affordable housing, employment, transit oriented development, and traffic improvements in several areas of the City.

## ***Redevelopment Agency Merged Project Areas Funds***

At the time of the Operating Budget adoption the State of California was considering the elimination of the Redevelopment Agencies as part of the State budget for FY 2011-12. The City presented the City Council with the status quo budget of the RDA with the intention of amending the budget once the details of the final California Supreme Court rulings expected in early 2012.

In FY 2011-12 the City estimates that \$7.1 million of the tax increment will be transferred to the RDA housing fund.

In FY 2011-12 the RDA will pay \$6.7 million in pass through payments. Pursuant to California Redevelopment Law (Health and Safety Code Section 33607.5), the RDA is obligated to pass-through a portion of the gross tax increment received on the project area to jurisdictions with the Project Area. The City calculated a pass through payments to districts including; the South San Francisco Unified School District, San Mateo County, San Mateo County College District, San Mateo Department of Education and other special districts.

The RDA will also pay \$5.4 million in debt service for revenue bonds and other loans. Of that amount \$1.9 million is for principle and \$3.5 million is for interest. Revenue bonds are listed in the Debt Obligation section beginning on page 155.

The City's Sustainable SSF Division has been awarded a Station Area and Planning Land Use Program Grant of \$600,000 from the State of California administered by the Metropolitan Transportation Commission. The matching requirement of \$120,000 will come from the RDA.

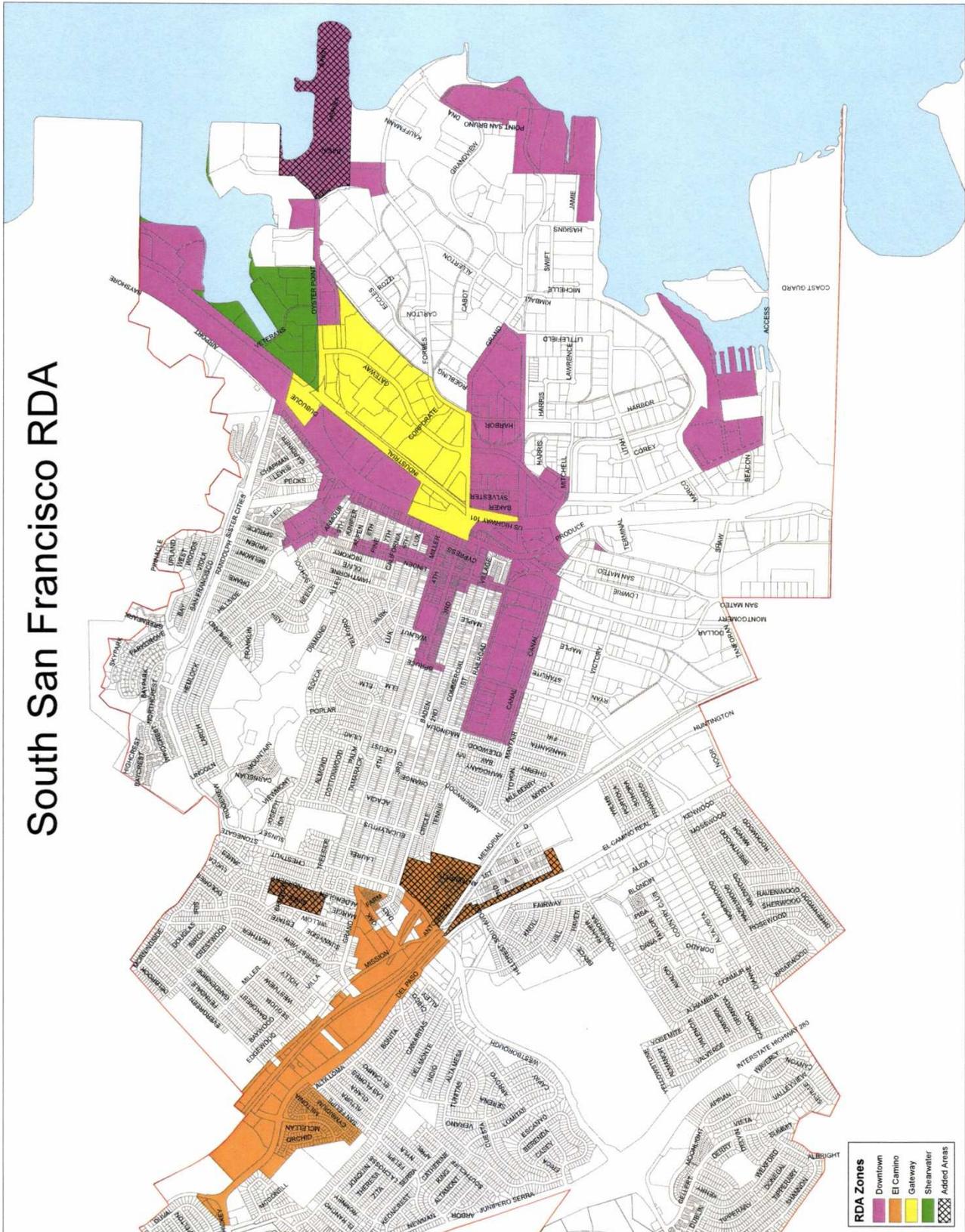
**Schedule 68: RDA Merged Operating Fund Summary**

| Revenue Type              | FY09-10           | FY10-11           | FY10-11            | FY10-11            | FY11-12           | Change from         | %           |
|---------------------------|-------------------|-------------------|--------------------|--------------------|-------------------|---------------------|-------------|
|                           | Actual            | Adopted           | Amended            | Projected          | Adopted           | FY10-11<br>Adopted  | Change      |
| Taxes                     | 37,476,145        | 37,843,500        | 37,539,999         | 36,149,310         | 35,967,185        | (1,876,315)         | -5%         |
| Use of Money & Property   | 1,744,787         | 2,000,000         | 720,000            | 2,068,000          | 700,000           | (1,300,000)         | -65%        |
| <b>Total Revenues</b>     | <b>39,220,932</b> | <b>39,843,500</b> | <b>38,259,999</b>  | <b>38,217,310</b>  | <b>36,667,185</b> | <b>(3,176,315)</b>  | <b>-8%</b>  |
| <b>Expense Type</b>       |                   |                   |                    |                    |                   |                     |             |
| Salaries & Benefits       | 2,658,497         | 2,623,172         | 2,623,172          | 2,623,172          | 2,821,552         | 198,379             | 8%          |
| Supplies & Services       | 20,688,202        | 11,174,353        | 12,264,056         | 10,480,866         | 10,485,794        | (688,559)           | -6%         |
| Debt Service              | 36,635            | 30,765            | 30,765             | 30,765             | -                 | (30,765)            | -100%       |
| Interdepartmental         | 900,871           | 867,658           | 867,658            | 867,658            | 845,336           | (22,322)            | -3%         |
| Transfers                 | 15,471,553        | 17,509,261        | 99,384,468         | 99,962,606         | 12,290,645        | (5,218,616)         | -30%        |
| <b>Total Expenditures</b> | <b>39,755,758</b> | <b>32,205,209</b> | <b>115,170,119</b> | <b>113,965,067</b> | <b>26,443,327</b> | <b>(5,761,882)</b>  | <b>-18%</b> |
| Fund Surplus/Deficit      | (534,826)         | 7,638,291         | (76,910,120)       | (75,747,757)       | 10,223,858        | 2,585,567           | 10%         |
| <b>Fund Balance</b>       | <b>87,084,818</b> | <b>94,723,109</b> | <b>10,174,698</b>  | <b>11,337,061</b>  | <b>21,560,919</b> | <b>(73,162,190)</b> | <b>-77%</b> |

**Schedule 67: RDA Designations and Reserves**

| Designations/Reserves                            | FY09-10           | FY10-11           | FY10-11            | FY10-11            | FY11-12           | Change from         | %           |
|--|-------------------|-------------------|--------------------|--------------------|-------------------|---------------------|-------------|
|  | Actual            | Adopted           | Amended            | Projected          | Adopted           | FY10-11<br>Adopted  | Change      |
| Reserved for Encumbrances                        | 933,359           | -                 | -                  | -                  | -                 | -                   | 0%          |
| Reserved for Loans Receivable                    | 873,885           | 1,292,155         | 1,292,155          | 1,638,734          | 1,638,734         | 346,579             | 27%         |
| Designated for Capital Projects                  | 6,772,173         | -                 | -                  | -                  | -                 | -                   | 0%          |
| Reserved Advances to Other Fund                  | 18,706,362        | 15,744,223        | 9,914,035          | 9,914,035          | 9,914,035         | (5,830,188)         | -37%        |
| Designated for Property Tax Refun                | 8,416,485         | 8,416,485         | -                  | -                  | -                 | (8,416,485)         | -100%       |
| Restricted Assets (Bond Funds)                   | 21,350,450        | 19,850,450        | 6,334,574          | 6,334,574          | 6,334,574         | (13,515,876)        | -68%        |
| <b>Total Designations/Reserves</b>               | <b>57,052,714</b> | <b>45,303,313</b> | <b>17,540,764</b>  | <b>17,887,343</b>  | <b>17,887,343</b> | <b>(27,415,970)</b> | <b>-61%</b> |
| <b>Total Undesignated for Future Development</b> | <b>30,032,104</b> | <b>49,419,796</b> | <b>(7,366,066)</b> | <b>(6,550,282)</b> | <b>3,673,576</b>  | <b>(45,746,220)</b> | <b>-93%</b> |

# South San Francisco RDA



## *Redevelopment Agency Housing Fund*

Housing Activities are funded through the transfer of 20% of the proceeds of tax increment from each of the Redevelopment Project areas as required by California State Redevelopment law.

The Redevelopment Housing Fund supports low and moderate income housing projects throughout the City. The following are funds that have been designated for specific projects or activities that are in the planning process or implementation.

One major project that is being funded through the RDA Housing Fund is the construction of mixed used housing at 636 El Camino Real. This project is managed though Mid Peninsula Housing Coalition and will add up to 109 units for low and moderate income families in the City. The project is slated for completion in 2012.

### Schedule 69: RDA Housing Fund Summary

| <b>Revenue Type</b>     | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY10-11<br/>Projected</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|-------------------------|---------------------------|----------------------------|----------------------------|------------------------------|----------------------------|--|---------------------|
| Use of Money & Property | 907,249                   | 400,000                    | 400,000                    | 719,554                      | 450,000                    | 50,000   | 13%                 |
| Other Revenues          | 70,199                    | -                          | -                          | -                            | -                          | -  | 0%                  |
| Transfers               | 7,495,229                 | 7,808,000                  | 7,233,768                  | 7,229,862                    | 7,193,000                  | (615,000)                                      | -8%                 |
| <b>Total Revenues</b>   | <b>8,472,677</b>          | <b>8,208,000</b>           | <b>7,633,768</b>           | <b>7,949,416</b>             | <b>7,643,000</b>           | <b>(565,000)</b>                               | <b>-7%</b>          |
| <b>Expense Type</b>     |                           |                            |                            |                              |                            |  |                     |
| Salaries & Benefits     | 86,280                    | 69,184                     | 69,184                     | 80,584                       | 69,205                     | 21   | 0%                  |
| Supplies & Sevices      | 691,912                   | 4,733,874                  | 11,365,098                 | 7,951,793                    | 4,487,742                  | (246,132)                                      | -5%                 |
| Interdepartmental       | 380,006                   | 389,680                    | 389,680                    | 389,680                      | 355,901                    | (33,779)                                       | -9%                 |
| Transfers               | 276,761                   | 347,117                    | 4,448,530                  | 4,448,530                    | 308,011                    | (39,106)                                       | -11%                |
| <b>Total Expenses</b>   | <b>1,434,959</b>          | <b>5,539,855</b>           | <b>16,272,492</b>          | <b>12,870,587</b>            | <b>5,220,859</b>           | <b>(318,996)</b>                               | <b>-6%</b>          |
| Fund Surplus/(Deficit)  | 7,037,718                 | 2,668,145                  | (8,638,724)                | (4,921,171)                  | 2,422,141                  |  |                     |
| <b>Fund Balance</b>     | <b>38,294,882</b>         | <b>40,963,027</b>          | <b>29,656,158</b>          | <b>33,373,711</b>            | <b>35,795,852</b>          | <b>(5,167,175)</b>                             | <b>-13%</b>         |

**Schedule 70: RDA Housing Fund Designations**

| <b>Designations</b>         | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY10-11<br/>Projected</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|-----------------------------|---------------------------|----------------------------|----------------------------|------------------------------|----------------------------|--|---------------------|
| Loan Commitments            | 9,509,000                 | 1,026,632                  | 1,026,632                  | 1,026,632                    | 1,026,632                  | -  | 0%                  |
| Carryover Capital Projects  | 6,631,224                 | -                          | -                          | -                            | -                          | -  | 0%                  |
| Loans Recievable            | 9,248,524                 | 11,545,801                 | 9,248,524                  | 9,248,524                    | 9,248,524                  | (2,297,277)                                    | -20%                |
| Land Held for Redevelopment | 1,900,000                 | 1,900,000                  | 1,900,000                  | 1,900,000                    | 1,900,000                  | -  | 0%                  |
| Designated for City Lights  | 300,000                   | -                          | 300,000                    | 300,000                      | 300,000                    | 300,000  | 0%                  |
| Reserved for Encumbrances   | 62,945                    | -                          | -                          | -                            | -                          | -  | -                   |
| Restricted Assets           | 2,306,935                 | 2,271,260                  | 2,306,935                  | 2,306,935                    | 2,306,935                  | 35,675   | 2%                  |
| <b>Total Designations</b>   | <b>29,958,628</b>         | <b>16,743,693</b>          | <b>14,782,091</b>          | <b>14,782,091</b>            | <b>14,782,091</b>          | <b>(1,961,602)</b>                             | <b>-12%</b>         |

## Capital Improvement Fund

The Capital Improvement Fund is where the majority of CIP project expenses are recorded. CIP projects are appropriated on a multi-year basis and thus any unspent budget in one year can be carried over into the next year. The FY 2011-12 adopted budget only reflects the new appropriations and not any prior year carry forward appropriations. At the time of the budget adoption it was estimated that the Capital Improvement Fund would have approximately \$56.6 million of carry forward budget appropriations. The final actual amount of carry forward appropriations will be finalized as part of the FY 2010-11 closing process and the carry forward budgets will then be reflected as part of the FY 2011-12 amended budget.

### Schedule 71: Capital Improvement Fund Summary

| Revenue Type            | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY10-11<br>Projected | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change  |
|-------------------------|-------------------|--------------------|--------------------|----------------------|--------------------|--------------------------------------|--------------|
| Intergovernmental       | -                 | 635,290            | 1,579,893          | 1,579,893            | 406,292            | (228,998)                            | -36%         |
| Charges for Services    | 4,069             | -                  | -                  | -                    | -                  | -                                    | 0%           |
| Use of Money & Property | 241               | -                  | -                  | -                    | -                  | -                                    | 0%           |
| Transfers               | 3,529,175         | 5,225,610          | 58,786,919         | 58,786,919           | 3,770,100          | (1,455,510)                          | -28%         |
| <b>Total Revenues</b>   | <b>3,533,485</b>  | <b>5,860,900</b>   | <b>60,366,812</b>  | <b>60,366,812</b>    | <b>4,176,392</b>   | <b>(1,684,508)</b>                   | <b>-29%</b>  |
| <b>Expense Type</b>     |                   |                    |                    |                      |                    |                                      |              |
| Salaries & Benefits     | 693,126           | -                  | -                  | -                    | -                  | -                                    | 0%           |
| Supplies & Seviles      | 3,445,545         | 5,513,500          | 52,703,220         | 52,703,220           | 4,176,292          | (1,337,208)                          | -24%         |
| Capital Outlay          | 422,380           | -                  | 9,000,000          | 9,000,000            | -                  | -                                    | 0%           |
| Transfers               | 44,097            | -                  | -                  | -                    | -                  | -                                    | 0%           |
| <b>Total Expenses</b>   | <b>4,605,148</b>  | <b>5,513,500</b>   | <b>61,703,220</b>  | <b>61,703,220</b>    | <b>4,176,292</b>   | <b>(1,337,208)</b>                   | <b>-24%</b>  |
| Fund Surplus/(Deficit)  | (1,071,663)       | 347,400            | (1,336,408)        | (1,336,408)          | 100                | (347,300)                            | -100%        |
| <b>Fund Balance</b>     | <b>821,371</b>    | <b>1,168,771</b>   | <b>(515,037)</b>   | <b>(515,037)</b>     | <b>(514,937)</b>   | <b>(1,683,708)</b>                   | <b>-144%</b> |

## *Public Agreement Improvement Fund*

On March 2 and March 9, 2011, the City Council and the Redevelopment Agency Board both approved actions that resulted in a transfer of \$67.7 million to a new Public Improvement Agreement Fund to facilitate the acquisition and completion of various improvement projects. With that transfer of came a transfer of responsibility from the Redevelopment Agency to the City of South San Francisco to complete these projects.

The projects include \$12.5 million for Oak Avenue improvements, \$9 million for the acquisition of the Airport Avenue sites, \$2.9 million for Miller Avenue Parking Structure phase 1 & 2, \$2.5 million for Harbor District Improvements, and \$18 million Oyster Point Improvements. These projects are represented in the Transfers to Capital Improvement Fund line.

In addition there is loan of \$9.9 million to Mid Peninsula for the affordable housing development at 636 El Camino Real and \$2.5 million Giffra loan for affordable housing. These loans are represented in the Supplies & Services line.

### Schedule 72: Public Agreement Improvement Fund Summary

| <b>Revenue Type</b>                      | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY10-11<br/>Projected</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|--|---------------------------|----------------------------|----------------------------|------------------------------|----------------------------|--|---------------------|
| Use of Money & Property                  | -                         | -                          | 119,258                    | 119,258                      | 261,624                    | 261,624  | 0%                  |
| Transfers                                | -                         | -                          | 67,705,459                 | 67,705,459                   | -                          | -  | 0%                  |
| <b>Total Revenues</b>                    | -                         | -                          | <b>67,824,717</b>          | <b>67,824,717</b>            | <b>261,624</b>             | <b>261,624</b>                                 | <b>100%</b>         |
| <b>Expense Type</b>                      |                           |                            |                            |                              |                            |  |                     |
| Supplies & Services                      | -                         | -                          | 12,489,000                 | 12,489,000                   | -                          | -  | 0%                  |
| Debt Service                             | -                         | -                          | 10,000,000                 | 10,000,000                   | -                          | -  | 0%                  |
| Transfers to Capital Improvement<br>Fund | -                         | -                          | 45,216,459                 | 45,216,459                   | -                          | -  | 0%                  |
| <b>Total Expenses</b>                    | -                         | -                          | <b>67,705,459</b>          | <b>67,705,459</b>            | <b>-</b>                   | <b>-</b>                                       | <b>0%</b>           |
| Fund Surplus/(Deficit)                   | -                         | -                          | 119,258                    | 119,258                      | 261,624                    | 261,624  | 100%                |
| <b>Fund Balance</b>                      | -                         | -                          | <b>119,258</b>             | <b>119,258</b>               | <b>380,882</b>             | <b>380,882</b>                                 | <b>0%</b>           |

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# ENTERPRISE FUNDS

## ***Enterprise Funds Overview***

Enterprise Funds are associated with business type activities, where a fee is charged for a particular service. The funds in the follow pages all support business type activities operated by the City. The first three funds represented—Sewer Enterprise, Parking District, and Storm Water—are classified as major funds. The last fund in this section, Sewer Capacity Charge is classified as a non major fund.

### **SEWER ENTERPRISE FUND**

The Sewer Enterprise Fund is used to operate the systems for the Water Quality Control Plant including sewer lines and pump stations. This fund also covers Sanitary Sewer type capital projects that upgrade and improve the WQCP. There are 51.02 FTE budgeted in this fund.

