



City of South San Francisco  
Fiscal Year 2026-27 Proposed Budget



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# City Manager's Transmittal Letter

**CITY COUNCIL 2026: MARK ADDIEGO, MAYOR; MARK NAGALES, VICE MAYOR; BUENAFLOR NICOLAS, COUNCILMEMBER;  
JAMES COLEMAN, COUNCILMEMBER; EDDIE FLORES, COUNCILMEMBER.**

June 2026

Honorable Mayor, Members of the City Council, and Residents of South San Francisco:

I am pleased to present the City of South San Francisco's Adopted Budget for Fiscal Year 2026–27, covering the period from July 1, 2026, through June 30, 2027. This document provides a comprehensive overview of citywide revenues and expenditures, with a particular focus on the General Fund and General Fund Reserves. It reflects the City's continued commitment to sound fiscal stewardship while addressing operational and capital needs, maintaining high-quality public services, and aligning resources with City Council priorities.

The FY 2026–27 Budget represents a careful spending plan that sustains the City's high quality of life through the maintenance of existing service levels and supports the operational needs of new community facilities and recently completed public assets. South San Francisco remains in a sound financial position, with required policy-level reserves maintained and sufficient available fund balance to manage the immediate fiscal year without service reductions.

At the same time, this budget recognizes key financial pressures. Ongoing revenues do not fully support ongoing operating costs, principally because of uncertainty and reductions in Property Tax in-lieu of Vehicle License Fee (VLF) revenue, as well as continuing cost pressures related to personnel, retirement obligations, healthcare, insurance, and facility operations. The City can responsibly address the FY 2026–27 operating gap using available unassigned General Fund balance; however, reserves provide time to develop thoughtful, long-term solutions and are not a permanent answer to an ongoing imbalance.

## Budget Overview

The FY 2026–27 Budget carefully balances the need to address current operational demands while maintaining investment in the services, facilities, infrastructure, technology, and organizational capacity that support the community and its long-term priorities. It preserves the public services residents and businesses rely upon, supports the opening and operation of the new Orange Memorial Park Aquatic Center, and continues the City's commitment to prudent financial management.

The budget also reflects disciplined choices in an uncertain fiscal environment. Staff and departments reviewed ongoing operating budgets and removed more than \$2.4 million in recurring Supplies and Services budget capacity to better align appropriations with demonstrated spending patterns. The budget further uses available funding sources strategically so that general-purpose General Fund resources are not used when an appropriate restricted, committed, impact fee, community facilities district, internal service fund, or Measure W source is available.

While recognizing the fiscal challenges ahead, this budget also reflects important progress. The City enters FY 2026–27 with a significantly improved current-year projection, preserved service levels, required reserves intact, and major community investments moving into operation. This is a responsible one-year operating plan that maintains the City's strong foundation while beginning the deliberate planning necessary to address VLF exposure, future CalPERS Unfunded Accrued Liability (UAL) costs, healthcare and insurance costs, and other ongoing operating pressures.

South San Francisco is stable today, but intentional planning is required for the future. By addressing near-term needs responsibly while beginning the longer-term fiscal conversation now, the City can continue to deliver quality services, protect its financial resilience, and advance the priorities of the community.

## Alignment with the 2026 City Council Priorities Action Plan

This budget is aligned with the Council-approved 2026 Priorities Action Plan, as amended on May 13, 2026. The plan maintains five Major Focus Areas and includes current initiatives that inform service delivery, resource allocation, and the City's longer-term financial work:

**Housing and Supportive Services** - Encourage balanced housing supply, including continued work related to accessory dwelling unit opportunities and affordable housing efforts.



**Infrastructure and the Environment** - Continue bicycle infrastructure and community-building efforts, advance enforcement and infrastructure stewardship, and address air quality concerns through review and understanding of CalEnviroScreen and other air quality data.

**Modern and Sustainable Organization** - Ensure financial sustainability through the ERP implementation, a VLF communications plan, long-term fiscal sustainability planning, and employee retention efforts.

**Quality of Life** - Support a sustainable retail environment, continue implementation of the Childcare Master Plan including the Westborough Preschool project, engage labor groups on Project Labor Agreements, and update the Zoning Code.

**Welcoming and Connected Community** - Advance community engagement and events, including America250 and neighborhood/community event activation, continue partnerships supporting youth, families, and seniors, and promote volunteerism.