### **PARKING DISTRICT FUND**

The Parking District Fund receives its revenue from the collection of parking fees from City owned parking meters and parking lots. This fund has 3.02 FTEs budgeted including the budget for the Parking Place Commission.

### **STORM WATER FUND**

The Storm Water Fund is used to comply with Federal and State regulations regarding storm drain run off. There are 8.73 FTEs budgeted by this fund.

The costs of complying with State and Federal regulations regarding storm water and storm drains have dramatically increased in the last few years. With the cost of this service continuing to increase the Gas Tax fund began to supplement this fund in FY 2006-07. In FY 2008-09 the General fund began to supplement the Storm Water Fund in addition to the Gas Tax Fund.

### **SEWER CAPACITY CHARGE FUND**

The revenue for this restricted fund is received from sewer capacity charges paid by users that connect to sewer facilities for the first time, and by users who increase their sanitary sewer usage. The charge is typically due upon building permit issuance and is charged in areas of the City receiving sewer service from the City (excludes Westborough area that receives sewer service from Daly City). The charge assists with the funding required to replace, upgrade, and construct sewer infrastructure not funded by other sources. This fund provides revenues to cover the costs associated with providing collection and treatment capacity to new and expanding development not funded by the East of 101 Sewer Impact Fee Program.

## *Sewer Enterprise Fund*

The Sewer Enterprise Fund anticipates a bond issuance of \$8 million in FY 2011-12 that will be used to fund CIP projects related to the upgrade of the Water Quality Control Plant. Overall, the expense budget has been reduced by 8% or \$2.2 million as compared to FY 2010-11 adopted budget. This change is primarily due to a number of CIP projects that have been completed and closed in FY 2010-11.

The Capital Reserve (see Schedule 74 on page 172) is based on the State loan requirements of 0.5% of each loan amount. The reserve must be kept until the loans are retired. After the State loans are retired, the Capital Reserve will be based on the lesser of: 1) 10% of total principal due on debt, 2) 125% of the average annual debt service, or 3) The maximum annual debt service. The Operating Reserve is calculated based on 90 days of annualized operations and maintenance costs.

### Schedule 73: Sewer Enterprise Fund Summary

| Revenue Type            | FY09-10           | FY10-11           | FY10-11           | FY10-11           | FY11-12           | Change             | %          |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------|
|                         | Actual            | Adopted           | Amended           | Projected         | Adopted           | from<br>Adopted    | Change     |
| Intergovernmental       | 32,079            | 29,620            | 29,620            | 29,620            | -                 | (29,620)           | -100%      |
| Charges for Services    | 23,158,961        | 23,886,548        | 23,886,548        | 23,937,090        | 24,418,109        | 531,561            | 2%         |
| Use of Money & Property | 162,620           | 130,000           | 130,000           | 210,354           | 178,177           | 48,177             | 37%        |
| Other Financing Sources | 2,231,135         | 7,200,000         | 7,200,000         | -                 | 8,000,000         | 800,000            | 11%        |
| Transfers               | 1,248,858         | 284,000           | 338,995           | 170,000           | 750,000           | 466,000            | 164%       |
| <b>Total Revenues</b>   | <b>26,833,653</b> | <b>31,530,168</b> | <b>31,585,163</b> | <b>24,347,064</b> | <b>33,346,286</b> | <b>1,816,118</b>   | <b>6%</b>  |
| <b>Expense Type</b>     |                   |                   |                   |                   |                   |                    |            |
| Salaries & Benefits     | 5,823,743         | 5,813,368         | 5,813,368         | 5,813,368         | 6,285,754         | 472,386            | 8%         |
| Supplies & Services     | 5,824,441         | 15,667,185        | 14,131,995        | 9,613,944         | 13,632,418        | (2,034,766)        | -13%       |
| Capital Outlay          | 3,106,512         | 56,000            | 56,000            | 56,000            | 226,000           | 170,000            | 304%       |
| Debt Service            | 6,204,022         | 7,042,473         | 7,042,473         | 6,308,275         | 6,305,804         | (736,669)          | -10%       |
| Interdepartmental       | 1,300,243         | 1,428,286         | 1,428,286         | 1,428,286         | 1,315,622         | (112,664)          | -8%        |
| Transfers               | 334,563           | 50,000            | 596,387           | 619,773           | 10,000            | (40,000)           | -80%       |
| <b>Total Expenses</b>   | <b>22,593,524</b> | <b>30,057,311</b> | <b>29,068,509</b> | <b>23,839,646</b> | <b>27,775,598</b> | <b>(2,281,713)</b> | <b>-8%</b> |
| Fund Surplus/(Deficit)  | 4,240,129         | 1,472,857         | 2,516,654         | 507,418           | 5,570,688         | 4,097,831          | 278%       |
| <b>Fund Balance</b>     | <b>7,728,022</b>  | <b>9,200,879</b>  | <b>10,244,676</b> | <b>8,235,440</b>  | <b>13,806,128</b> | <b>4,605,249</b>   | <b>50%</b> |

**Schedule 74: Sewer Enterprise Funds Reserves**

| <b>Fund Reserves</b>  | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY10-11<br/>Projected</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|-----------------------|---------------------------|----------------------------|----------------------------|------------------------------|----------------------------|--|---------------------|
| Capital Reserves      | 2,297,000                 | 2,704,000                  | 2,704,000                  | 2,704,000                    | 3,112,000                  | 408,000  | 15%                 |
| Operating Reserves    | 3,325,904                 | 3,306,799                  | 3,306,799                  | 3,401,416                    | 3,652,841                  | 346,042  | 10%                 |
| All Other Reserves    | 23,869                    | -                          | -                          | 11,455                       | -                          | -  | 0%                  |
| <b>Total Reserves</b> | <b>5,646,773</b>          | <b>6,010,799</b>           | <b>6,010,799</b>           | <b>6,116,871</b>             | <b>6,764,841</b>           | <b>754,042</b>                                 | <b>13%</b>          |

## *Parking District Fund*

In FY 2010-11 the CIP project to construct a parking structure on Miller Avenue was completed. The City estimates that fees generated from the parking structure will bring in an additional \$144,000 or a 20% increase in parking revenues in FY 2011-12. The funds expenditure budget will also increase to account for the additional maintenance and operation expenses for the garage.

The Parking Structure was paid for by a loan from the Redevelopment Agency with the intent of repaying the loan from revenues received from the parking structure. In March 2011 the Redevelopment Agency forgave part of the Parking District's loan in the amount of \$4.8 million.

### Schedule 75: Parking District Fund Summary

| Revenue Type            | FY09-10            | FY10-11            | FY10-11          | FY10-11          | FY11-12          | Change                     | %            |
|-------------------------|--------------------|--------------------|------------------|------------------|------------------|----------------------------|--------------|
|                         | Actual             | Adopted            | Amended          | Projected        | Adopted          | from<br>FY10-11<br>Adopted | Change       |
| Charges for Services    | 616,579            | 525,000            | 525,000          | 673,000          | 675,000          | 150,000                    | 29%          |
| Use of Money & Property | 7,440              | 12,000             | 12,000           | 8,000            | 8,000            | (4,000)                    | -33%         |
| Transfers               | -                  | -                  | 4,608,843        | 4,608,843        | -                | -                          | 0%           |
| <b>Total Revenues</b>   | <b>624,019</b>     | <b>537,000</b>     | <b>5,145,843</b> | <b>5,289,843</b> | <b>683,000</b>   | <b>146,000</b>             | <b>27%</b>   |
| <b>Expense Type</b>     |                    |                    |                  |                  |                  |                            |              |
| Salaries & Benefits     | 175,433            | 213,391            | 213,391          | 213,391          | 262,974          | 49,583                     | 23%          |
| Supplies & Sevices      | 4,468,212          | 75,699             | 4,687,482        | 4,687,482        | 248,190          | 172,491                    | 228%         |
| Interdepartmental       |                    | 106,099            | 106,099          | 106,099          | 104,840          | (1,259)                    | 0%           |
| <b>Total Expenses</b>   | <b>4,643,645</b>   | <b>395,189</b>     | <b>5,006,972</b> | <b>5,006,972</b> | <b>616,004</b>   | <b>220,815</b>             | <b>56%</b>   |
| Fund Surplus/(Deficit)  | (4,019,626)        | 141,811            | 138,871          | 282,871          | 66,996           | (74,815)                   | -53%         |
| Forgive RDA Loan        |                    |                    | 4,830,523        | 4,830,523        |                  |                            |              |
| <b>Fund Balance</b>     | <b>(3,878,040)</b> | <b>(3,736,229)</b> | <b>1,091,354</b> | <b>1,235,354</b> | <b>1,302,350</b> | <b>5,038,579</b>           | <b>-135%</b> |

## Storm Water Fund

Primary revenue other than transfers is through a levy on property owners. This revenue source is capped and can only be increased with a Proposition 218 vote, which would require a general election ballot measure.

The Storm Water Fund anticipates greater expenses in FY 2011-12 due to the increased federal and state regulations regarding storm water runoff. To comply with the new regulations, the Public Works Department increased the budget and hired 2.0 additional FTEs to handle the increased workload. The General Fund, Gas Tax Fund, and Measure M Vehicle Registration fees are supporting services of the fund.

An estimated \$225,000 in new revenues from the Measure M San Mateo County Vehicle Registration Fee will also be used to further supplement this fund in addition to \$275,000 from the General Fund. Service charge revenues, originally designed to cover the cost of this service, are now covering approximately 28% of the projected costs in FY 2011-12.

### Schedule 76: Storm Water Fund Summary

| Revenue Type            | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY10-11<br>Projected | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|-------------------------|-------------------|--------------------|--------------------|----------------------|--------------------|--------------------------------------|-------------|
| Charges for Services    | 420,667           | 411,000            | 411,000            | 390,000              | 390,000            | (21,000)                             | -5%         |
| Use of Money & Property | 6,927             | 1,000              | 1,000              | 1,000                | 1,000              | -                                    | 0%          |
| Transfers               | 545,000           | 695,000            | 695,000            | 695,000              | 945,000            | 250,000                              | 0%          |
| <b>Total Revenues</b>   | <b>972,594</b>    | <b>1,107,000</b>   | <b>1,107,000</b>   | <b>1,086,000</b>     | <b>1,336,000</b>   | <b>229,000</b>                       | <b>21%</b>  |
| <b>Expense Type</b>     |                   |                    |                    |                      |                    |                                      |             |
| Salaries & Benefits     | 513,360           | 639,004            | 698,210            | 698,210              | 1,001,453          | 362,449                              | 57%         |
| Supplies & Seviles      | 113,146           | 488,198            | 147,898            | 147,898              | 317,318            | (170,880)                            | -35%        |
| Capital Outlay          | 2,550             | -                  | 290,000            | 290,000              | -                  | -                                    | 0%          |
| Interdepartmental       | 63,419            | 69,847             | 69,847             | 69,847               | 69,958             | 111                                  | 0%          |
| <b>Total Expenses</b>   | <b>692,475</b>    | <b>1,197,049</b>   | <b>1,205,955</b>   | <b>1,205,955</b>     | <b>1,388,729</b>   | <b>191,680</b>                       | <b>16%</b>  |
| Fund Surplus/(Deficit)  | 280,119           | (90,049)           | (98,955)           | (119,955)            | (52,729)           | 37,320                               | -41%        |
| <b>Fund Balance</b>     | <b>274,703</b>    | <b>184,654</b>     | <b>175,748</b>     | <b>154,748</b>       | <b>102,019</b>     | <b>(82,635)</b>                      | <b>-45%</b> |

## *Sewer Capacity Charge Fund*

This fund anticipates an increase in revenue of \$250,000 in FY 2011-12 as compared to adopted FY 2010-11. As revenues in the fund increase the fund will become a reliable funding source for CIP projects.

### Schedule 77: Sewer Capacity Charge Fund Summary

|                         | FY09-10        | FY10-11        | FY10-11        | FY10-11        | FY11-12        | Change<br>from<br>FY10-11 | %<br>Change |
|-------------------------|----------------|----------------|----------------|----------------|----------------|---------------------------|-------------|
| Revenue Type            | Actual         | Adopted        | Amended        | Projected      | Adopted        | Adopted                   |             |
| Charges for Services    | 273,143        | 100,000        | 100,000        | 520,000        | 350,000        | 250,000                   | 0%          |
| Use of Money & Property | 4,198          | 5,100          | 5,100          | 5,400          | 5,500          | 400                       | 0%          |
| <b>Total Revenues</b>   | <b>277,341</b> | <b>105,100</b> | <b>105,100</b> | <b>525,400</b> | <b>355,500</b> | <b>250,400</b>            | <b>238%</b> |
| <b>Expense Type</b>     |                |                |                |                |                |                           |             |
| Interdepartmental       | -              | 2,500          | 2,500          | 2,500          | 2,500          | -                         | 0%          |
| Transfers               | -              | 150,000        | 150,000        | -              | 750,000        | 600,000                   | 400%        |
| <b>Total Expenses</b>   | <b>-</b>       | <b>152,500</b> | <b>152,500</b> | <b>2,500</b>   | <b>752,500</b> | <b>600,000</b>            | <b>393%</b> |
| Fund Surplus/(Deficit)  | 277,341        | (47,400)       | (47,400)       | 522,900        | (397,000)      | (349,600)                 | 738%        |
| <b>Fund Balance</b>     | <b>277,340</b> | <b>229,940</b> | <b>229,940</b> | <b>800,240</b> | <b>403,240</b> | <b>173,300</b>            | <b>75%</b>  |

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# SPECIAL REVENUE FUNDS

## ***Special Revenue Funds Overview***

Special revenue funds are governmental funds, but are separated by law and required to be spent on specific purposes. These funds are used to fund street CIP projects, grants to nonprofit agencies and other CIP projects. Overall, the City anticipates that its expenditures will exceed revenues in FY 2011-12. Some of the Special Revenue Funds have had lower expenditures than revenues.

### **COMMON GREENS MAINTENANCE DISTRICT FUNDS**

There are four Common Greens Maintenance Districts within the City: West Park 1&2, West Park 3, Stonegate Ridge, and Willow Gardens. The areas cover approximately 2600 residential parcels. The funding for these maintenance districts comes from a portion of 1% Property Tax on the assessed value paid by the parcel owners. The property tax that funds these maintenance districts is diverted from the City's portion of property taxes that would otherwise go to the General Fund.

The revenue from the property tax provides for sidewalk, parks and tree maintenance within each of the maintenance districts. Some CIP projects within the maintenance districts are funded through these funds.

### **COMMUNITY DEVELOPMENT BLOCK GRANT**

The Community Development Block Grant (CDBG) is a federally funded program out of the Department of Housing and Urban Development (HUD). This program supports the improvement of housing, commercial facilities and provides grants to local nonprofit agencies.

### **EAST OF 101 SEWER IMPACT FEE FUND**

The revenue for this restricted fund is received from development impact fees paid by new development upon building permit issuance. The revenues may only be used to fund specific sewer capital projects as outlined in a nexus study previously adopted by the City Council. The nexus study shows the relationship between new development and the need for sewer system improvements to support that development. The fee is charged to new development located East of 101.

### **GAS TAX FUND**

Gas Tax funding is distributed by the State of California and are used for street and related improvements. The C/CAG funding is from motor vehicles fees to be used for traffic congestion and/or storm water pollution relief.

## MEASURE A ½ CENT SALES TAX FUND

Measure A is a voter approved ½ cent sales tax in San Mateo County. The measure was approved in 1988 and expired in 2008. In 2004 the voters of San Mateo County reauthorized Measure A through 2033. The sales tax revenues generated are distributed by the County of San Mateo and funds are to be used for road and traffic improvements. This fund is used to fund capital projects.

As with any tax related measure, the City has seen swings in the amount of Measure A funds available due to the volatile nature of the regional economy.

## SPECIAL REVENUE GRANT FUNDS COMBINED

This fund summary covers the following special revenue grant funds:

**Aircraft Noise Installation Program:** This fund is a funding source for the Aircraft Noise Installation Program type CIP projects from funds received from the Federal government to install new windows in homes under the flight path of planes at San Francisco International Airport. The grant funds have been received.

**Miscellaneous Federal Grant Fund:** This fund is used to track miscellaneous federal grants. Currently the only expenses are for the Department of Energy American Recovery and Reinvestment Act grant awarded to the City for energy efficiency projects.

**Supplemental Law Enforcement Grant:** This fund is used to track the California state grant that is used to supplement the funding of Police Officers.

## SPECIAL REVENUE IMPACT FEE FUNDS COMBINED

This fund summary covers the following special revenue impact fee funds:

**East of 101 Traffic Impact Fees:** These are developer paid fees that are used to fund traffic improvement projects east of 101.

**Child Care Impact Fees:** These are developer paid fees that are used to build child care facilities in the City.

**Oyster Point Interchange Impact Fees:** These are developer paid fees used for the 101 and Oyster Point Boulevard interchange project.

SPECIAL REVENUE FUNDS

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**SOLID WASTE MANAGEMENT FUND**

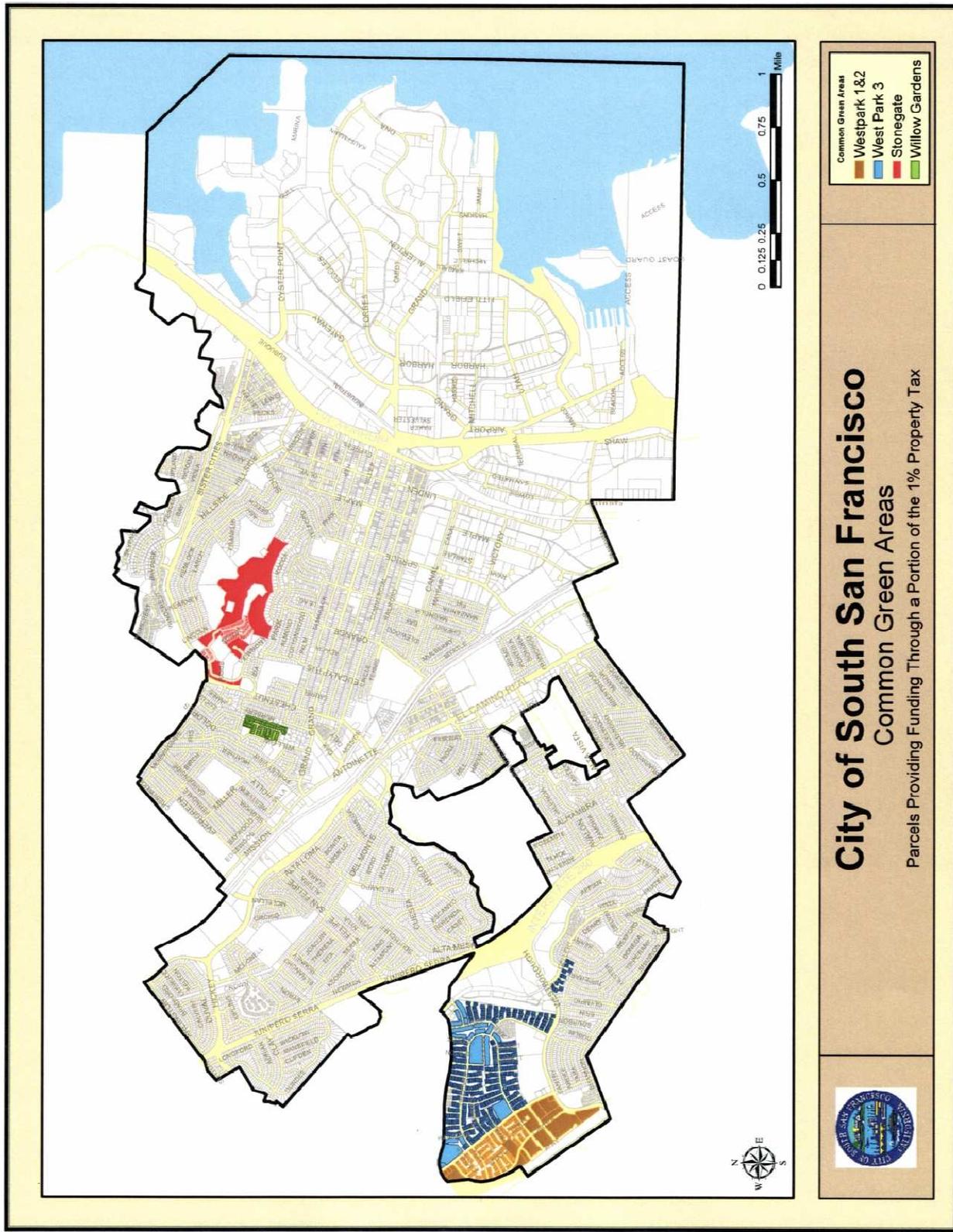
This fund is used pay for monitoring costs at the closed Oyster Point landfill and is funded by a portion of the Solid Waste franchise fees.

## *Common Greens Maintenance District Funds*

The last several years have been operating at a deficit, where expenditures exceed actual revenue and there is a subsequent draw on fund balance. The city is discussing options for reduction expenditures if the current revenue stream remains stagnant.

### Schedule 78: Common Greens Maintenance Districts Funds Summary

| Revenue Type           | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY10-11<br>Projected | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|------------------------|-------------------|--------------------|--------------------|----------------------|--------------------|--------------------------------------|-------------|
| Taxes                  |                   |                    |                    |                      |                    |                                      |             |
| West Park 1&2          | 366,189           | 399,900            | 399,900            | 412,000              | 410,000            | 10,100                               | 3%          |
| West Park 3            | 634,651           | 653,000            | 653,000            | 665,000              | 661,700            | 8,700                                | 1%          |
| Stonegate              | 205,528           | 222,600            | 222,600            | 222,000              | 221,000            | (1,600)                              | -1%         |
| Willow Gardens         | 41,819            | 45,300             | 45,300             | 45,750               | 45,400             | 100                                  | 0%          |
| Transfers              | -                 | -                  | -                  | 73,542               | -                  | -                                    | 0%          |
| <b>Total Revenues</b>  | <b>1,248,187</b>  | <b>1,320,800</b>   | <b>1,320,800</b>   | <b>1,418,292</b>     | <b>1,338,100</b>   | <b>17,300</b>                        | <b>1%</b>   |
| Expense Type           |                   |                    |                    |                      |                    |                                      |             |
| Salaries & Benefits    | 713,308           | 858,665            | 858,665            | 858,665              | 910,896            | 52,231                               | 6%          |
| Supplies & Services    | 368,599           | 423,050            | 423,050            | 423,050              | 445,384            | 22,334                               | 5%          |
| Interdepartmental      | 297,006           | 306,692            | 306,692            | 306,692              | 301,770            | (4,922)                              | -2%         |
| Transfers              | 80,614            | -                  | 394,147            | 394,147              | 75,000             | 75,000                               | 0%          |
| <b>Total Expenses</b>  | <b>1,459,527</b>  | <b>1,588,407</b>   | <b>1,982,554</b>   | <b>1,982,554</b>     | <b>1,733,051</b>   | <b>144,644</b>                       | <b>9%</b>   |
| Fund Surplus/(Deficit) | (211,340)         | (267,607)          | (661,754)          | (564,262)            | (394,951)          |                                      |             |
| <b>Fund Balance</b>    | <b>1,666,182</b>  | <b>1,398,575</b>   | <b>1,004,428</b>   | <b>1,101,920</b>     | <b>706,969</b>     | <b>(691,606)</b>                     | <b>-49%</b> |



# City of South San Francisco

## Common Green Areas

Parcels Providing Funding Through a Portion of the 1% Property Tax



## *Community Development Block Grant*

The City Council annually determines the allocation of the CDBG funds. In FY 2011-12, the City received notice from HUD that the annual CDBG appropriations would be reduced. At the time of budget adoption the City Council approved the following appropriations for CDBG with the understanding that the appropriations may be amended during the fiscal year to reflect ongoing changes and budget reductions within the Federal Government.

### Schedule 79: Community Development Block Grant Fund Summary

| <b>Revenue Type</b>     | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY10-11<br/>Projected</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|-------------------------|---------------------------|----------------------------|----------------------------|------------------------------|----------------------------|--|---------------------|
| Intergovernmental       | 726,479                   | 663,456                    | 663,456                    | 663,456                      | 602,310                    | (61,146)                                       | -9%                 |
| Use of Money & Property | 12,638                    | -                          | -                          | 10,000                       | -                          | -  | 0%                  |
| Other Revenues          | -                         | 130,000                    | 130,000                    | 193,000                      | 86,000                     | (44,000)                                       | -34%                |
| Transfers               | -                         | -                          | -                          | -                            | 56,500                     | 56,500   | 100%                |
| <b>Total Revenues</b>   | <b>739,117</b>            | <b>793,456</b>             | <b>793,456</b>             | <b>866,456</b>               | <b>744,810</b>             | <b>(48,646)</b>                                | <b>-6%</b>          |
| <b>Expense Type</b>     |                           |                            |                            |                              |                            |  |                     |
| Salaries & Benefits     | 322,653                   | 332,531                    | 332,531                    | 332,531                      | 324,399                    | (8,132)  | -2%                 |
| Supplies & Seviles      | 313,813                   | 399,975                    | 399,975                    | 404,063                      | 427,056                    | 27,081   | 7%                  |
| Interdepartmental       | 14,400                    | 14,700                     | 14,700                     | 14,700                       | 12,407                     | (2,293)  | -16%                |
| Transfers               | 80,402                    | 34,249                     | 34,249                     | 34,249                       | 34,249                     | -  | 0%                  |
| <b>Total Expenses</b>   | <b>731,268</b>            | <b>781,455</b>             | <b>781,455</b>             | <b>785,543</b>               | <b>798,111</b>             | <b>16,656</b>                                  | <b>2%</b>           |
| Fund Surplus/(Deficit)  | 7,849                     | 12,001                     | 12,001                     | 80,913                       | (53,301)                   | (65,302)                                       | -544%               |
| <b>Fund Balance</b>     | <b>1,667,496</b>          | <b>1,679,497</b>           | <b>1,679,497</b>           | <b>1,748,409</b>             | <b>1,695,108</b>           | <b>15,611</b>                                  | <b>1%</b>           |

## *East of 101 Sewer Impact Fee Fund*

In 2007, the City entered into an agreement with Genentech in which the company agreed to pre-fund the sewer impact fees for the E. Grand Avenue Sewer Trunk project in order for the project to be completed prior to Genentech applying for building permits. As a result, the pre-funding is shown on the City's books as a liability until sufficient Genentech development generates impact fees to cover the prepayment of those fees. In FY 2011-12, it is anticipated that a loan from Redevelopment will be required in order to complete CIP projects.

### Schedule 80: East of 101 Sewer Impact Fee Fund Summary

| Revenue Type            | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY10-11<br>Projected | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|-------------------------|-------------------|--------------------|--------------------|----------------------|--------------------|--------------------------------------|-------------|
| Use of Money & Property | 11,005            | -                  | -                  | -                    | -                  | -                                    | 0%          |
| Other Revenues          | 249,719           | 75,000             | 75,000             | 12,000               | -                  | (75,000)                             | -100%       |
| Transfers               | 169,642           | -                  | -                  | -                    | 260,000            | 260,000                              | 100%        |
| <b>Total Revenues</b>   | <b>430,366</b>    | <b>75,000</b>      | <b>75,000</b>      | <b>12,000</b>        | <b>260,000</b>     | <b>185,000</b>                       | <b>247%</b> |
| <b>Expense Type</b>     |                   |                    |                    |                      |                    |                                      |             |
| Transfers               | 1,248,858         | 136,500            | 341,445            | 22,500               | 321,443            | 184,943                              | 0%          |
| <b>Total Expenses</b>   | <b>1,248,858</b>  | <b>136,500</b>     | <b>341,445</b>     | <b>22,500</b>        | <b>321,443</b>     | <b>184,943</b>                       | <b>135%</b> |
| Fund Surplus/(Deficit)  | (818,492)         | (61,500)           | (266,445)          | (10,500)             | (61,443)           | 57                                   | 0%          |
| Loans from other Funds  | 1,733,089         | -                  | -                  | -                    | -                  | -                                    | 0%          |
| <b>Fund Balance</b>     | <b>79,535</b>     | <b>18,035</b>      | <b>(186,910)</b>   | <b>69,035</b>        | <b>7,592</b>       | <b>(10,443)</b>                      | <b>-58%</b> |

## Gas Tax Fund

Beginning in FY 2011-12 the new Measure M San Mateo County Vehicle Registration Fee will begin to generate an estimated \$225,000 in annual revenue for the next 25 years. This new revenue will be transferred out to the Storm Water fund to supplement the increased storm water regulation cost. The original San Mateo County Vehicle Registration Fee that collected approximately \$105,000 annually will permanently cease to generate revenues effective December 31, 2012, halfway through next fiscal year.

### Schedule 81: Gas Tax Fund Summary

| Revenue Type            | FY09-10          | FY10-11          | FY10-11          | FY10-11          | FY11-12          | Change             | % Change    |
|-------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|-------------|
|                         | Actual           | Adopted          | Amended          | Projected        | Adopted          | from<br>Adopted    |             |
| Intergovernmental       | 2,400,590        | 1,674,535        | 1,674,535        | 2,893,609        | 2,127,028        | 452,493            | 27%         |
| Use of Money & Property | 87,439           | 30,000           | 30,000           | 30,000           | 1,000            | (29,000)           | -97%        |
| <b>Total Revenues</b>   | <b>2,488,029</b> | <b>1,704,535</b> | <b>1,704,535</b> | <b>2,923,609</b> | <b>2,128,028</b> | <b>423,493</b>     | <b>25%</b>  |
| <b>Expense Type</b>     |                  |                  |                  |                  |                  |                    |             |
| Transfers               | 2,297,310        | 2,599,000        | 4,259,890        | 4,994,722        | 2,524,301        | (74,699)           | 0%          |
| <b>Total Expenses</b>   | <b>2,297,310</b> | <b>2,599,000</b> | <b>4,259,890</b> | <b>4,994,722</b> | <b>2,524,301</b> | <b>(74,699)</b>    | <b>-3%</b>  |
| Fund Surplus/(Deficit)  | 190,719          | (894,465)        | (2,555,355)      | (2,071,113)      | (396,273)        | 498,192            | -56%        |
| <b>Fund Balance</b>     | <b>2,992,863</b> | <b>2,098,398</b> | <b>437,508</b>   | <b>921,750</b>   | <b>525,477</b>   | <b>(1,572,921)</b> | <b>-75%</b> |

## *Measure A 1/2 Cent Sales Tax Fund*

FY 2011-12 adopted budget accounts exclusively for new appropriations for traffic related CIP projects.

### Schedule 82: Measure A 1/2 Cent Sales Tax Fund Summary

|                         | FY09-10          | FY10-11          | FY10-11          | FY10-11          | FY11-12          | Change<br>from<br>FY10-11 | %           |
|-------------------------|------------------|------------------|------------------|------------------|------------------|---------------------------|-------------|
| Revenue Type            | Actual           | Adopted          | Amended          | Projected        | Adopted          | Adopted                   | Change      |
| Taxes                   | 987,710          | 765,000          | 765,000          | 984,000          | 1,000,000        | 235,000                   | 31%         |
| Use of Money & Property | 45,468           | 10,000           | 10,000           | 20,000           | 1,000            | (9,000)                   | -90%        |
| <b>Total Revenues</b>   | <b>1,033,178</b> | <b>775,000</b>   | <b>775,000</b>   | <b>1,004,000</b> | <b>1,001,000</b> | <b>226,000</b>            | <b>29%</b>  |
| <b>Expense Type</b>     |                  |                  |                  |                  |                  |                           |             |
| Transfers               | 302,077          | 940,000          | 2,005,172        | 1,990,435        | 1,670,000        | 730,000                   | 0%          |
| <b>Total Expenses</b>   | <b>302,077</b>   | <b>940,000</b>   | <b>2,005,172</b> | <b>1,990,435</b> | <b>1,670,000</b> | <b>730,000</b>            | <b>78%</b>  |
| Fund Surplus/(Deficit)  | 731,101          | (165,000)        | (1,230,172)      | (986,435)        | (669,000)        | (504,000)                 | 305%        |
| <b>Fund Balance</b>     | <b>1,843,925</b> | <b>1,678,925</b> | <b>613,753</b>   | <b>857,490</b>   | <b>188,490</b>   | <b>(1,490,435)</b>        | <b>-89%</b> |

## *Special Revenue Grant Funds Combined*

This fund summary combines the smaller special revenue grant funds. These funds were setup to segregate special grant money used to fund CIP projects or fund general operating costs. The funds included in the summary are: Federal Aviation Grant Fund, Miscellaneous Federal Grant Fund and Supplemental Law Services Fund. These funds are listed in the Appropriated Fund Summary section of this budget document.

The revenues for these funds are either on a reimbursement basis such as the Miscellaneous Federal Grant Fund or come from deferred revenue (cash that was received in prior years) such as the Federal Aviation Grant Fund. In FY 2011-12 any revenue budget or additional expenditure budget will be part of the FY 2011-12 amended budget.

### Schedule 83: Special Revenue Grant Funds Combined Summary

| Revenue Type            | FY09-10        | FY10-11        | FY10-11            | FY10-11         | FY11-12         | Change                     | %            |
|-------------------------|----------------|----------------|--------------------|-----------------|-----------------|----------------------------|--------------|
|                         | Actual         | Adopted        | Amended            | Projected       | Adopted         | from<br>FY10-11<br>Adopted | Change       |
| Taxes                   | -              | 100,000        | 100,000            | 100,000         | -               | (100,000)                  | -100%        |
| Intergovernmental       | 422,787        | -              | 555,631            | 406,000         | -               | -                          | 0%           |
| Use of Money & Property | 100,677        | -              | -                  | -               | -               | -                          | 0%           |
| <b>Total Revenues</b>   | <b>523,464</b> | <b>100,000</b> | <b>655,631</b>     | <b>506,000</b>  | <b>-</b>        | <b>(100,000)</b>           | <b>-100%</b> |
| <b>Expense Type</b>     |                |                |                    |                 |                 |                            |              |
| Salaries & Benefits     | 379,378        | 100,000        | 100,000            | 100,000         | -               | (100,000)                  | -100%        |
| Supplies & Sevices      | 79,330         | 1,303          | 2,096,424          | 451,190         | -               | (1,303)                    | -100%        |
| Interdepartmental       | 20,553         | 23,090         | 23,090             | 23,090          | 21,243          | (1,847)                    | 0%           |
| Transfers               | 13,609         | 26,500         | 26,500             | 26,500          | -               | (26,500)                   | 0%           |
| <b>Total Expenses</b>   | <b>492,871</b> | <b>150,893</b> | <b>2,246,014</b>   | <b>600,780</b>  | <b>21,243</b>   | <b>(129,650)</b>           | <b>-86%</b>  |
| Surplus/(Deficit)       | 30,593         | (50,893)       | (1,590,383)        | (94,780)        | (21,243)        | 29,650                     | -58%         |
| <b>Fund Balance</b>     | <b>68,799</b>  | <b>17,906</b>  | <b>(1,521,584)</b> | <b>(25,981)</b> | <b>(47,224)</b> | <b>(65,130)</b>            | <b>-364%</b> |

## *Special Revenue Impact Fee Funds*

The following funds were listed in the FY 2009-10 CAFR as major funds and are being treated as non major funds for budgeting purposes. These funds include: East of 101 Traffic Impact Fee Fund, Oyster Point Impact Fee Fund, and Child Care Impact Fee Fund. These funds collect deposits from developers to pay for CIP projects within the designated impact fee area.

The Oyster Point Impact Fee Fund has a net deficit as of June 30, 2010 of \$12 million. The fund received a loan from the Redevelopment Agency to prepay for capital project in the Oyster Point area. It is anticipated that once the large \$10 billion development plan in Oyster Point begins construction, the fund will be able start collecting revenues to pay back the Redevelopment Agency

### Schedule 84: Special Revenue Impact Fee Funds Combined Summary

| Revenue Type            | FY09-10          | FY10-11            | FY10-11            | FY10-11         | FY11-12          | Change                     | %           |
|-------------------------|------------------|--------------------|--------------------|-----------------|------------------|----------------------------|-------------|
|                         | Actual           | Adopted            | Amended            | Projected       | Adopted          | from<br>FY10-11<br>Adopted |             |
| Charges for Services    | 74,868           | -                  | -                  | -               | -                | -                          | 0%          |
| Use of Money & Property | 357,333          | -                  | -                  | 500,000         | -                | -                          | 0%          |
| Other Revenues          | 1,361,157        | -                  | -                  | 470,000         | -                | -                          | 0%          |
| <b>Total Revenues</b>   | <b>1,793,358</b> | -                  | -                  | <b>970,000</b>  | -                | -                          | <b>0%</b>   |
| <b>Expense Type</b>     |                  |                    |                    |                 |                  |                            |             |
| Salaries & Benefits     | 13,967           | -                  | -                  | -               | -                | -                          | 0%          |
| Supplies & Services     | 36,009           | -                  | 76,472             | 76,472          | -                | -                          | 0%          |
| Debt Service            | 574,121          | -                  | -                  | -               | -                | -                          | 0%          |
| Interdepartmental       | 2,500            | 7,500              | 7,500              | 7,500           | 7,500            | -                          | 0%          |
| Transfers               | 314,276          | 1,176,000          | 2,812,568          | 440,000         | -                | (1,176,000)                | -100%       |
| <b>Total Expenses</b>   | <b>940,874</b>   | <b>1,183,500</b>   | <b>2,896,540</b>   | <b>523,972</b>  | <b>7,500</b>     | <b>(1,176,000)</b>         | <b>-99%</b> |
| Fund Surplus/(Deficit)  | 852,484          | (1,183,500)        | (2,896,540)        | 446,028         | (7,500)          | 1,176,000                  | -99%        |
| <b>Fund Balance</b>     | <b>(540,569)</b> | <b>(1,724,069)</b> | <b>(3,437,109)</b> | <b>(94,541)</b> | <b>(102,041)</b> | <b>1,622,028</b>           | <b>-94%</b> |

## *Solid Waste Management Fund*

The Solid Waste Management Fund is primarily funded from a dedicated fee payment made by the South San Francisco Scavenger Company, the City's exclusive solid waste management franchisee. Funding pays for monitoring and remediation costs associated with the closed Oyster Point landfill and for other solid waste reduction efforts. Additional revenue comes from forfeited Solid Waste Deposits which are used to further the City's solid waste diversion goals.