## South San Francisco: Where Industry Meets Innovation

Proudly known as The Industrial City, South San Francisco remains a center of innovation and economic opportunity. Today, the City is a global biotechnology hub, home to more than 250 biotech companies and over 12 million square feet of research and development space—with another 11 million square feet in the development pipeline. Recently designated a Pro-Housing jurisdiction by the State of California, the City is experiencing a wave of multi-family housing development, with four large developments currently under construction comprising more than 1,400 new housing units, of which 211 units will be affordable to moderate- and lower-income households.

## Key Development Projects

**Kilroy Oyster Point Phase II** – This significant expansion project represents the next phase of development at Oyster Point and includes approximately 865,000 square feet of new life sciences space. With an estimated investment of \$1 billion, the project is designed to meet growing demand from biotechnology and research tenants seeking high-quality waterfront laboratory and office facilities. The University of California at San Francisco leased a substantial portion of the recently completed Phase II, building on the success of earlier development phases and strengthening South San Francisco's position as a global hub for life sciences innovation.

**SteelWave Discovery Station** - This major mixed-use development will transform a key site at 180 El Camino Real with the introduction of a 64,000-square-foot flagship Safeway, which opened to the public in June 2026. The approved project also includes approximately 75,000 square feet of additional retail, 200 new residential units (including affordable housing), and 750,000 square feet of Class A life sciences and office space. Designed to serve as a new commercial and community hub on the El Camino Real corridor, the project supports both the City's housing goals and its expanding biotechnology ecosystem.

**In-N-Out Restaurant** – In May 2026, construction began on a new In-N-Out restaurant located at 932-972 El Camino Real. The project comprises a nearly 4,000-square-foot building, with capacity for a total of 112 people in both indoor and outdoor areas. With a dedicated drive through queue of more than 40 cars, this location is expected to be one of In-N-Out's busiest on the peninsula.

**Rotary Gardens Senior Affordable Housing** – This 100% affordable housing projects, located at 500 Linden, is fully-financed and expected to break ground in November 2026. Offering a mix of studio and one-bedroom apartments, the 80-unit Rotary Gardens is designed to serve low-income senior households in a transit-accessible and amenity-rich area. The development includes landscaped courtyards, community spaces, and on-site management.

**7 South Linden** – This market rate, multi-family, 558-unit rental housing development includes 54 low-income units and 27 very low-income housing units. Built on a 4.22-acre redevelopment site formerly operated by low-rise

commercial/industrial product, this will be the first new development in the City's Lindenville Specific Plan Area – a newly reimagined neighborhood south of the historic Downtown. The project is expected to be completed and begin leasing in spring/summer 2027.

**ICON at 124 Airport/100 Produce** – This market rate, multi-family, 480-unit rental housing development includes 40 low-income units and 20 moderate income housing units. Built on 4.12 acres bifurcated by San Mateo Avenue, this site is on the edge of the historic Downtown and includes substantial infrastructure improvements to make more seamless bicycle and pedestrian connections to the South San Francisco Caltrain Station. The project is expected to be completed and begin leasing in spring/summer 2027.

**410 Noor** – This market-rate, multi-family, 338-unit rental housing development 17 low-income units and 17 moderate income units. Unlike 7 S Linden and ICON, 410 Noor is located along the El Camino Real corridor and proximate to the San Bruno BART Station. It also borders SteelWave's planned Discovery Station life science development, creating a vibrant and dynamic mixed-use neighborhood. The project is expected to be completed and begin leasing in spring/summer 2027.

## Capital Improvement Projects

South San Francisco continues its commitment to enhancing infrastructure, public safety, mobility, and quality of life through a series of transformative capital improvement projects. These investments are designed to serve current residents while preparing the community for future growth.

**Orange Memorial Park Main Playground Replacement** – This project will replace the existing playground with new, inclusive play equipment designed for users of all abilities, creating a welcoming recreational space for children and families throughout the community.

**Orange Memorial Park Aquatic Complex** – Construction of the new Aquatic Complex is nearing completion and will provide expanded recreational opportunities while supporting community health and wellness for residents of all ages and abilities.

**Common Green Rehabilitation Study and Implementation** – This project will address safety concerns within neighborhood Common Greens and replace aging or currently closed play areas to improve recreational opportunities and neighborhood quality of life.

**Fire Station 61 Dorm Reconfiguration** – This project will modernize and expand sleeping quarters for on-duty personnel, ensuring adequate accommodations during emergency responses and large-scale incidents.

**2027 Surface Seal Project** – The City will continue investing in its roadway network through pavement preservation treatments and base repairs that extend the useful life of streets and maintain safe travel conditions.