### Schedule 85: Solid Waste Management Fund Summary

|                        | FY09-10        | FY10-11        | FY10-11        | FY10-11        | FY11-12        | Change<br>from<br>FY10-11 | %<br>Change |
|------------------------|----------------|----------------|----------------|----------------|----------------|---------------------------|-------------|
| Revenue Type           | Actual         | Adopted        | Amended        | Projected      | Adopted        | Adopted                   | Change      |
| Charges for Services   | 173,325        | 173,325        | 173,325        | 173,325        | 173,325        | -                         | 0%          |
| <b>Total Revenues</b>  | <b>173,325</b> | <b>173,325</b> | <b>173,325</b> | <b>173,325</b> | <b>173,325</b> | <b>-</b>                  | <b>0%</b>   |
| <b>Expense Type</b>    |                |                |                |                |                |                           |             |
| Salaries & Benefits    | 2,733          | -              | -              | -              | -              | -                         | 0%          |
| Supplies & Services    | 51,309         | 110,000        | 155,657        | 155,657        | 160,280        | 50,280                    | 46%         |
| Interdepartmental      | 20,117         | 19,570         | 19,570         | 19,570         | 19,570         | -                         | 0%          |
| Transfers              | 17,333         | -              | 34,543         | 34,543         | -              | -                         | 0%          |
| <b>Total Expenses</b>  | <b>91,491</b>  | <b>129,570</b> | <b>209,770</b> | <b>209,770</b> | <b>179,850</b> | <b>50,280</b>             | <b>39%</b>  |
| Fund Surplus/(Deficit) | 81,834         | 43,755         | (36,445)       | (36,445)       | (6,525)        | (50,280)                  | -115%       |
| <b>Fund Balance</b>    | <b>822,859</b> | <b>866,614</b> | <b>786,414</b> | <b>786,414</b> | <b>779,889</b> | <b>(86,725)</b>           | <b>-10%</b> |

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# INTERNAL SERVICE FUNDS

## *Internal Service Funds Overview*

The Internal Service Funds are used to pay for services provided internally within the City. These funds cover vehicle maintenance, computer, software technical support, equipment and vehicle replacement, insurance and employee benefits.

Major changes to these funds for FY 2011-12 include paying for active and retiree medical, dental, vision out of the Health & Benefits Fund and changing the way departments are charged for worker compensation insurance which is paid for using the Self-Insurance Fund.

### **CITY SERVICE FUND**

The City Service Fund is used to pay for in-house vehicle maintenance for city owned vehicles. The Public Works Department, Fleet Maintenance Division, manages the budget for this fund and the fund receives its revenues by charging departments for the services rendered on an actual invoice basis. In recent years, the Fleet Management Division has been performing vehicle maintenance work for Millbrae, Daly City and other nearby cities as an effort to further regional consolidation efforts. The fund budgets 4.0 FTEs in the Public Works department.

### **EQUIPMENT REPLACEMENT FUND**

The Equipment Replacement Fund is used to accumulate funds for replacement of equipment and vehicles. Departments are charged an annual replacement charge to cover future equipment needs.

### **INFORMATION TECHNOLOGY FUND**

The Information Technology Fund is funded through an allocation charge to departments for the maintenance and upkeep of the Cities, computers, telephones, servers, copiers, scanners, citywide software, etc. The Information Technology (IT) department manages this fund. In addition in-house IT services, the IT Department provides IT services to the City of Hillsborough nearby cities as an effort to further regional consolidation efforts. This fund budgets 5.0 FTEs in the IT department.

### **INFORMATION TECHNOLOGY PEG ACCESS FUND**

This fund was created in FY 2010-11 to separate the \$40,000 in franchise fees the City receives that are used for the City's Public, Educational and Governmental channel.

**SELF-INSURANCE FUND**

This fund is used to accumulate reserves to pay for workers compensation claims and to pay for general liability insurance claims through the Association of Bay Area Governments (ABAG)

**HEALTH & BENEFITS FUND**

This fund collects charges from departments and is used to pay benefit providers for active and retiree health, dental, vision insurance and other miscellaneous benefits including life insurance and short term disability.

## City Service Fund

The Public Works Department oversees the City Service Fund. For FY 2011-12, Public Works shifted 0.2 FTE to bring total FTE funded by the fund to 4.0 FTE. The shift lowered the overall salary and benefit costs for the fund. The fund also took a \$26,500 reduction in gasoline services for the City. This savings will be spread out to the City departments through reduced charges.

### Schedule 86: City Service Fund Summary

| Revenue Type            | FY09-10          | FY10-11          | FY10-11          | FY10-11          | FY11-12          | Change               | % Change   |
|-------------------------|------------------|------------------|------------------|------------------|------------------|----------------------|------------|
|                         | Actual           | Adopted          | Amended          | Projected        | Adopted          | from FY10-11 Adopted |            |
| Charges for Services    | 1,297            | -                | -                | -                | 6,000            | 6,000                | 100%       |
| Use of Money & Property | (2,726)          | -                | -                | (1,460)          | -                | -                    | 0%         |
| Other Revenues          | 1,404,460        | 1,398,352        | 1,398,351        | 1,416,851        | 1,368,351        | (30,001)             | -2%        |
| <b>Total Revenues</b>   | <b>1,403,031</b> | <b>1,398,352</b> | <b>1,398,351</b> | <b>1,415,391</b> | <b>1,374,351</b> | <b>(24,001)</b>      | <b>-2%</b> |
| <b>Expense Type</b>     |                  |                  |                  |                  |                  |                      |            |
| Salaries & Benefits     | 559,315          | 537,961          | 537,961          | 537,961          | 489,906          | (48,055)             | -9%        |
| Supplies & Services     | 816,785          | 814,636          | 838,871          | 838,871          | 830,409          | 15,773               | 2%         |
| Capital Outlay          | 1,056            | 6,304            | 6,304            | 6,304            | -                | (6,304)              | -100%      |
| Interdepartmental       | 28,175           | 39,451           | 39,451           | 39,451           | -                | (39,451)             | -100%      |
| <b>Total Expenses</b>   | <b>1,405,331</b> | <b>1,398,352</b> | <b>1,422,587</b> | <b>1,422,587</b> | <b>1,320,315</b> | <b>(78,037)</b>      | <b>-6%</b> |
| Fund Surplus/(Deficit)  | (2,300)          | -                | (24,236)         | (7,196)          | 54,036           | 54,036               | 0%         |
| <b>Fund Balance</b>     | <b>49,241</b>    | <b>49,241</b>    | <b>25,005</b>    | <b>42,045</b>    | <b>96,081</b>    | <b>46,840</b>        | <b>95%</b> |

## *Equipment Replacement Fund*

The Equipment Replacement Fund is paying the Fire Department's capital leases. The Fire Department will be charged directly for the amount of debt service budgeted for \$264,000 in FY11-12.

### Schedule 87: Equipment Replacement Fund Summary

| Revenue Type            | FY09-10          | FY10-11          | FY10-11          | FY10-11          | FY11-12          | Change               | % Change    |
|-------------------------|------------------|------------------|------------------|------------------|------------------|----------------------|-------------|
|                         | Actual           | Adopted          | Amended          | Projected        | Adopted          | from FY10-11 Adopted |             |
| Use of Money & Property | 113,886          | 50,000           | 50,000           | 50,000           | 74,000           | 24,000               | 0%          |
| Other Financing Sources | -                | 1,680,000        | 1,680,000        | 1,728,406        | -                | -                    | 0%          |
| Other Revenues          | 1,107,619        | 855,754          | 931,484          | 931,848          | 1,254,245        | 398,491              | 47%         |
| <b>Total Revenues</b>   | <b>1,221,505</b> | <b>2,585,754</b> | <b>2,661,484</b> | <b>2,710,254</b> | <b>1,328,245</b> | <b>(1,257,509)</b>   | <b>-49%</b> |
| <b>Expense Type</b>     |                  |                  |                  |                  |                  |                      |             |
| Supplies & Services     | 98,848           | -                | -                | -                | -                | -                    | 0%          |
| Capital Outlay          | 988,724          | 697,000          | 697,000          | 2,564,202        | 1,022,210        | 325,210              | 47%         |
| Debt Service            | 16,244           | 1,680,000        | 1,680,000        | -                | 264,557          | (1,415,443)          | -84%        |
| Interdepartmental       | -                | -                | -                | -                | -                | -                    | 0%          |
| Transfers               | 214,875          | -                | 20,237           | 20,238           | -                | -                    | 0%          |
| <b>Total Expenses</b>   | <b>1,318,691</b> | <b>2,377,000</b> | <b>2,397,237</b> | <b>2,584,440</b> | <b>1,286,767</b> | <b>(1,090,233)</b>   | <b>-46%</b> |
| Fund Surplus/(Deficit)  | (97,186)         | 208,754          | 264,247          | 125,814          | 41,478           | (167,276)            | 0%          |
| <b>Fund Balance</b>     | <b>2,859,009</b> | <b>3,067,763</b> | <b>3,123,256</b> | <b>2,984,823</b> | <b>3,026,301</b> | <b>(41,462)</b>      | <b>-1%</b>  |

## Information Technology Fund

In FY 2010-11 the IT Department realized costs savings from renegotiating software maintenance and licensing fees.

### Schedule 88: Information Technology Fund Summary

| Revenue Type            | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY10-11<br>Projected | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|-------------------------|-------------------|--------------------|--------------------|----------------------|--------------------|--------------------------------------|-------------|
| Franchise Fees          | 45,806            | 40,000             | 40,000             | 40,000               | -                  | (40,000)                             | -100%       |
| Charges for Services    | 75,334            | 25,000             | 25,000             | 25,000               | 25,000             | -                                    | 0%          |
| Use of Money & Property | 1,230,487         | 1,398,820          | 1,398,820          | 1,427,402            | 1,384,443          | (14,377)                             | -1%         |
| Transfers               | 50,251            | -                  | 79,683             | 79,683               | -                  | -                                    | 0%          |
| <b>Total Revenues</b>   | <b>1,401,878</b>  | <b>1,463,820</b>   | <b>1,543,503</b>   | <b>1,572,085</b>     | <b>1,409,443</b>   | <b>(54,377)</b>                      | <b>-4%</b>  |
| <b>Expense Type</b>     |                   |                    |                    |                      |                    |                                      |             |
| Salaries & Benefits     | 776,622           | 706,308            | 706,308            | 706,308              | 761,574            |                                      |             |
| Supplies & Sevices      | 529,495           | 666,866            | 1,012,542          | 1,079,300            | 748,697            | 81,831                               | 0%          |
| Capital Outlay          | 875               | 66,370             | 66,370             | 66,370               | -                  | (66,370)                             | -100%       |
| Interdepartmental       | 10,563            | 209,949            | 9,819              | 9,819                | 4,927              | (205,022)                            | 0%          |
| Transfers               | 31,100            | -                  | 42,351             | 133,351              | -                  | -                                    | 0%          |
| <b>Total Expenses</b>   | <b>1,348,654</b>  | <b>1,649,493</b>   | <b>1,837,390</b>   | <b>1,995,148</b>     | <b>1,515,198</b>   | <b>(134,295)</b>                     | <b>-8%</b>  |
| Fund Surplus/(Deficit)  | 53,224            | (185,673)          | (293,887)          | (423,063)            | (105,755)          | 79,918                               | 0%          |
| <b>Fund Balance</b>     | <b>876,151</b>    | <b>690,478</b>     | <b>582,264</b>     | <b>453,088</b>       | <b>347,333</b>     | <b>(343,145)</b>                     | <b>-50%</b> |

## *Information Technology PEG Access Fund*

This is new fund that was created in FY 2010-11 to separate the franchise fees paid by the cable companies from the Information Technology Fund.

Franchise holders pay a fee to the City in the amount of 1% of gross revenues; these funds are to be used by the City for the purpose of supporting Public, Educational, and Governmental (PEG) channels.

### Schedule 89: Information Technology PEG Access Fund Summary

| <b>Revenue Type</b>    | <b>FY09-10<br/>Actual</b> | <b>FY10-11<br/>Adopted</b> | <b>FY10-11<br/>Amended</b> | <b>FY10-11<br/>Projected</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11<br/>Adopted</b> | <b>%<br/>Change</b> |
|------------------------|---------------------------|----------------------------|----------------------------|------------------------------|----------------------------|--|---------------------|
| Franchise Fees         | -                         | -                          | -                          | -                            | 40,000                     | 40,000   | 100%                |
| Transfers              | -                         | -                          | -                          | 91,000                       | -                          | -  | 0%                  |
| <b>Total Revenues</b>  | -                         | -                          | -                          | <b>91,000</b>                | <b>40,000</b>              | <b>40,000</b>                                  | <b>100%</b>         |
| <b>Expense Type</b>    |                           |                            |                            |                              |                            |  |                     |
| Supplies & Services    | -                         | -                          | -                          | -                            | 40,000                     | 40,000   | 100%                |
| <b>Total Expenses</b>  | -                         | -                          | -                          | -                            | <b>40,000</b>              | <b>40,000</b>                                  | <b>100%</b>         |
| Fund Surplus/(Deficit) | -                         | -                          | -                          | 91,000                       | -                          | -  | 0%                  |
| <b>Fund Balance</b>    | -                         | -                          | -                          | <b>91,000</b>                | <b>91,000</b>              | <b>91,000</b>                                  | <b>0%</b>           |

## *Self-Insurance Fund*

This fund is used to pay for workers compensation claims. The City paid for an actuarial study to determine the amount of funding that would be needed to have a 85% level of confidence that the City would be able to fund the maximum amount of claims in that year. That study suggested that the fund maintain a cash balance of \$7.5 million. This fund also contributes to liability insurance through the Association of Bay Area governments (ABAG).

In FY 2011-12 the City changed its workers compensation rate charged to departments. The City analyzed three years of workers compensation claim data to determine an average rate for each type of worker. Charges were then distributed to the departments according to past claims history and claim amounts. The majority of claims come from the Fire and Police department and these departments now pay proportionately more for workers compensation than a department with office workers.

### Schedule 90: Self-Insurance Fund Summary

| Revenue Type            | FY09-10<br>Actual | FY10-11<br>Adopted | FY10-11<br>Amended | FY10-11<br>Projected | FY11-12<br>Adopted | Change<br>from<br>FY10-11<br>Adopted | %<br>Change |
|-------------------------|-------------------|--------------------|--------------------|----------------------|--------------------|--------------------------------------|-------------|
| Charges for Services    | 997,812           | -                  | -                  | -                    | -                  | -                                    | 0%          |
| Use of Money & Property | 94,046            | 65,000             | -                  | 100,000              | 95,000             | 30,000                               | 46%         |
| Other Revenues          | 2,728,242         | 2,649,609          | 2,606,800          | 2,629,555            | 2,996,070          | 346,461                              | 13%         |
| Transfers               | 2,725,000         | -                  | -                  | 800,000              | -                  | -                                    | 0%          |
| <b>Total Revenues</b>   | <b>6,545,099</b>  | <b>2,714,609</b>   | <b>2,606,800</b>   | <b>3,529,555</b>     | <b>3,091,070</b>   | <b>376,461</b>                       | <b>14%</b>  |
| <b>Expense Type</b>     |                   |                    |                    |                      |                    |                                      |             |
| Salaries & Benefits     | 533,776           | 590,454            | 590,454            | 590,454              | 454,424            | (136,030)                            | -23%        |
| Supplies & Services     | 1,109,759         | 1,238,247          | 1,238,247          | 1,238,247            | 1,776,956          | 538,709                              | 44%         |
| Interdepartmental       | 902,718           | 1,025,009          | 1,025,009          | 1,174,516            | 1,213,750          | 188,741                              | 18%         |
| <b>Total Expenses</b>   | <b>2,546,253</b>  | <b>2,853,710</b>   | <b>2,853,710</b>   | <b>3,003,217</b>     | <b>3,445,130</b>   | <b>591,420</b>                       | <b>21%</b>  |
| Fund Surplus/(Deficit)  | 3,998,846         | (139,101)          | (246,910)          | 526,338              | (354,060)          | (214,959)                            | 155%        |
| <b>Fund Balance</b>     | <b>7,266,382</b>  | <b>7,127,281</b>   | <b>7,019,472</b>   | <b>7,792,720</b>     | <b>7,438,660</b>   | <b>311,379</b>                       | <b>4%</b>   |

## Health & Benefits Fund

The City has changed the way it charges departments for benefit amounts and pays those amounts to providers. With the exception of PERS, PARS, FICA, and Medicare, all benefits will be allocated across departments according to the number and type of FTE's. Medical insurance will now be paid from the Health and Benefits fund, rather than from the Payroll Clearing Fund, using funds collected from departments. This results in a much higher amount being collected in the Health and Benefits Fund than has been in the past. The Payroll Clearing Fund will now only be used to pay PERS, PARS, FICA, and Medicare.

In FY 2011-12 the City estimates that it will pay \$9.5 million in health and other benefits costs, not including Workers Compensation charges, which are paid out of the Self Funded Benefits Fund.

The City recognizes the need to set aside funds for retiree health costs. Currently, the City pays for retiree health costs using the pay-as-you-go method with some funds being set-aside for future costs. The estimated liability for retiree health as reported by an actuary study is estimated to be \$82 million. At the time of the budget adoption the City had set-aside \$6.8 million for retiree health liability it is projected the City will have \$7.5 million as the end of FY 2011-12. According to GASB 45, these funds must be reported as unfunded because the funds are not in an irrevocable trust. The Finance Department will present more information to the City Council about OPEB liabilities in the fall of 2011.

### Schedule 91: Health & Benefits Fund Summary

| Revenue Type            | FY09-10          | FY10-11          | FY10-11          | FY10-11          | FY11-12           | Change                     | %           |
|-------------------------|------------------|------------------|------------------|------------------|-------------------|----------------------------|-------------|
|                         | Actual           | Adopted          | Amended          | Projected        | Adopted           | from<br>FY10-11<br>Adopted |             |
| Charges for Services    | 968,945          | -                | -                | -                | -                 | -                          | 0%          |
| Use of Money & Property | -                | -                | -                | 136,211          | -                 | -                          | 0%          |
| Other Revenues          | 3,126,586        | 3,354,740        | 3,354,740        | 3,354,740        | 9,529,298         | 6,174,558                  | 184%        |
| Transfers               | -                | -                | -                | -                | 550,000           | 550,000                    | 100%        |
| <b>Total Revenues</b>   | <b>4,095,531</b> | <b>3,354,740</b> | <b>3,354,740</b> | <b>3,490,951</b> | <b>10,079,298</b> | <b>6,724,558</b>           | <b>200%</b> |
| <b>Expense Type</b>     |                  |                  |                  |                  |                   |                            |             |
| Salaries & Benefits     | 2,843,895        | 3,299,814        | 3,299,814        | 3,299,814        | 9,189,043         | 5,889,229                  | 178%        |
| Supplies & Services     | 32,723           | 30,000           | 30,000           | 30,000           | 340,256           | 310,256                    | 1034%       |
| <b>Total Expenses</b>   | <b>2,876,618</b> | <b>3,329,814</b> | <b>3,329,814</b> | <b>3,329,814</b> | <b>9,529,299</b>  | <b>6,199,485</b>           | <b>186%</b> |
| Fund Surplus/(Deficit)  | 1,218,913        | 24,926           | 24,926           | 161,137          | 549,999           | 525,073                    | 2107%       |
| <b>Fund Balance</b>     | <b>6,833,638</b> | <b>6,858,564</b> | <b>6,858,564</b> | <b>6,994,775</b> | <b>7,544,774</b>  | <b>686,210</b>             | <b>10%</b>  |

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# POSITION BUDGET

## *Summary of Position Budget and Personnel Costs*

The City Council has authorized 497.37 FTE positions citywide for FY 2011-12. Of those positions 400 FTE are full time with benefits. Benefits include city paid medical, dental, health, life insurance, retirement, retiree health, workers compensation, unemployment, short term and long term disability. In addition to paid benefits, full time employees earn between 15-25 vacation days and 12 sick days a year plus 12 holidays and 1 floating holiday.

The General Fund pays for 74% of all full-time employees. With the remainder of the budgeted employees paid for by the other funds.

The largest overall City expenses are for salaries and benefits of its employees. Each year the City Council enters into Memorandums of Understanding (MOU) between the City's bargaining units. The MOU's outline the salaries and benefits available to the positions within that bargaining unit.

### **Schedule 92: Benefit Costs**

#### **Benefit Costs for 1.0 FTE**

|                                |           |
|--------------------------------|-----------|
| Health/Dental/Vision           | \$ 16,190 |
| Retiree Health (pay-as-you-go) | \$ 5,661  |
| PERS/FICA                      |           |
| <i>Safety Employee</i>         | 36.8%     |
| <i>Non-Safety</i>              | 26.7%     |
| Workers Compensation           |           |
| <i>Office</i>                  | \$ 19     |
| <i>Other</i>                   | \$ 346    |
| <i>Public Works</i>            | \$ 2,711  |
| <i>Police</i>                  | \$ 8,932  |
| <i>Fire</i>                    | \$ 16,227 |
| Miscellaneous Benefits         | \$ 749    |

The benefit costs per employee as seen in Schedule 92 are both fixed and variable depending on the type of employee. The fixed costs that do not change between types on employees are health, dental and vision insurance, retiree health and miscellaneous benefits.

The health, dental, vision insurance costs listed above represent an average costs per 1.0 budgeted FTE. The actual costs that the City pays for each employee may be lower or higher depending on the insurance plan either Blue Shield or Kaiser and whether the employee's insurance coverage is at the single, two people or family rate.

As noted in the Health & Benefit Fund summary, the City uses a pay-as-you-go method to pay for current retiree's health insurance. The \$5,661 listed above represents the amount per 1.0 FTE that is charged to departments and that the City pays for retiree health insurance.

The PERS/FICA benefits are all based on the percentage of an employee's salary. PERS has different rates depending on whether the employee is safety (i.e. Police Officer, Firefighter) or non-safety (everyone else). FICA (Federal Insurance Contributions Act) is the Federal government Social Security and Medicare employer share. The City pays 4.2% in 2011 and 6.2% of each employee's salary for Social Security and 1.45% of each employee's salary for Medicare.

The City self-funds workers compensation insurance. Based on past claims, each employee is broken in to types as list above and the departments are charged the corresponding amount based on the position budget.

### **SOUTH SAN FRANCISCO BARGAINING UNITS**

**Police Association** – This unit includes the Police Officers, Police Corporals, and Police Sergeants.

**Fire Association** – This unit includes Fire Fighters, Paramedics and Fire Apparatus engineers. This units employees work a 56 hour work week with 24 hour shifts.

**Police Managers** – This unit includes the Police Captains and Police Lieutenants.

**Mid Management** –This unit includes Planners, Engineers, Analysts, Accountants and Recreation Supervisors. The Mid Management Unit also receives 40 hours of administrative leave to compensate for the additional late night meeting or weekend work required of the positions.

**Confidential** – This unit includes Administrative Assistants and other miscellaneous positions such as Information Technology Technicians.

**Executive** – This unit includes the department heads.

**Operating Engineers** – This unit includes the Water Quality Control Plant operators.

**AFSCME** – This is the largest bargaining unit of the City unit includes Parks and Public Works Maintenance Workers, There are 112 FTEs budgeted in this unit. Many of the Part-Time regular benefited employees belong to this bargaining unit.

The City Council has the authority to approve any changes within the position budget, which includes changing titles, salary schedules or creating new positions.

## POSITION BUDGET

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The positions listed are part of the position budget. The City also employs contract employees that may be reflected on a department's organization chart and not in the position budget. Some of those positions include: Emergency Medical Technicians and a Construction Manager.

In FY 2011-12 some departments such as Public Works shifted the position budget of some positions away from the General Fund to Proprietary Funds. This reflects a change in the individual fund FTEs but not a net change in overall City budgeted FTEs.

*Position Budget by Fund and Department*

| Position Title                          | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|---|--------------------|--------------------|--------------------|---------------------------|
| <b>GENERAL FUND</b>                     |                    |                    |                    |                           |
| <b>City Council</b>                     |                    |                    |                    |                           |
| City Council Member                     | 5.00               | 5.00               | 5.00               | -                         |
| <i>Subtotal Elected Positions</i>       | <i>5.00</i>        | <i>5.00</i>        | <i>5.00</i>        | <i>-</i>                  |
| <b>Subtotal City Council</b>            | <b>5.00</b>        | <b>5.00</b>        | <b>5.00</b>        | <b>-</b>                  |
| <b>City Clerk</b>                       |                    |                    |                    |                           |
| City Clerk                              | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Elected Positions</i>       | <i>1.00</i>        | <i>1.00</i>        | <i>1.00</i>        | <i>-</i>                  |
| Assistant City Clerk                    | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>     | <i>1.00</i>        | <i>1.00</i>        | <i>1.00</i>        | <i>-</i>                  |
| <b>Subtotal City Clerk</b>              | <b>2.00</b>        | <b>2.00</b>        | <b>2.00</b>        | <b>-</b>                  |
| <b>City Treasurer</b>                   |                    |                    |                    |                           |
| City Treasurer                          | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Elected Positions</i>       | <i>1.00</i>        | <i>1.00</i>        | <i>1.00</i>        | <i>-</i>                  |
| <b>Subtotal City Treasurer</b>          | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>City Manager</b>                     |                    |                    |                    |                           |
| Administrative Aide                     | 1.00               | 1.00               | 1.00               | -                         |
| Assistant to the City Manager           | 0.90               | 0.90               | 0.90               | -                         |
| City Manager                            | 0.80               | 0.80               | 0.80               | -                         |
| Executive Assistant to the City Manager | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>     | <i>3.70</i>        | <i>3.70</i>        | <i>3.70</i>        | <i>-</i>                  |
| <b>Subtotal City Manager</b>            | <b>3.70</b>        | <b>3.70</b>        | <b>3.70</b>        | <b>-</b>                  |

POSITION BUDGET

| <b>Position Title</b>                       | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|---|----------------------------|----------------------------|----------------------------|------------------------------------|
| <b>Finance</b>                              |                            |                            |                            |                                    |
| Accountant I/II/Sr                          | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Accounting Assistant II                     | 3.00                       | 3.00                       | 3.00                       | -                                  |
| Administrative Assistant II                 | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Budget and Financial Manager                | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Courier                                     | 1.00                       | 1.00                       | -                          | (1.00)                             |
| Director of Finance                         | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Financial Analyst I/II/Sr                   | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Financial Services Supervisor               | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i>         | <i>10.00</i>               | <i>10.00</i>               | <i>9.00</i>                | <i>(1.00)</i>                      |
| Courier                                     | -                          | -                          | 0.60                       | 0.60                               |
| <i>Subtotal Part Time/Hourly Positions</i>  | <i>-</i>                   | <i>-</i>                   | <i>0.60</i>                | <i>0.60</i>                        |
| <b>Subtotal Finance</b>                     | <b>10.00</b>               | <b>10.00</b>               | <b>9.60</b>                | <b>(0.40)</b>                      |
| <b>Human Resources</b>                      |                            |                            |                            |                                    |
| Director of Human Resources                 | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Human Resources Analyst II/Sr               | 3.00                       | 3.00                       | 3.00                       | -                                  |
| Human Resources Technician                  | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i>         | <i>5.00</i>                | <i>5.00</i>                | <i>5.00</i>                | <i>-</i>                           |
| <b>Subtotal Human Resources</b>             | <b>5.00</b>                | <b>5.00</b>                | <b>5.00</b>                | <b>-</b>                           |
| <b>Economic &amp; Community Development</b> |                            |                            |                            |                                    |
| Administrative Assistant I                  | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Administrative Assistant II                 | 1.30                       | 1.30                       | 1.30                       | -                                  |
| Assistant Building Official                 | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Assistant City Manager                      | 0.60                       | 0.60                       | 0.60                       | -                                  |
| Associate Planner                           | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Building Inspector                          | 5.00                       | 5.00                       | 5.00                       | -                                  |
| City Building Official                      | 1.00                       | 1.00                       | 1.00                       | -                                  |
| City Planner                                | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Permit Technician                           | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Planning Technician                         | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Senior Building Inspector                   | 0.50                       | 0.50                       | 0.50                       | -                                  |

POSITION BUDGET

| <b>Position Title</b>                                    | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|--|----------------------------|----------------------------|----------------------------|------------------------------------|
| <b>Economic &amp; Community Development</b>              |                            |                            |                            |                                    |
| Office Specialist - Part Time                            | 0.50                       | 0.50                       | 0.50                       | -                                  |
| <i>Subtotal Part Time/Hourly Positions</i>               | <i>0.50</i>                | <i>0.50</i>                | <i>0.50</i>                | <i>-</i>                           |
| <b>Subtotal Economic &amp; Community<br/>Development</b> | <b>15.55</b>               | <b>15.55</b>               | <b>15.55</b>               | <b>-</b>                           |
| <b>Fire</b>  |                            |                            |                            |                                    |
| Administrative Assistant I                               | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Deputy Fire Chief  | -                          | 0.50                       | 1.00                       | 0.50                               |
| EMS Captain  | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Fire Apparatus Engineer                                  | 15.00                      | 15.00                      | 15.00                      | -                                  |
| Fire Battalion Chief                                     | 4.00                       | 4.00                       | 4.00                       | -                                  |
| Fire Captain   | 15.00                      | 15.00                      | 15.00                      | -                                  |
| Fire Chief   | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Fire Marshall  | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Firefighter  | 6.00                       | 6.00                       | 6.00                       | -                                  |
| Management Analyst II                                    | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Paramedic/Firefighter                                    | 30.00                      | 30.00                      | 30.00                      | -                                  |
| Safety Inspector I                                       | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Safety Inspector III                                     | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Senior Administrative Assistant                          | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i>                      | <i>78.00</i>               | <i>78.50</i>               | <i>79.00</i>               | <i>0.50</i>                        |
| Fire Courier   | 0.48                       | 0.48                       | 0.48                       | -                                  |
| <i>Subtotal Part Time/Hourly Positions</i>               | <i>0.48</i>                | <i>0.48</i>                | <i>0.48</i>                | <i>-</i>                           |
| <b>Subtotal Fire</b>                                     | <b>78.48</b>               | <b>78.98</b>               | <b>79.48</b>               | <b>0.50</b>                        |
| <b>Police</b>  |                            |                            |                            |                                    |
| Administrative Assistant I                               | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Chief of Police  | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Communications Dispatcher                                | 10.00                      | 10.00                      | 10.00                      | -                                  |

POSITION BUDGET

| <b>Position Title</b>                             | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|---|----------------------------|----------------------------|----------------------------|------------------------------------|
| <b>Police</b>                                     |                            |                            |                            |                                    |
| Communications Manager                            | 1.00                       | 1.00                       | -                          | (1.00)                             |
| Police Captain                                    | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Police Communications & Records Manager           | -                          | -                          | 1.00                       | 1.00                               |
| Police Corporal                                   | 14.75                      | 15.00                      | 15.00                      | -                                  |
| Police Lieutenant                                 | 5.00                       | 5.00                       | 5.00                       | -                                  |
| Police Officer                                    | 42.25                      | 40.50                      | 43.50                      | 3.00                               |
| Police Property/Evidence Specialist               | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Police Records Manager                            | 1.00                       | 1.00                       | -                          | (1.00)                             |
| Police Records Specialist                         | 4.00                       | 4.00                       | 3.00                       | (1.00)                             |
| Police Sergeant                                   | 9.00                       | 10.00                      | 10.00                      | -                                  |
| Police Service Technician                         | 4.00                       | 4.00                       | 4.00                       | -                                  |
| Senior Administrative Assistant                   | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Senior Police Records Specialist                  | 3.00                       | 3.00                       | 3.00                       | -                                  |
| Supervising Dispatcher                            | 1.00                       | 1.00                       | 2.00                       | 1.00                               |
| <b><i>Subtotal Full Time Positions</i></b>        | <b><i>101.00</i></b>       | <b><i>100.50</i></b>       | <b><i>102.50</i></b>       | <b><i>2.00</i></b>                 |
| Police Court Liaison                              | 0.48                       | 0.48                       | 0.48                       | -                                  |
| Police Property/Evidence Assistant                | 0.48                       | 0.48                       | 0.48                       | -                                  |
| Police Reserve Officer                            | 1.31                       | 1.31                       | 1.31                       | -                                  |
| School Crossing Guard                             | 1.38                       | 1.38                       | 1.38                       | -                                  |
| <b><i>Subtotal Part Time/Hourly Positions</i></b> | <b><i>3.65</i></b>         | <b><i>3.65</i></b>         | <b><i>3.65</i></b>         | <b><i>-</i></b>                    |
| <b>Subtotal Police</b>                            | <b>104.65</b>              | <b>104.15</b>              | <b>106.15</b>              | <b>2.00</b>                        |
| <b>Public Works</b>                               |                            |                            |                            |                                    |
| Administrative Assistant I                        | 0.70                       | 0.70                       | 0.65                       | (0.05)                             |
| Administrative Assistant II                       | 0.60                       | 0.60                       | 0.45                       | (0.15)                             |
| Associate Civil Engineer                          | 0.20                       | 0.20                       | 0.40                       | 0.20                               |
| City Engineer                                     | 0.70                       | 0.70                       | 0.75                       | 0.05                               |
| Director of Public Works                          | 0.25                       | 0.25                       | 0.10                       | (0.15)                             |

POSITION BUDGET

| Position Title                         | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>Public Works</b>                    |                    |                    |                    |                           |
| Electrical Technician                  | 2.00               | 2.00               | 2.00               | -                         |
| Engineering Technician                 | 0.60               | 0.60               | 0.60               | -                         |
| Equipment Operator                     | 1.60               | 1.60               | 2.00               | 0.40                      |
| Lead Electrical Technician             | 1.00               | 1.00               | 1.00               | -                         |
| Lead Public Works Maintenance Worker   | 1.60               | 0.60               | -                  | (0.60)                    |
| Office Specialist                      | 0.20               | 0.20               | -                  | (0.20)                    |
| Public Works Inspector                 | 0.70               | 0.70               | 0.70               | -                         |
| Public Works Maintenance Worker        | 2.50               | 2.50               | 2.50               | -                         |
| Public Works Supervisor                | 0.60               | 0.60               | 0.10               | (0.50)                    |
| Senior Civil Engineer                  | 1.00               | 1.00               | 0.65               | (0.35)                    |
| Senior Public Works Maintenance Worker | 2.70               | 2.70               | 2.00               | (0.70)                    |
| Superintendent of Public Works         | 0.20               | 0.20               | 0.30               | 0.10                      |
| Sweeper Operator                       | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>    | <i>18.15</i>       | <i>17.15</i>       | <i>15.20</i>       | <i>(1.95)</i>             |
| <b>Subtotal Public Works</b>           | <b>18.15</b>       | <b>17.15</b>       | <b>15.20</b>       | <b>(1.95)</b>             |
| <b>Library</b>                         |                    |                    |                    |                           |
| Administrative Assistant I             | 3.00               | 3.00               | 3.00               | -                         |
| Assistant Library Director             | 1.00               | 1.00               | 1.00               | -                         |
| Librarian II                           | 3.00               | 3.00               | 3.00               | -                         |
| Library Assistant II                   | 3.00               | 3.00               | 2.00               | (1.00)                    |
| Library Director                       | 1.00               | 1.00               | 1.00               | -                         |
| Library Program Manager                | 5.00               | 5.00               | 5.00               | -                         |
| Literacy Program Manager               | 1.90               | 1.90               | 1.90               | -                         |
| Literacy Services Coordinator          | 2.50               | 2.50               | 1.50               | (1.00)                    |
| Management Analyst II                  | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>    | <i>21.40</i>       | <i>21.40</i>       | <i>19.40</i>       | <i>(2.00)</i>             |
| Librarian I - Hourly                   | -                  | -                  | 1.26               | 1.26                      |
| Librarian I - Part Time                | 0.50               | -                  | -                  | -                         |

POSITION BUDGET

| Position Title                              | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|---|--------------------|--------------------|--------------------|---------------------------|
| <b>Library</b>                              |                    |                    |                    |                           |
| Librarian II - Hourly                       | 0.20               | 0.20               | 0.20               | -                         |
| Librarian II - Part Time                    | 1.26               | 1.26               | -                  | (1.26)                    |
| Library Assistant I - Hourly                | 1.03               | 1.03               | 1.03               | -                         |
| Library Assistant I - Part Time             | 1.75               | 1.75               | 1.75               | -                         |
| Library Assistant II - Part Time            | 0.50               | 0.50               | 0.50               | -                         |
| Library Clerk                               | 0.31               | 0.31               | 1.31               | 1.00                      |
| Library Page                                | 6.81               | 6.81               | 6.81               | -                         |
| Literacy Services Assistant I               | 1.95               | 1.95               | 1.95               | -                         |
| Literacy Services Coordinator - Part Time   | 0.06               | 0.06               | 0.06               | -                         |
| Local History Specialist                    | 0.05               | 0.05               | 0.05               | -                         |
| Office Assistant                            | 0.43               | 0.43               | 0.43               | -                         |
| <i>Subtotal Part Time/Hourly Positions</i>  | <i>14.84</i>       | <i>14.34</i>       | <i>15.34</i>       | <i>1.00</i>               |
| <b>Subtotal Library</b>                     | <b>36.24</b>       | <b>35.74</b>       | <b>34.74</b>       | <b>(1.00)</b>             |
| <b>Parks &amp; Recreation</b>               |                    |                    |                    |                           |
| Administrative Assistant I                  | 0.59               | 0.59               | 0.59               | -                         |
| Administrative Assistant II                 | 1.00               | 1.00               | 1.00               | -                         |
| Building Maintenance Craftworker            | 2.00               | 2.00               | 2.00               | -                         |
| Building Maintenance Custodian              | 4.00               | 4.00               | 4.00               | -                         |
| Groundsperson                               | 1.30               | 1.30               | 1.30               | -                         |
| Lead Building Maintenance Custodian         | 2.00               | 2.00               | 2.00               | -                         |
| Lead Park Maintenance Worker                | 1.85               | 1.85               | 0.85               | (1.00)                    |
| Office Specialist                           | 2.00               | 2.00               | 2.00               | -                         |
| Park Maintenance Worker                     | 9.85               | 9.85               | 9.85               | -                         |
| Parks & Recreation Director                 | 1.00               | 1.00               | 1.00               | -                         |
| Preschool Teacher                           | 5.00               | 5.00               | 5.00               | -                         |
| Public Works Supervisor                     | 2.50               | 2.50               | 2.00               | (0.50)                    |
| Recreation & Community Services Coordinator | 5.00               | 5.00               | 5.00               | -                         |
| Recreation & Community Services Manager     | 0.50               | -                  | -                  | -                         |

POSITION BUDGET

| Position Title                                   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>Parks &amp; Recreation</b>                    |                    |                    |                    |                           |
| Recreation & Community Services Supervisor       | 4.00               | 4.00               | 4.00               | -                         |
| Recreation Leader IV                             | 1.00               | 1.00               | 1.00               | -                         |
| Senior Building Maintenance Custodian            | 3.00               | 3.00               | 2.00               | (1.00)                    |
| Senior Civil Engineer                            | 0.20               | 0.20               | -                  | (0.20)                    |
| Senior Park Maintenance Worker                   | 1.90               | 1.90               | 0.90               | (1.00)                    |
| Superintendent of Parks & Facilities Maintenance | 0.20               | 0.20               | 0.20               | -                         |
| Tree Trimmer                                     | 2.30               | 2.30               | 2.30               | -                         |
| Van Driver                                       | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>              | <b>52.19</b>       | <b>51.69</b>       | <b>47.99</b>       | <b>(3.70)</b>             |
| Building Maintenance Custodian - Part Time       | -                  | -                  | 1.00               | 1.00                      |
| Community Services Site Coordinator              | 2.97               | 2.97               | 2.97               | -                         |
| Consultant                                       | 0.50               | 0.50               | 0.50               | -                         |
| Cultural Arts Specialist                         | 0.50               | 0.50               | 0.50               | -                         |
| Recreation Instructor                            | 5.41               | 5.41               | 5.41               | -                         |
| Recreation Leader Facility Coordinator           | 0.75               | 0.75               | 0.75               | -                         |
| Recreation Leader I                              | 1.09               | 1.09               | 1.09               | -                         |
| Recreation Leader II                             | 9.82               | 9.82               | 9.82               | -                         |
| Recreation Leader II - Part Time                 | 1.25               | 1.25               | 1.25               | -                         |
| Recreation Leader III                            | 21.02              | 21.02              | 21.02              | -                         |
| Recreation Leader III - Part Time                | 1.07               | 1.07               | 1.07               | -                         |
| Recreation Leader IV                             | 4.73               | 4.73               | 4.73               | -                         |
| <i>Subtotal Part Time/Hourly Positions</i>       | <b>49.11</b>       | <b>49.11</b>       | <b>50.11</b>       | <b>1.00</b>               |
| <b>Subtotal Parks &amp; Recreation</b>           | <b>101.30</b>      | <b>100.80</b>      | <b>98.10</b>       | <b>(2.70)</b>             |
| <b>Total GENERAL FUND</b>                        | <b>381.07</b>      | <b>379.07</b>      | <b>375.52</b>      | <b>(3.55)</b>             |
| <b>COMMUNITY DEVELOPMENT BLOCK GRANT FUND</b>    |                    |                    |                    |                           |
| <b>Economic &amp; Community Development</b>      |                    |                    |                    |                           |
| Community Development Coordinator                | 1.00               | 1.00               | 1.00               | -                         |