**South Linden Avenue Grade Separation Project** – The project will advance preliminary engineering for a future grade separation at the railroad crossing, improving safety, reducing traffic delays, and enhancing connectivity throughout the area.

**Downtown to the Bay Project** – This initiative will advance the design of a direct, car-free connection between Downtown South San Francisco and the Bay Trail, improving pedestrian and bicycle access while encouraging active transportation.

**Trains to Technology Project** – This project will support the development of a multimodal transportation connection between the South San Francisco Caltrain Station and major employment centers east of U.S. 101, improving access for workers, residents, and visitors.

## Economic Outlook



The current uncertainty within the economic and political environment, exacerbated by budget stress at the State and federal levels, has caused volatility in revenue forecasts, cost assumptions, and long-term planning. Inflation, which was moderating at the beginning of the fiscal year, has moved back up. This has been particularly noticeable in elevated energy and gasoline prices connected to the war in Iran and broader global supply disruptions. The labor market remains relatively stable but is still uneven. Job growth has softened in some sectors, however the Bay Area continues to benefit from biotechnology, healthcare, professional services, and other major employment centers. Locally, San Mateo County’s constrained and expensive housing market continues to create affordability pressures for residents and recruitment challenges for employers. Together, these conditions reinforce the need for cautious revenue assumptions, disciplined expenditure planning, and continued monitoring throughout the fiscal year.

## Budget Process and Public Participation

The City’s budget process connects Council policy direction, department service needs, financial forecasting, and public review. Following development and refinement of Council priorities, departments prepared operating requests that were evaluated by the Finance Director and City Manager. Major revenue projections were developed by Finance with applicable consultant information and departmental input. Capital improvement recommendations are presented separately to ensure alignment with long-term infrastructure planning.

The public review process included consideration by the Budget Standing Committee on May 13, 2026, a City Council Study Session and opportunity for public input on May 27, 2026, and Council consideration of budget adoption on June 10, 2026. This transparent process provides residents and the City Council an opportunity to understand the budget assumptions, consider policy choices, and provide direction before adoption.

# General Fund Budget Summary

The FY 2026-27 General Fund Budget provides for \$156.9 million in revenues and \$162.4 million in expenditures. The resulting \$5.5 million operating gap is balanced through the use of available unassigned General Fund balance. Policy-level reserves remain intact.

**Table 1. General Fund Operating Budget**

| <b>FY 2026-27 General Fund Operating Budget (in millions)</b> |                        |
|---|------------------------|
| Revenues  | \$156.9                |
| Less: Expenditures  | (162.4)                |
| <b>Surplus/(Deficit)</b>                                      | <b>\$(5.5)</b>         |
| Use of Available Unassigned General Fund Balance              | \$5.5                  |
| <b>Net Surplus/(Deficit)</b>                                  | <b>Balanced Budget</b> |

## Revenue Outlook and Major Assumptions

The City’s revenue base continues to demonstrate resilience, with positive movement in several categories. TOT revenue is projected at \$17.3 million as hotel revenues continue their recovery, and staff has incorporated a measured increase from the current-year revised projection. Unsecured property tax revenue, historically budgeted at approximately \$0.2 million annually, increased to approximately \$1.9 million in FY 2025-26. Based on updated assessment information and consultation with the City’s property tax advisor, the higher value is included in the FY 2026-27 budget, with continued monitoring because of the historical volatility of this source.

The principal near-term revenue challenge is Property Tax in-lieu of VLF. The expected current-year VLF payment has been reduced from \$7.0 million to \$5.7 million due to anticipated changes in basic-aid school district status. In addition, consistent with the Budget Standing Committee's guidance and the State's ongoing fiscal uncertainty, the budget assumes no repayment of the outstanding FY 2024-25 VLF backfill, which is approximately 5.2 million. If the State were to return the funding withheld from 2023-24 backfill as well as the funding expected to be withheld from FY 2024-25, the General Fund deficit and the use of available unassigned fund balance would be offset by approximately \$6.8 million, bringing the operating budget into structural balance.

Other revenue assumptions remain grounded in reasonable and prudent projections. Secured property tax reflects moderate assessed valuation growth; sales tax and permit-related revenue are monitored for sensitivity to consumer activity, interest rates, construction activity, and broader economic conditions; and use of money and property revenue has been aligned with anticipated investment returns in the current interest-rate environment and the City's currently-held instruments.

## Expenditure Outlook and Service Delivery

The modest increased expenditures for FY 2026-27 are primarily the result of the cost of maintaining existing services, rather than broad program expansion. General Fund Salary and Benefits are budgeted at \$125.2 million and assume a four percent cost-of-living adjustment (COLA) across the board, step increases, CalPERS UAL obligations, and healthcare premium increases. The budget continues to assume approximately \$8.0 million in vacancy savings, consistent with recent vacancy trends.