POSITION BUDGET

| Position Title   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>Economic &amp; Community Development</b>              |                    |                    |                    |                           |
| Manager of Housing & Redevelopment                       | 0.60               | 0.60               | 0.60               | -                         |
| <i>Subtotal Full Time Positions</i>                      | <b>1.60</b>        | <b>1.60</b>        | <b>1.60</b>        | -                         |
| Office Specialist  | 0.95               | 0.95               | 0.95               | -                         |
| <i>Subtotal Part Time/Hourly Positions</i>               | <b>0.95</b>        | <b>0.95</b>        | <b>0.95</b>        | -                         |
| <b>Subtotal Economic &amp; Community<br/>Development</b> | <b>2.55</b>        | <b>2.55</b>        | <b>2.55</b>        | -                         |
| <b>Total COMMUNITY DEVELOPMENT<br/>BLOCK GRANT FUND</b>  | <b>2.55</b>        | <b>2.55</b>        | <b>2.55</b>        | -                         |
| <b>COMMON GREENS FUNDS</b>                               |                    |                    |                    |                           |
| <b>Parks &amp; Recreation</b>                            |                    |                    |                    |                           |
| Administrative Assistant I                               | 0.41               | 0.41               | 0.41               | -                         |
| Administrative Assistant II                              | 0.05               | 0.05               | -                  | (0.05)                    |
| Groundsperson  | 0.70               | 0.70               | 0.70               | -                         |
| Maintenance Craftworker                                  | 2.00               | 2.00               | 2.00               | -                         |
| Park Maintenance Worker                                  | 2.00               | 2.00               | 2.00               | -                         |
| Public Works Supervisor                                  | 0.90               | 0.90               | 0.90               | -                         |
| Senior Civil Engineer                                    | 0.25               | 0.25               | -                  | (0.25)                    |
| Senior Park Maintenance Worker                           | 0.10               | 0.10               | 0.10               | -                         |
| Superintendent of Parks & Facilities Maintenance         | 0.80               | 0.80               | 0.80               | -                         |
| Superintendent of Public Works                           | 0.25               | 0.25               | -                  | (0.25)                    |
| Tree Trimmer   | 0.70               | 0.70               | 0.70               | -                         |
| <i>Subtotal Full Time Positions</i>                      | <b>8.16</b>        | <b>8.16</b>        | <b>7.61</b>        | <b>(0.55)</b>             |
| <b>Subtotal Parks &amp; Recreation</b>                   | <b>8.16</b>        | <b>8.16</b>        | <b>7.61</b>        | <b>(0.55)</b>             |
| <b>Total COMMON GREENS FUNDS</b>                         | <b>8.16</b>        | <b>8.16</b>        | <b>7.61</b>        | <b>(0.55)</b>             |

POSITION BUDGET

| Position Title                                     | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>SUPPLEMENTAL LAW ENFORCEMENT FUND</b>           |                    |                    |                    |                           |
| <b>Police</b>                                      |                    |                    |                    |                           |
| Police Officer                                     | 1.00               | 1.00               | -                  | (1.00)                    |
| <i>Subtotal Full Time Positions</i>                | <i>1.00</i>        | <i>1.00</i>        | <i>0.00</i>        | <i>(1.00)</i>             |
| <b>Subtotal Police</b>                             | <b>1.00</b>        | <b>1.00</b>        | <b>0.00</b>        | <b>(1.00)</b>             |
| <b>Total SUPPLEMENTAL LAW<br/>ENFORCEMENT FUND</b> | <b>1.00</b>        | <b>1.00</b>        | <b>0.00</b>        | <b>(1.00)</b>             |
| <b>CAPITAL IMPROVEMENT FUND</b>                    |                    |                    |                    |                           |
| <b>Public Works</b>                                |                    |                    |                    |                           |
| Administrative Assistant I                         | 0.25               | 0.25               | 0.55               | 0.30                      |
| Associate Civil Engineer                           | 0.80               | 0.80               | 1.60               | 0.80                      |
| City Engineer                                      | 0.28               | 0.28               | -                  | (0.28)                    |
| Engineering Technician                             | 0.20               | 0.20               | 0.40               | 0.20                      |
| Public Works Inspector                             | 0.30               | 0.30               | 0.30               | -                         |
| Senior Civil Engineer                              | 0.15               | 0.15               | 1.35               | 1.20                      |
| <i>Subtotal Full Time Positions</i>                | <i>1.98</i>        | <i>1.98</i>        | <i>4.20</i>        | <i>2.22</i>               |
| <b>Subtotal Public Works</b>                       | <b>1.98</b>        | <b>1.98</b>        | <b>4.20</b>        | <b>2.22</b>               |
| <b>Total CAPITAL IMPROVEMENT FUND</b>              | <b>1.98</b>        | <b>1.98</b>        | <b>4.20</b>        | <b>2.22</b>               |
| <b>REDEVELOPMENT AGENCY OPERATING FUND</b>         |                    |                    |                    |                           |
| <b>City Clerk</b>                                  |                    |                    |                    |                           |
| Deputy City Clerk                                  | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>                | <i>1.00</i>        | <i>1.00</i>        | <i>1.00</i>        | <i>-</i>                  |
| <b>Subtotal City Clerk</b>                         | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>City Manager</b>                                |                    |                    |                    |                           |
| Assistant to the City Manager                      | 0.10               | 0.10               | 0.10               | -                         |
| City Manager                                       | 0.20               | 0.20               | 0.20               | -                         |

POSITION BUDGET

| Position Title   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>City Manager</b>                                      |                    |                    |                    |                           |
| <i>Subtotal Full Time Positions</i>                      | <i>0.30</i>        | <i>0.30</i>        | <i>0.30</i>        | <i>-</i>                  |
| <b>Subtotal City Manager</b>                             | <b>0.30</b>        | <b>0.30</b>        | <b>0.30</b>        | <b>-</b>                  |
| <b>Finance</b>   |                    |                    |                    |                           |
| Accountant I/II/Sr                                       | 1.00               | 1.00               | 1.00               | -                         |
| Accounting Assistant II                                  | 1.00               | -                  | -                  | -                         |
| Data Business Systems Specialist                         | -                  | 1.00               | 1.00               | -                         |
| Financial Analyst I/II/Sr                                | 1.00               | 1.00               | -                  | (1.00)                    |
| <i>Subtotal Full Time Positions</i>                      | <i>3.00</i>        | <i>3.00</i>        | <i>2.00</i>        | <i>(1.00)</i>             |
| <b>Subtotal Finance</b>                                  | <b>3.00</b>        | <b>3.00</b>        | <b>2.00</b>        | <b>(1.00)</b>             |
| <b>Economic &amp; Community Development</b>              |                    |                    |                    |                           |
| Administrative Assistant II                              | 0.70               | 0.70               | 0.70               | -                         |
| Assistant City Manager                                   | 0.40               | 0.40               | 0.40               | -                         |
| Associate Planner  | 1.00               | 1.00               | 1.00               | -                         |
| Economic & Community Development Coordinator             | 1.00               | 1.00               | 1.00               | -                         |
| Manager of Housing & Redevelopment                       | 0.20               | 0.20               | 0.20               | -                         |
| Senior Building Inspector                                | 0.30               | 0.30               | 0.30               | -                         |
| Senior Planner   | 1.35               | 1.35               | 1.35               | -                         |
| <i>Subtotal Full Time Positions</i>                      | <i>4.95</i>        | <i>4.95</i>        | <i>4.95</i>        | <i>-</i>                  |
| <b>Subtotal Economic &amp; Community<br/>Development</b> | <b>4.95</b>        | <b>4.95</b>        | <b>4.95</b>        | <b>-</b>                  |
| <b>Fire</b>  |                    |                    |                    |                           |
| Safety Inspector - Hourly                                | 1.00               | 1.00               | 1.00               | -                         |
| Safety Inspector I                                       | 2.00               | 2.00               | 2.00               | -                         |
| <i>Subtotal Full Time Positions</i>                      | <i>3.00</i>        | <i>3.00</i>        | <i>3.00</i>        | <i>-</i>                  |
| <b>Subtotal Fire</b>                                     | <b>3.00</b>        | <b>3.00</b>        | <b>3.00</b>        | <b>-</b>                  |
| <b>Police</b>  |                    |                    |                    |                           |
| Parking Enforcement Officer                              | 1.00               | 1.00               | 1.00               | -                         |

POSITION BUDGET

| Position Title                                       | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>Police</b>  |                    |                    |                    |                           |
| Police Officer                                       | 2.50               | 2.50               | 2.50               | -                         |
| <i>Subtotal Full Time Positions</i>                  | <i>3.50</i>        | <i>3.50</i>        | <i>3.50</i>        | <i>-</i>                  |
| <b>Subtotal Police</b>                               | <b>3.50</b>        | <b>3.50</b>        | <b>3.50</b>        | <b>-</b>                  |
| <b>Public Works</b>                                  |                    |                    |                    |                           |
| Senior Civil Engineer                                | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>                  | <i>1.00</i>        | <i>1.00</i>        | <i>1.00</i>        | <i>-</i>                  |
| <b>Subtotal Public Works</b>                         | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>Library</b>                                       |                    |                    |                    |                           |
| Literacy Program Manager                             | 0.10               | 0.10               | 0.10               | -                         |
| Literacy Services Coordinator                        | 0.50               | 0.50               | 0.50               | -                         |
| <i>Subtotal Full Time Positions</i>                  | <i>0.60</i>        | <i>0.60</i>        | <i>0.60</i>        | <i>-</i>                  |
| <b>Subtotal Library</b>                              | <b>0.60</b>        | <b>0.60</b>        | <b>0.60</b>        | <b>-</b>                  |
| <b>Information Technology</b>                        |                    |                    |                    |                           |
| Information Systems Administrator                    | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>                  | <i>1.00</i>        | <i>1.00</i>        | <i>1.00</i>        | <i>-</i>                  |
| <b>Subtotal Information Technology</b>               | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>Parks &amp; Recreation</b>                        |                    |                    |                    |                           |
| Park Maintenance Worker                              | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>                  | <i>1.00</i>        | <i>1.00</i>        | <i>1.00</i>        | <i>-</i>                  |
| <b>Subtotal Parks &amp; Recreation</b>               | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>Total REDEVELOPMENT AGENCY<br/>OPERATING FUND</b> | <b>19.35</b>       | <b>19.35</b>       | <b>18.35</b>       | <b>(1.00)</b>             |

POSITION BUDGET

| Position Title   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>REDEVELOPMENT AGENCY HOUSING FUND</b>                 |                    |                    |                    |                           |
| <b>Economic &amp; Community Development</b>              |                    |                    |                    |                           |
| Manager of Housing & Redevelopment                       | 0.20               | 0.20               | 0.20               | -                         |
| Senior Building Inspector                                | 0.20               | 0.20               | 0.20               | -                         |
| <i>Subtotal Full Time Positions</i>                      | <b>0.40</b>        | <b>0.40</b>        | <b>0.40</b>        | <b>-</b>                  |
| <b>Subtotal Economic &amp; Community<br/>Development</b> | <b>0.40</b>        | <b>0.40</b>        | <b>0.40</b>        | <b>-</b>                  |
| <b>Total REDEVELOPMENT AGENCY<br/>HOUSING FUND</b>       | <b>0.40</b>        | <b>0.40</b>        | <b>0.40</b>        | <b>-</b>                  |
| <b>SEWER FUND</b>  |                    |                    |                    |                           |
| <b>Finance</b>   |                    |                    |                    |                           |
| Financial Analyst I/II/Sr                                | -                  | -                  | 1.00               | 1.00                      |
| <i>Subtotal Full Time Positions</i>                      | <b>-</b>           | <b>-</b>           | <b>1.00</b>        | <b>1.00</b>               |
| <b>Subtotal Finance</b>                                  | <b>-</b>           | <b>-</b>           | <b>1.00</b>        | <b>1.00</b>               |
| <b>Public Works</b>                                      |                    |                    |                    |                           |
| Administrative Assistant I                               | 2.50               | 2.50               | 2.40               | (0.10)                    |
| Administrative Assistant II                              | 0.20               | 0.20               | 0.40               | 0.20                      |
| Apprentice - Operator I                                  | 1.00               | 1.00               | 1.00               | -                         |
| Assistant Plant Superintendent                           | 1.00               | 1.00               | 1.00               | -                         |
| Associate Civil Engineer                                 | 1.00               | 1.00               | -                  | (1.00)                    |
| City Engineer  | -                  | -                  | 0.25               | 0.25                      |
| Director of Public Works                                 | 0.60               | 0.60               | 0.75               | 0.15                      |
| Engineering Technician                                   | 0.20               | 0.20               | -                  | (0.20)                    |
| Environmental Compliance Inspector                       | 1.50               | 1.50               | 1.25               | (0.25)                    |
| Equipment Operator                                       | 0.20               | 0.20               | -                  | (0.20)                    |
| Laboratory Chemist                                       | 2.00               | 2.00               | 2.00               | -                         |
| Lead Plant Mechanic                                      | 2.00               | 1.00               | 1.00               | -                         |
| Lead Public Works Maintenance Worker                     | 1.00               | 1.00               | 1.00               | -                         |

POSITION BUDGET

| <b>Position Title</b>                      | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|--|----------------------------|----------------------------|----------------------------|------------------------------------|
| <b>Public Works</b>                        |                            |                            |                            |                                    |
| Office Specialist                          | 0.80                       | 0.80                       | 1.00                       | 0.20                               |
| Plant Electrician I                        | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Plant Electrician II                       | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Plant Mechanic I                           | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Plant Mechanic II                          | 4.00                       | 4.00                       | 4.00                       | -                                  |
| Plant Operator II                          | 13.00                      | 13.00                      | 13.00                      | -                                  |
| Plant Utility Worker                       | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Public Works Maintenance Worker            | 5.20                       | 5.20                       | 5.70                       | 0.50                               |
| Public Works Supervisor                    | 0.70                       | 0.70                       | 0.60                       | (0.10)                             |
| Senior Civil Engineer                      | 0.40                       | 0.40                       | -                          | (0.40)                             |
| Senior Environmental Compliance Inspector  | 1.00                       | 1.00                       | 0.63                       | (0.38)                             |
| Senior Laboratory Chemist                  | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Senior Public Works Maintenance Worker     | -                          | -                          | 1.00                       | 1.00                               |
| Superintendent of Public Works             | 0.25                       | 0.25                       | 0.40                       | 0.15                               |
| Superintendent of WQCP                     | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Technical Services Supervisor              | 0.75                       | 0.75                       | 0.75                       | -                                  |
| WQCP Supervisor                            | -                          | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i>        | <i>48.30</i>               | <i>48.30</i>               | <i>48.13</i>               | <i>(0.18)</i>                      |
| Consultant                                 | 0.24                       | 0.24                       | 0.24                       | -                                  |
| Laboratory Chemist - Hourly                | 0.50                       | 0.50                       | 0.50                       | -                                  |
| <i>Subtotal Part Time/Hourly Positions</i> | <i>0.74</i>                | <i>0.74</i>                | <i>0.74</i>                | <i>-</i>                           |
| <b>Subtotal Public Works</b>               | <b>49.04</b>               | <b>49.04</b>               | <b>48.87</b>               | <b>(0.18)</b>                      |
| <b>Parks &amp; Recreation</b>              |                            |                            |                            |                                    |
| Lead Park Maintenance Worker               | 0.10                       | 0.10                       | 0.15                       | 0.05                               |
| Park Maintenance Worker                    | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i>        | <i>1.10</i>                | <i>1.10</i>                | <i>1.15</i>                | <i>0.05</i>                        |
| <b>Subtotal Parks &amp; Recreation</b>     | <b>1.10</b>                | <b>1.10</b>                | <b>1.15</b>                | <b>0.05</b>                        |
| <b>Total SEWER FUND</b>                    | <b>50.14</b>               | <b>50.14</b>               | <b>51.02</b>               | <b>0.88</b>                        |

POSITION BUDGET

| Position Title   | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>PARKING DISTRICT FUND</b>                             |                    |                    |                    |                           |
| <b>Economic &amp; Community Development</b>              |                    |                    |                    |                           |
| Parking Meter Collector - Repair Worker                  | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>                      | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>Subtotal Economic &amp; Community<br/>Development</b> | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>Police</b>  |                    |                    |                    |                           |
| Parking Enforcement Officer                              | 1.00               | 1.00               | 1.00               | -                         |
| <i>Subtotal Full Time Positions</i>                      | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>Subtotal Police</b>                                   | <b>1.00</b>        | <b>1.00</b>        | <b>1.00</b>        | <b>-</b>                  |
| <b>Total PARKING DISTRICT FUND</b>                       | <b>2.00</b>        | <b>2.00</b>        | <b>2.00</b>        | <b>-</b>                  |
| <b>STORM WATER FUND</b>                                  |                    |                    |                    |                           |
| <b>Public Works</b>                                      |                    |                    |                    |                           |
| Administrative Assistant I                               | 0.20               | 0.20               | 0.10               | (0.10)                    |
| Administrative Assistant II                              | 0.10               | 0.10               | 0.10               | -                         |
| City Engineer  | 0.02               | 0.02               | -                  | (0.02)                    |
| Director of Public Works                                 | 0.10               | 0.10               | 0.10               | -                         |
| Environmental Compliance Inspector                       | 0.50               | 1.50               | 1.75               | 0.25                      |
| Equipment Operator                                       | 0.20               | 0.20               | -                  | (0.20)                    |
| Lead Public Works Maintenance Worker                     | 0.40               | 0.40               | 1.00               | 0.60                      |
| Public Works Maintenance Worker                          | 1.30               | 2.30               | 2.80               | 0.50                      |
| Public Works Supervisor                                  | 0.60               | 0.60               | 0.90               | 0.30                      |
| Senior Environmental Compliance Inspector                | -                  | -                  | 0.38               | 0.38                      |
| Senior Public Works Maintenance Worker                   | 0.30               | 0.30               | -                  | (0.30)                    |
| Superintendent of Public Works                           | 0.25               | 0.25               | 0.20               | (0.05)                    |
| Sweeper Operator   | 1.00               | 1.00               | 1.00               | -                         |
| Technical Services Supervisor                            | 0.25               | 0.25               | 0.25               | -                         |
| <i>Subtotal Full Time Positions</i>                      | <b>5.22</b>        | <b>7.22</b>        | <b>8.58</b>        | <b>1.36</b>               |
| <b>Subtotal Public Works</b>                             | <b>5.22</b>        | <b>7.22</b>        | <b>8.58</b>        | <b>1.36</b>               |

POSITION BUDGET

| <b>Position Title</b>                  | <b>FY09-10<br/>Adopted</b> | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>from<br/>FY10-11</b> |
|--|----------------------------|----------------------------|----------------------------|------------------------------------|
| <b>Parks &amp; Recreation</b>          |                            |                            |                            |                                    |
| Lead Park Maintenance Worker           | 0.05                       | 0.05                       | -                          | (0.05)                             |
| Park Maintenance Worker                | 0.15                       | 0.15                       | 0.15                       | -                                  |
| <i>Subtotal Full Time Positions</i>    | <i>0.20</i>                | <i>0.20</i>                | <i>0.15</i>                | <i>(0.05)</i>                      |
| <b>Subtotal Parks &amp; Recreation</b> | <b>0.20</b>                | <b>0.20</b>                | <b>0.15</b>                | <b>(0.05)</b>                      |
| <b>Total STORM WATER FUND</b>          | <b>5.42</b>                | <b>7.42</b>                | <b>8.73</b>                | <b>1.31</b>                        |
| <b>CITY SERVICES FUND</b>              |                            |                            |                            |                                    |
| <b>Public Works</b>                    |                            |                            |                            |                                    |
| Administrative Assistant I             | 0.35                       | 0.35                       | 0.30                       | (0.05)                             |
| Administrative Assistant II            | 0.05                       | 0.05                       | 0.05                       | -                                  |
| Director of Public Works               | 0.05                       | 0.05                       | 0.05                       | -                                  |
| Equipment Mechanic                     | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Lead Equipment Mechanic                | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Public Works Supervisor                | 0.70                       | 0.70                       | 0.50                       | (0.20)                             |
| Superintendent of Public Works         | 0.05                       | 0.05                       | 0.10                       | 0.05                               |
| <i>Subtotal Full Time Positions</i>    | <i>4.20</i>                | <i>4.20</i>                | <i>4.00</i>                | <i>(0.20)</i>                      |
| <b>Subtotal Public Works</b>           | <b>4.20</b>                | <b>4.20</b>                | <b>4.00</b>                | <b>(0.20)</b>                      |
| <b>Total CITY SERVICES FUND</b>        | <b>4.20</b>                | <b>4.20</b>                | <b>4.00</b>                | <b>(0.20)</b>                      |
| <b>INFORMATION TECHNOLOGY FUND</b>     |                            |                            |                            |                                    |
| <b>Information Technology</b>          |                            |                            |                            |                                    |
| Administrative Assistant II            | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Computer Services Technician           | 2.00                       | 2.00                       | 2.00                       | -                                  |
| Director of Information Technology     | 1.00                       | 1.00                       | 1.00                       | -                                  |
| Information Systems Administrator      | 1.00                       | 1.00                       | 1.00                       | -                                  |
| <i>Subtotal Full Time Positions</i>    | <i>5.00</i>                | <i>5.00</i>                | <i>5.00</i>                | <i>-</i>                           |
| <b>Subtotal Information Technology</b> | <b>5.00</b>                | <b>5.00</b>                | <b>5.00</b>                | <b>-</b>                           |

POSITION BUDGET

| Position Title                               | FY09-10<br>Adopted | FY10-11<br>Adopted | FY11-12<br>Adopted | Change<br>from<br>FY10-11 |
|--|--------------------|--------------------|--------------------|---------------------------|
| <b>Total INFORMATION TECHNOLOGY<br/>FUND</b> | <b>5.00</b>        | <b>5.00</b>        | <b>5.00</b>        | <b>-</b>                  |
| <i>Total Elected Positions</i>               | <i>7.00</i>        | <i>7.00</i>        | <i>7.00</i>        | <i>-</i>                  |
| <i>Total Full Time Positions</i>             | <i>404.00</i>      | <i>404.50</i>      | <i>400.00</i>      | <i>(4.50)</i>             |
| <i>Total Part Time/Hourly Positions</i>      | <i>70.27</i>       | <i>69.77</i>       | <i>72.37</i>       | <i>2.60</i>               |
| <b>Grand Total FTE</b>                       | <b>481.27</b>      | <b>481.27</b>      | <b>479.37</b>      | <b>(1.90)</b>             |

## *Planned Vacancies*

Planned Vacancies are positions that are vacant and the departments have decided to maintain the position vacant in order reach the budget reduction amount or to have cost savings in the department. The City also maintains a list of frozen positions—positions that were left unfilled and unavailable to fill.

In FY 2011-12 there are 25.9 FTE planned vacancy positions, an increase of 3.5 FTE over the prior year.

The City realizes that many of the planned vacancies are concentrated in a few departments. In the long run a more strategic approach to positions and organizational structure will need to be created to creatively deal with the estimated outpouring of retirements within the next five years.

POSITION BUDGET

| Position Title   | Prior to<br>FY09-10<br>Frozen | FY10-11     | FY11-12     | Change<br>from<br>FY10-11 |
|--|-------------------------------|-------------|-------------|---------------------------|
| <b>GENERAL FUND</b>                                      |                               |             |             |                           |
| <b>City Clerk</b>  |                               |             |             |                           |
| Office Specialist  | 0.57                          | -           | -           | -                         |
| <i>Subtotal Part Time/Hourly Positions</i>               | <i>0.57</i>                   | <i>-</i>    | <i>-</i>    | <i>-</i>                  |
| <b>Subtotal FTE City Clerk</b>                           | <b>0.57</b>                   | <b>-</b>    | <b>-</b>    | <b>-</b>                  |
| <b>City Manager</b>                                      |                               |             |             |                           |
| Director of Community Outreach                           | 1.00                          | -           | -           | -                         |
| <i>Subtotal Full Time Positions</i>                      | <i>1.00</i>                   | <i>-</i>    | <i>-</i>    | <i>-</i>                  |
| <b>Subtotal FTE City Manager</b>                         | <b>1.00</b>                   | <b>-</b>    | <b>-</b>    | <b>-</b>                  |
| <b>Finance</b>   |                               |             |             |                           |
| Accounting Assistant II                                  | 1.00                          | -           | -           | -                         |
| <i>Subtotal Full Time Positions</i>                      | <i>1.00</i>                   | <i>-</i>    | <i>-</i>    | <i>-</i>                  |
| <b>Subtotal FTE Finance</b>                              | <b>1.00</b>                   | <b>-</b>    | <b>-</b>    | <b>-</b>                  |
| <b>Economic &amp; Community Development</b>              |                               |             |             |                           |
| Associate Planner  | -                             | 1.00        | 1.00        | -                         |
| <i>Subtotal Full Time Positions</i>                      | <i>-</i>                      | <i>1.00</i> | <i>1.00</i> | <i>-</i>                  |
| <b>Subtotal FTE Economic &amp; Community Development</b> | <b>-</b>                      | <b>1.00</b> | <b>1.00</b> | <b>-</b>                  |
| <b>Fire</b>  |                               |             |             |                           |
| Administrative Assistant II                              | 1.00                          | -           | -           | -                         |
| Battalion Chief  | 1.00                          | -           | -           | -                         |
| Deputy Fire Chief  | -                             | 0.50        | -           | (0.50)                    |
| Fire Inspector II  | 3.00                          | -           | -           | -                         |
| <i>Subtotal Full Time Positions</i>                      | <i>5.00</i>                   | <i>0.50</i> | <i>-</i>    | <i>(0.50)</i>             |
| <b>Subtotal FTE Fire</b>                                 | <b>5.00</b>                   | <b>0.50</b> | <b>-</b>    | <b>(0.50)</b>             |

POSITION BUDGET

| <b>Position Title</b>                      | <b>Prior to<br/>FY09-10<br/>Frozen</b> | <b>FY10-11</b> | <b>FY11-12</b> | <b>Change<br/>from<br/>FY10-11</b> |
|--|--|----------------|----------------|------------------------------------|
| <b>Police</b>                              |  |                |                |                                    |
| Parking Enforcement Officer                | -                                      | 1.00           | 1.00           | -                                  |
| Police Officer                             | -                                      | 4.00           | 4.00           | -                                  |
| Police Records Specialist                  | 1.00                                   | -              | 1.00           | 1.00                               |
| Police Service Technician                  | 1.00                                   | -              | -              | -                                  |
| Senior Police Records Specialist           | -                                      | 1.00           | 1.00           | -                                  |
| Supervising Dispatcher                     | -                                      | 1.00           | -              | (1.00)                             |
| <i>Subtotal Full Time Positions</i>        | <b>2.00</b>                            | <b>7.00</b>    | <b>7.00</b>    | <b>-</b>                           |
| <b>Subtotal FTE Police</b>                 | <b>2.00</b>                            | <b>7.00</b>    | <b>7.00</b>    | <b>-</b>                           |
| <b>Public Works</b>                        |  |                |                |                                    |
| Assistant Engineer                         | 1.00                                   | -              | -              | -                                  |
| Development Review Coordinator             | 1.00                                   | -              | -              | -                                  |
| Lead Public Works Maintenance Worker       | 1.00                                   | 2.00           | 2.00           | -                                  |
| Public Works Maintenance Worker            | 2.00                                   | -              | -              | -                                  |
| Senior Public Works Maintenance Worker     | 1.00                                   | -              | -              | -                                  |
| <i>Subtotal Full Time Positions</i>        | <b>6.00</b>                            | <b>2.00</b>    | <b>2.00</b>    | <b>-</b>                           |
| CIP Project Engineer                       | 0.48                                   | -              | -              | -                                  |
| <i>Subtotal Part Time/Hourly Positions</i> | <b>0.48</b>                            | <b>-</b>       | <b>-</b>       | <b>-</b>                           |
| <b>Subtotal FTE Public Works</b>           | <b>6.48</b>                            | <b>2.00</b>    | <b>2.00</b>    | <b>-</b>                           |
| <b>Library</b>                             |  |                |                |                                    |
| Librarian II                               | -                                      | 1.00           | 1.00           | -                                  |
| Literacy Services Coordinator              | -                                      | -              | 1.00           | 1.00                               |
| <i>Subtotal Full Time Positions</i>        | <b>-</b>                               | <b>1.00</b>    | <b>2.00</b>    | <b>1.00</b>                        |
| Librarian I - Part Time                    | -                                      | 0.50           | 0.50           | -                                  |
| Librarian II - Hourly                      | -                                      | 0.10           | 0.10           | -                                  |
| Librarian II - Part Time                   | -                                      | 0.10           | 0.10           | -                                  |
| Library Assistant I - Hourly               | -                                      | 0.35           | 0.35           | -                                  |
| Library Assistant I - Part Time            | -                                      | 1.00           | 1.00           | -                                  |
| Library Page                               | -                                      | 1.10           | 1.10           | -                                  |
| Library Part Time Hours                    | 4.80                                   | -              | -              | -                                  |
| <i>Subtotal Part Time/Hourly Positions</i> | <b>4.80</b>                            | <b>3.15</b>    | <b>3.15</b>    | <b>-</b>                           |
| <b>Subtotal FTE Library</b>                | <b>4.80</b>                            | <b>4.15</b>    | <b>5.15</b>    | <b>1.00</b>                        |

POSITION BUDGET

| <b>Position Title</b>                      | <b>Prior to<br/>FY09-10<br/>Frozen</b> | <b>FY10-11</b> | <b>FY11-12</b> | <b>Change<br/>from<br/>FY10-11</b> |
|--|--|----------------|----------------|------------------------------------|
| <b>Parks &amp; Recreation</b>              |  |                |                |                                    |
| Building Maintenance Custodian             | 1.00                                   | 2.00           | 2.00           | -                                  |
| Groundsperson                              | 1.00                                   | -              | -              | -                                  |
| Lead Park Maintenance Worker               | -                                      | -              | 1.00           | 1.00                               |
| Park Maintenance Worker                    | 1.00                                   | 1.00           | 1.00           | -                                  |
| Preschool Teacher                          | 2.00                                   | -              | -              | -                                  |
| Public Works Supervisor                    | -                                      | -              | 1.00           | 1.00                               |
| Recreation & Community Services Manager    | -                                      | 1.00           | 1.00           | -                                  |
| Recreation & Community Services Supervisor | -                                      | 1.00           | 1.00           | -                                  |
| Senior Park Maintenance Worker             | -                                      | -              | 1.00           | 1.00                               |
| Superintendent of Recreation               | 1.00                                   | -              | -              | -                                  |
| <i>Subtotal Full Time Positions</i>        | <b>6.00</b>                            | <b>5.00</b>    | <b>8.00</b>    | <b>3.00</b>                        |
| Community Services Site Coordinator        | 1.00                                   | -              | -              | -                                  |
| Recreation Leader II                       | -                                      | 1.75           | 1.75           | -                                  |
| Recreation Part Time Hours                 | 7.90                                   | -              | -              | -                                  |
| <i>Subtotal Part Time/Hourly Positions</i> | <b>8.90</b>                            | <b>1.75</b>    | <b>1.75</b>    | <b>-</b>                           |
| <b>Subtotal FTE Parks &amp; Recreation</b> | <b>14.90</b>                           | <b>6.75</b>    | <b>9.75</b>    | <b>3.00</b>                        |
| <hr/>                                      |  |                |                |                                    |
| <b>Total GENERAL FUND</b>                  | <b>35.75</b>                           | <b>21.40</b>   | <b>24.90</b>   | <b>3.50</b>                        |
| <hr/>                                      |  |                |                |                                    |
| <b>CITY SERVICES FUND</b>                  |  |                |                |                                    |
| <b>Public Works</b>                        |  |                |                |                                    |
| Equipment Mechanic                         | 1.00                                   | 1.00           | 1.00           | -                                  |
| <i>Subtotal Full Time Positions</i>        | <b>1.00</b>                            | <b>1.00</b>    | <b>1.00</b>    | <b>-</b>                           |
| <b>Subtotal FTE Public Works</b>           | <b>1.00</b>                            | <b>1.00</b>    | <b>1.00</b>    | <b>-</b>                           |
| <hr/>                                      |  |                |                |                                    |
| <b>Total CITY SERVICES FUND</b>            | <b>1.00</b>                            | <b>1.00</b>    | <b>1.00</b>    | <b>-</b>                           |
| <hr/>                                      |  |                |                |                                    |
| <b>INFORMATION TECHNOLOGY FUND</b>         |  |                |                |                                    |
| <b>Information Technology</b>              |  |                |                |                                    |
| Information Technology Manager             | 1.00                                   | -              | -              | -                                  |

POSITION BUDGET

| Position Title                             | Prior to<br>FY09-10<br>Frozen | FY10-11      | FY11-12      | Change<br>from<br>FY10-11 |
|--|-------------------------------|--------------|--------------|---------------------------|
| <b>Information Technology</b>              |                               |              |              |                           |
| PC Technician                              | 1.00                          | -            | -            | -                         |
| Support Coordinator                        | 1.00                          | -            | -            | -                         |
| <i>Subtotal Full Time Positions</i>        | 3.00                          | -            | -            | -                         |
| <b>Subtotal FTE Information Technology</b> | <b>3.00</b>                   | <b>-</b>     | <b>-</b>     | <b>-</b>                  |
| <b>Total INFORMATION TECHNOLOGY FUND</b>   | <b>3.00</b>                   | <b>-</b>     | <b>-</b>     | <b>-</b>                  |
| <b>GRAND TOTAL FTE</b>                     | <b>39.75</b>                  | <b>22.40</b> | <b>25.90</b> | <b>3.50</b>               |

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# MISCELLANEOUS SECTION

## *Master Fee Schedule*

The Master Fee Schedule is brought to the City Council for approval along with the proposed operating budget. The City collects fees for planning, building and fire code inspections, charges for recreation classes and facility rentals and other fees for services rendered by the City. The following is a list of fees that the City Council approved as part of its regular Council meeting June 22, 2011.

| <b>Department</b>  | <b>FY10-11<br/>Adopted</b>                         | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>Increase /<br/>(Decrease)</b> | <b>Notes</b>                            |
|--|--|----------------------------|---|---|
| <b>Fire (Ambulance Transportation):</b>                      |  |                            |   |   |
| Resident ALS I   | 835.00   | 1,225.00                   | 390.00                                      |   |
| Non-Resident ALS I   | 936.14   | 1,347.50                   | 411.36                                      |   |
| Resident ALS II  | 1,035.00   | 1,225.00                   | 190.00                                      |   |
| Non-Resident ALS II  | 1,163.14   | 1,347.50                   | 184.36                                      |   |
| Resident BLS, 911 Ambulance                                  | 835.00   | 1,225.00                   | 390.00                                      |   |
| BLS, Non-Emergency   | 385.00   | 401.00                     | 16.00                                       |   |
| Critical Care Transfer Base Rate                             | 1,200.00   | 1,500.00                   | 300.00                                      |   |
| ALS Mileage (per mile of transport)                          | 18.29  | 30.24                      | 11.95                                       |   |
| BLS Mileage (per mile of transport)                          | 13.90  | 30.24                      | 16.34                                       |   |
| BLS Interfacility Mileage (per transport mile)               | -  | 25.70                      | 25.70                                       | New Fee                                 |
| <b>Economic &amp; Community Development:</b>                 |  |                            |   |   |
| Temporary Use Permit   | -  | 200.00                     | 200.00                                      | New Fee                                 |
| Minor Use Permit (All Others)                                | 500.00   | 600.00                     | 100.00                                      |   |
| Site Clearance/Zoning Verification                           | -  | 100.00                     | 100.00                                      | New Fee                                 |
| Special Event Permit   | 200.00   | -                          | (200.00)                                    | Remove                                  |
| Development Agreement (DEPOSIT)                              | 1,000.00   | 2,000.00                   | 1,000.00                                    |   |
| Time Extension - Non-Conforming Use,<br>amount per extension | -  | 50.00                      | 50.00                                       | New Fee                                 |
| Cost Recover: EIR Projects Reproduction                      | -  | -                          | -   | Remove                                  |
| Ministerial & Emergency Projects                             | -  | -                          | -   | Remove                                  |
| Multi - Family Residential/Subdivisions 4 or<br>more         | 600.00 plus<br>50.00 per<br>additional<br>dwelling | 600.00                     | -   | Remove<br>50.00<br>addition per<br>unit |

MISCELLANEOUS SECTION

| <b>Department</b>  | <b>FY10-11<br/>Adopted</b>                           | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>Increase /<br/>(Decrease)</b> | <b>Notes</b> |
|--|--|----------------------------|---|--------------|
| Documents: Zoning, Land Use, RDA Area,<br>and other Map (1000 scale) | 6.00   | 15.00                      | 9.00  |              |
| Categorical Exemption  | 50.00  | -                          | -   | Remove       |
| EIR - fees collected by County Clerk                                 | 50.00 -<br>2768.00                                   | -                          | -   | Remove       |
| Traffic/Planning Studies   | Greater cost<br>of contract<br>plus 15% or<br>500.00 | -                          | -   | Remove       |
| Neg Dec Fee collected by County Clerk                                | 50.00-<br>1993.00                                    | -                          | -   | Remove       |
| Mitigated Neg Dec collected by County Clerk                          | 50.00-<br>1993.00                                    | -                          | -   | Remove       |
| CRP-fees collected by County Clerk                                   | 50.00-<br>850.00                                     | -                          | -   | Remove       |
| General Plan-Compact Disk  | 10.00  | -                          | -   | Remove       |
| General Plan-Bound Book  | 35.00  | -                          | -   | Remove       |
| Housing Element  | 10.00  | -                          | -   | Remove       |
| East of 101 Area Plan  | 20.00  | -                          | -   | Remove       |
| East of 101 Area Plan Policy Summary                                 | 5.00   | -                          | -   | Remove       |
| East of 101 Design Guidelines  | 5.00   | -                          | -   | Remove       |
| Maps Zoning Ordinance  | 25.00  | -                          | -   | Remove       |
| Specific Plan  | 20.00  | -                          | -   | Remove       |
| EIR guidelines   | 2.50   | -                          | -   | Remove       |
| Supplemental EIR   | 25.00  | -                          | -   | Remove       |
| Draft EIR  | 25.00  | -                          | -   | Remove       |
| Final EIR  | 25.00  | -                          | -   | Remove       |
| Minor Changes to Approved Permit                                     | -  | -                          | -   |              |
| Landscaping Cost (per sq ft)   | -  | 8.00                       | 8.00  | New Fee      |
| Economic & Community Development<br>Parking Exemption                | 385.00   | 650.00                     | 265.00                                      |              |

MISCELLANEOUS SECTION

| <b>Department</b>   | <b>FY10-11<br/>Adopted</b> | <b>FY11-12<br/>Adopted</b> | <b>Change<br/>Increase /<br/>(Decrease)</b> | <b>Notes</b> |
|---|----------------------------|----------------------------|---|--------------|
| <b>Library:</b>   |                            |                            |   |              |
| Fines for Overdue Materials: \$.25 per day, up to a maximum of:       | 8.00                       | 10.00                      | 2.00  |              |
| Flash Drives (each, depending on unit cost)                           | 10.00                      | 15.00                      | 5.00  |              |
| Reserves (PLS Inter-Library Loan), pending PLS Admin Council approval | 0.75                       | 1.00                       | 0.25  |              |
| <b>Parks &amp; Recreation:</b>  |                            |                            |   |              |
| Drop-in Dance Fees: Tu/Th/Fr Social Hall                              | 3.00                       | 5.00                       | 2.00  |              |
| <b>Police:</b>  |                            |                            |   |              |
| Fingerprint Processing Fee  | 18.00                      | 23.00                      | 5.00  |              |

## *Resolution to the City Council*

RESOLUTION NO. 84-2011

CITY COUNCIL AND REDEVELOPMENT AGENCY BOARD,  
CITY OF SOUTH SAN FRANCISCO, STATE OF CALIFORNIA

A JOINT RESOLUTION APPROVING THE FISCAL YEAR 2011-12 OPERATING BUDGET FOR THE CITY OF SOUTH SAN FRANCISCO AND THE REDEVELOPMENT AGENCY OF SOUTH SAN FRANCISCO AND APPROVING CHANGES TO THE MASTER FEE SCHEDULE FOR 2011-12 FEES FOR SERVICES; APPROPRIATING THE CORRESPONDING FUNDS; AUTHORIZING THE CITY MANAGER/AGENCY EXECUTIVE DIRECTOR TO MAKE SPECIFIED EXPENDITURES; AND APPROVING THE GANN SPENDING LIMIT

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WHEREAS, the proposed fiscal year 2011-12 City of South San Francisco Operating Budget is attached hereto; and

WHEREAS, the City of South San Francisco (“City”) Operating Budget contains the Redevelopment Agency of South San Francisco (“Redevelopment Agency”) Operating Budget; and

WHEREAS, the City Operating Budget and the Redevelopment Agency Operating Budget shall hereafter be referred to collectively as the “Operating Budget” for purposes of adopting this Resolution; and

WHEREAS, Section 33606 of the California Health and Safety Code (“Code”) requires the Redevelopment Agency to adopt an annual budget; and

WHEREAS, Section 33334.3(d) of the Code states that moneys in the Redevelopment Agency’s Low and Moderate Income Housing Fund (“Housing Fund”) shall be used to increase, improve, and preserve the supply of low and moderate income housing within the territorial jurisdiction of the Redevelopment Agency; and

WHEREAS, the Code further provides that the Redevelopment Agency shall determine annually that the planning and administrative expenses incurred in the Housing Fund are necessary for the production, improvement, or preservation of low and moderate income housing.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of South San Francisco (“City Council”) and the Redevelopment Agency Board of Directors of the City of

South San Francisco (“Board”), that the fiscal year 2011-12 Operating Budget is hereby approved, and hereby appropriates the funds set forth therein.

BE IT FURTHER RESOLVED that consistent with the limitations set forth herein, any and all expenditures for agreements relating to either the programs or materials contained in the fiscal year 2011-12 Operating Budget or the Capital Budget for construction projects not to exceed \$25,000 may be expended or entered into under authority of or by the City Manager/Agency Executive Director and are hereby authorized and the payments therefore may be made by the Director of Finance.

BE IT FURTHER RESOLVED that monies received during fiscal year 2011-12 as a consequence of a grant award approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager/Agency Executive Director to expend such monies and for the Finance Director to make payments therefore in accordance with the terms and conditions and for the purpose of the grant.

BE IT FURTHER RESOLVED that the Finance Director is hereby granted the authority to increase budgeted revenues and budgeted expenses in departments specifically for development related expenses such as expedited plan checks, legal reviews, traffic studies, geotechnical studies, etc., where the developers pay up front for expenses that the City contracts out for. In those cases, the Finance Director, upon receiving those deposits or payments, will increase the budget for revenues and expenses in the appropriate departments where those expenses will take place by a corresponding amount. Said transactions will have no net impact on Reserves, as revenue will offset expenses.

IS IT FURTHER RESOLVED that the Finance Director is hereby authorized to increase budgeted revenues and expenses in departments so that departments may use donations made to them. Said transactions will have no net impact on Reserves, as revenue will offset expenses.

BE IT FURTHER RESOLVED that the fiscal year 2011-12 budget attached hereto is hereby officially adopted:

- By department by fund for General Fund operating budget appropriations; and
- By fund for other operating budget appropriations, including for the Redevelopment Agency.

BE IT FURTHER RESOLVED that the Gann Appropriations Limit enclosed in the budget pages that follow is approved, and that the Finance Director may make minor adjustments or corrections to this Gann Limit Schedule if needed to comply with audit requirements.

BE IT FURTHER RESOLVED that the City Manager/Agency Executive Director may authorize the Director of Finance to transfer budgets during the year in accordance with generally accepted accounting principles between the following budget categories provided the overall appropriation by funding source is not increased without City Council or Redevelopment Agency Board approval:

MISCELLANEOUS SECTION

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- Departments within the same fund; and
- Capital projects with the same funding source or type; and
- Operating and capital budgets for the same department if funded by the same funding source or type.

BE IT FURTHER RESOLVED that the Redevelopment Agency Board and the City Council of the City of South San Francisco hereby find that the planning and administrative expenses for fiscal year 2011-12 as proposed in the attached budget document for the Redevelopment Housing Fund are necessary for the production, improvement, or preservation of low and moderate income housing, pursuant to Section 33334.3 of the California Health and Safety Code.

BE IT FURTHER RESOLVED that the Director of Finance is hereby authorized to use professional judgment to make corrections to the adopted budget schedules if any related numbers represented on one budget schedule herein do not match the corresponding number as represented in another budget schedule herein.

BE IT FURTHER RESOLVED that the Director of Finance is hereby authorized and directed to rollover any outstanding encumbrances from fiscal year 2010-11 into fiscal year 2011-12 where sufficient budget savings otherwise allow the rollover.

BE IT FURTHER RESOLVED that the Director of Finance is hereby authorized and directed to rollover unencumbered appropriations from grants received in fiscal year 2010-11 or prior years if so allowed under the terms of the grant.

BE IT FURTHER RESOLVED that the staffing levels for each department, as detailed in the fiscal year 2011-12 Operating Budget are hereby approved.

BE IT FURTHER RESOLVED that the Director of Finance is hereby authorized and directed to carry forward unspent fiscal year 2010-11 unencumbered non-recurring project budgets in the Operating Budget, such as litigation projects.

BE IT FURTHER RESOLVED that the master fee schedule for fees for services approved by the City Council for the fiscal year 2011-12 year is hereby approved.

\* \* \* \* \*

I hereby certify that the foregoing resolution was regularly introduced and adopted by the City Council and the Redevelopment Agency Board of the City of

MISCELLANEOUS SECTION

---

South San Francisco at a regular meeting held on the 22<sup>nd</sup> day of June, 2011 by the following vote:

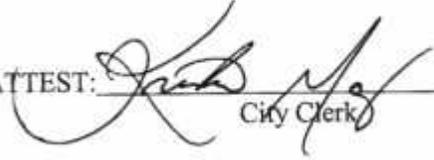
AYES: Councilmembers Mark Addiego and Pedro Gonzalez,

Vice Mayor Richard A. Garbarino and Mayor Kevin Mullin

NOES: None

ABSTAIN: None

ABSENT: Councilmember Karyl Matsumoto

ATTEST:  \_\_\_\_\_  
City Clerk

RESOLUTION NO. 85-2011

CITY COUNCIL, CITY OF SOUTH SAN FRANCISCO, STATE OF CALIFORNIA

A RESOLUTION ADOPTING REVISIONS TO THE MASTER FEE  
SCHEDULE FOR 2011-12 FEES FOR SERVICES

WHEREAS, staff recommends modification to the Master Fee Schedule for 2011-12 fiscal year set forth in the exhibits to this Resolution; and

WHEREAS, the fees reflect the reasonable costs of providing the subject services.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of South San Francisco that the City Council hereby approves and adopts revisions to the Master Fee Schedule to include fee amendments specified in the staff report and attached as exhibits hereto.

\* \* \* \* \*

I hereby certify that the foregoing resolution was regularly introduced and adopted by the City Council of the City of South San Francisco at a regular meeting held on the 22<sup>nd</sup> day of June, 2011 by the following vote:

AYES: Councilmembers Mark Addiego and Pedro Gonzalez,

Vice Mayor Richard A. Garbarino and Mayor Kevin Mullin

NOES: None

ABSTAIN: None

ABSENT: Councilmember Karyl Matsumoto

ATTEST:   
City Clerk

## *South San Francisco Demographics*

Note: The US Census Bureau is continually releasing additional data from the 2010 US Census. The information contained comes from the US Census Bureau 2010 Census, US Census Bureau 2007 Economic Census, or the California Department of Finance Demographic Research Unit, otherwise the source is noted.

### **Area Population and Population Density**

|  |        |
|--|--------|
| Total Population                       | 63,975 |
| Land Area in Square Miles              | 10.3   |
| Population Per Square Mile (Land Area) | 6,224  |

| <b>Population, Age and Sex Characteristics</b> |        | <b>% of Total</b> |
|--|--------|-------------------|
| Total population                               | 63,975 | 100%              |
| Male   | 31,577 | 49.4%             |
| Female   | 32,398 | 50.6%             |
| Median age (years)                             | 38.1   |                   |
| Average Household size                         | 3.0    |                   |
| Average Family size                            | 3.5    |                   |
| Persons Under 5 years                          | 3,952  | 6.2%              |
| Persons 6-17 years                             | 9,931  | 15.5%             |
| Persons Age 18-64                              | 41,711 | 65.2%             |
| Persons Age 65+                                | 8,381  | 13.1%             |

| <b>Race Detail</b>                         |        | <b>% of Total</b> |
|--|--------|-------------------|
| Total Population                           | 63,975 | 100.0%            |
| Total Population of One Race               | 60,105 | 94.0%             |
| Total Population of Two or More Races      | 3,870  | 6.0%              |
| White                                      | 23,892 | 37.3%             |
| Black or African American                  | 1,625  | 2.5%              |
| American Indian and Alaska Native          | 396    | 0.6%              |
| Asian                                      | 23,429 | 36.6%             |
| Native Hawaiian and Other Pacific Islander | 1,122  | 1.8%              |
| Some Other Race                            | 9,641  | 15.1%             |

MISCELLANEOUS SECTION

| <b>Hispanic Origin Detail</b>    |                          | <b>% of<br/>Total</b> |
|----------------------------------|--------------------------|-----------------------|
| Total population                 | 63,975                   | 100.0%                |
| Hispanic or Latino (of any race) | 21,737                   | 34.0%                 |
|                                  | Mexican                  | 13,237 60.9%          |
|                                  | Puerto Rican             | 573 2.6%              |
|                                  | Cuban                    | 95 0.4%               |
|                                  | Other Hispanic or Latino | 7,832 36.0%           |
| Not Hispanic or Latino           | 42,238                   | 66.0%                 |

| <b>Housing Occupancy</b> |   | <b>% of<br/>Total</b> |
|--------------------------|---|-----------------------|
| Total housing units      | 21,946  | 100.0%                |
| Occupied housing units   | 21,061  | 96.0%                 |
| Vacant housing units     | 885   | 4.0%                  |
|                          | For rent                                      | 347 1.6%              |
|                          | Rented, not occupied                          | 12 0.1%               |
|                          | For sale only                                 | 168 0.8%              |
|                          | Sold, not occupied                            | 35 0.2%               |
|                          | For seasonal, recreational, or occasional use | 95 0.4%               |
|                          | All other vacants                             | 228 1.0%              |
| Vacancy rate             |   | 4.0%                  |
| Homeowner vacancy rate   |   | 1.3%                  |
| Rental vacancy rate      |   | 4.0%                  |

| <b>Housing Tenure</b>         |   | <b>% of<br/>Total</b> |
|-------------------------------|---|-----------------------|
| Occupied housing units        | 20,938  | 100.0%                |
| Owner-occupied housing units  | 12,614  | 60.2%                 |
|                               | Population in owner-occupied housing units      | 37,802                |
|                               | Average household size of owner-occupied units  | 3.0                   |
| Renter-occupied housing units | 8,324   | 39.8%                 |
|                               | Population in renter-occupied housing units     | 25,251                |
|                               | Average household size of renter-occupied units | 3.03                  |

MISCELLANEOUS SECTION

| <b>Median Income Comparison</b>              | <b>Amount</b> |
|--|---------------|
| 2011 Area Median Income*                     | \$ 101,600    |
| 1999 Median Household Income                 | \$ 61,765     |
| 1999 Median Household Income Owner Occupied  | \$ 71,041     |
| 1999 Median Household Income Renter Occupied | \$ 47,429     |

\* Source: US Department of Housing & Urban Development

| <b>Industry description</b>                      | <b>Number of<br/>employer<br/>establishments</b> | <b>Employer sales,<br/>shipments,<br/>receipts,<br/>revenue, or<br/>business done<br/>(\$1,000)</b> | <b>Annual<br/>payroll<br/>(\$1,000)</b> | <b>Number of<br/>paid<br/>employees<br/>for pay period<br/>including<br/>March 12</b> |
|--|--|---|---|---|
| Manufacturing                                    | 130  | D   | 975,768                                 | 13,709  |
| Retail trade                                     | 193  | 791,902   | 83,281                                  | 2,676   |
| Information                                      | 30   | D   | 92,746                                  | 811   |
| Real estate and rental and leasing               | 94   | 164,412   | 36,328                                  | 979   |
| Professional, scientific, and technical services | 180  | 784,080   | 481,681                                 | 4,436   |
| Administrative and Support and Waste Mang and Re | 122  | 321,127   | 133,397                                 | 3,996   |
| Educational services                             | 12   | D   |   |   |
| Health care and social assistance                | 182  | 454,093   | 205,088                                 | 3,506   |
| Arts, entertainment, and recreation              | 23   | 26,144  | 8,960                                   | 288   |
| Accommodation and food services                  | 203  | 289,637   | 73,689                                  | 3,466   |
| Other services (except public administration)    | 129  | 139,364   | 47,288                                  | 1,447   |

Source: 2007 Economic Census, US Census Bureau

D: Withheld to avoid disclosing data for individual companies

**Top 10 Employers in South San Francisco**

- Genentech
- Amgen
- Costco (2 Stores)
- American Etc Inc/Royal Laundry
- Oroweat/Entenmanns
- Guckenhiemer Enterprises Inc
- Columbus Manufacturing Inc
- Matagrano Inc
- Actelion Pharmaceuticals US Inc
- Nippon Express USA, Inc

Source: Business License Database

## *Glossary*

**Amended Budget** – The increase or decrease of the amount budgeted for program or account code.

**Appropriations** – The amount of money that had been set designated for specific purposes and approved by the City Council.

**Budget** – The plan of expenditures and revenues for a specific period.

**Budget deficit** – The gap between revenue and expenditures. When there is a budget deficit the expenditures are more than the revenues.

**Capital Expenditures** – Expenditures that are used to improve the infrastructure of the City.

**Capital Outlay** – One time expenditures for the purchase of furniture, equipment or vehicles.

**CIP** – Capital Improvement Program is used for city infrastructure improvement projects. The CIP appropriations are approved by the City Council in a separate document.

**CDBG** – Community Development Block Grant is grant that is provided by the US Department of Housing and Urban Development (HUD). The money is used to support programs ranging from home improvements and commercial building improvements to grants to local nonprofit agencies.

**Equipment Replacement** – An internal service fund that is used to set aside money for future equipment purchases. Charges are made to department and the money is put into the equipment replacement fund.

**FICA** – Federal Insurance Contributions Act. This is the tax that employers must pay as a percent of each employee's salary. Employees also contribute to the same percent, 6.2% (4.2% in calendar year 2011) for Social security and 1.45% for Medicare.

**Fiduciary Fund** – A fund where the City acts as a trustee of impact fees received from developers. All of the funds used in the Fiduciary funds are set aside for specific types of projects or purposes.

**FY** – Also known as fiscal year. The year used for accounting purposes that begins July 1 and ends June 30.

**Funds** – Different accounts that are used to separate expenses and revenues used to for specific purposes.

**FTE** – Full Time Equivalent some positions are part-time and are budgeted as based on hours and are converted to the full time equivalent of a position. One full-time equivalent equals 2080 hours of work a year. A full-time equivalent fire fighter/paramedic will work 2912 hours in one year.

**GASB 45** – An accounting statement issued by the Governmental Accounting Standard Board (GASB) with guidelines on how to and when to account for expenditures and liabilities relating to other post employment benefits (OPEB).

**GASB 54** – An accounting statement issued by the Governmental Accounting Standard Board (GASB) with guidelines on fund balance reporting and classification of Governmental Funds.

**General Fund** – The main governmental operating fund for the City. The General Fund is the largest of the City funds and the majority of government type activities are in the General Fund.

**Interdepartmental Charges** – Charges that are made to departments to support the city-wide operations. Charges may include IT, phone service and vehicle repair.

**Modified Accrual Basis** – The basis for budgeting and accounting in the governmental funds where the revenues are recognized as they are measurable and available, i.e. when the invoice for payment is issued. The expenditures are recognized as they occur and not as the check clears.

**Operating Budget** – The budget that is used to plan for city operational expenditures and revenues for each fiscal year.

**OPEB** – Other Post Employment Benefits. These are costs related to benefits paid to employees who have retired from the City. These costs generally consist of retiree health, dental and vision care and are covered for the life of the retiree.

**PERS** – The California Public Employee Retirement System. The City contributes to PERS for employee defined benefit pension costs. Each year CalPERS sends the City the required contribution based on age and number of employees.

**Projected** – The projected amount of expenditures or revenues for the City before the account books have been closed for the year and an audit of expenses and revenues conducted.

**Proposed** – The budgeted revenues and expenditures that are presented to City Council before their approval. After the City Council approves the budget it then becomes adopted.

**Proprietary Funds** – Are funds that receive the majority of its revenues through user-charges and not through taxes like many other funds. Proprietary funds are considered business type funds because of the nature of the activity that takes place within the fund. For example, the Sewer Enterprise Fund is used to operate the Water Quality Control Plant, which is paid for from user-charges.

**Quimby Act** – The 1975 act passed by the California State Legislature that authorizes local governments (California Government Code §66477) to require developers to set aside land, donate or pay fees for park improvements.

**RDA** – The Redevelopment Agency is an agency governed by City Council, who in official matters acts as the Redevelopment Agency Board. The RDA is funded by tax increment dollars in marked zones within the City boundaries.

**Resolution** – The legal document that is approved or rejected by the City Council for specific action regarding City government. A resolution is often prepared in conjunction with a staff report which is presented to the City Council for a vote.

**Reserves** – Money that is set aside for emergencies and future expenditures. The City Council approves a reserve policy for the General Fund.

**Staff Report** – The memorandum that is presented to City Council for approval where needed.

**Tax Increment** – The difference between the baseline property tax of the Redevelopment Agency zone and any increase in assessed value that will lead to increased property taxes

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