The budget also more accurately recognizes risk-management obligations. Interdepartmental charges increase primarily to bring insurance and self-insurance allocations into alignment with actual liability, workers' compensation, and health-related premium costs. At the same time, the collaborative review by Finance and departments reduced the ongoing Supplies and Services base by more than \$2.4 million, strengthening budget accuracy and discipline without proposing reductions to current services.

Recommended adjustments are targeted to operational needs, including community and recreation services, public safety operating needs, election, legal and human resources requirements, economic and community development needs, and limited staffing adjustments tied to service obligations and appropriate funding sources.

## Measure W, Aquatics Operations, and Appropriate Funding Sources

The new two-pool Orange Memorial Park Aquatic Center is a major community investment and creates ongoing staffing, supplies, utility, and facility operating costs. The FY 2026-27 Budget includes a \$1.1 million Measure W transfer to support eligible incremental Aquatics Center operating costs. This use aligns with the original intent of Measure W funds to support essential community and recreational services, while limiting additional pressure on the general-purpose General Fund. Staff will monitor actual costs and revenues so that the transfer is limited to the net actual need.

The budget also shifts certain costs away from the general-purpose General Fund where a more appropriate source is available. Increased revenue within the Oyster Point Community Facilities District Special Tax B Fund supports the transfer of funding responsibility for three parks maintenance positions from the General Fund to that fund as initially expected. Other non-General Fund adjustments, including use of Measure W general funds, support eligible public safety equipment, stormwater operations, information technology, housing, and development-related uses through the corresponding appropriate sources.

## Reserves and Financial Flexibility

The City remains in a sound financial position for the immediate year. After the proposed \$5.5 million use of available unassigned General Fund balance, identified General Fund reserves are projected at \$45.8 million and remaining

available unassigned balance at \$40.5 million. These numbers are preliminary and will adjust either up or down when the FY 2026-27 financial statements are published. The General Reserve maintains the City's 20 percent policy level.

These balances provide stability and a valuable planning window. However, continued use of fund balance for ongoing operations will narrow future choices. Strong reserves are a bridge to a responsible and executable plan, not the plan itself.

**Table 2. General Fund Reserves and Available Unassigned Balance**

| <b>FY 2026-27 Projected General Fund Position<br/>(in millions)</b> |               |
|---|---------------|
| General Fund Policy Reserve   | \$34.3        |
| Infrastructure Reserve  | \$5.3         |
| Pension Stabilization Reserve                                       | \$6.2         |
| <b>Total Identified Reserves</b>                                    | <b>\$45.8</b> |
| <b>Remaining Available</b>  | <b>\$40.5</b> |
| <b>Total Unassigned Fund Balance</b>                                | <b>\$86.3</b> |

## Capital Improvements and Other Funds

The operating budget should be read together with the City's Capital Improvement Program and fund summaries. Capital improvement requests are presented through a separate process to align project funding with infrastructure priorities and available resources. The proposed FY 2026-27 Capital Improvement Program includes \$1.45 million of direct capital project funding requested from the Infrastructure Reserve, as reflected in the projected ending reserve balance.

Enterprise and other funds also face inflationary and operating pressures and are budgeted in accordance with their legal and operational purposes. The budget book provides detailed summaries of these funds and the resources used to support City services and capital needs.

## Long-Term Financial Outlook and 10-Year General Fund Forecast

In addition to preparing an annual operating budget, the City maintains a 10-year General Fund forecast to support long-term planning and guide policy decisions. This forecast serves as a strategic roadmap, helping City leadership anticipate fiscal trends, evaluate the potential impacts of current decisions, and maintain financial stability over time.

The FY 2026–27 Budget is balanced from an annual appropriation standpoint, but it does not eliminate the gap between ongoing revenues and ongoing operating obligations. The most significant near-term driver is uncertainty and reduction in Property Tax in-lieu of Vehicle License Fee (VLF) revenue. Absent the VLF reduction, the General Fund would be generally balanced in FY 2026–27. Nevertheless, the City must also plan for additional long-term cost pressures, including future CalPERS Unfunded Accrued Liability (UAL) payments, OPEB and healthcare costs, insurance obligations, the operation and maintenance of new and existing facilities, and inflationary pressures on service delivery.

The 10-year forecast reflects projections of revenues and expenditures based on current assumptions, known obligations, and anticipated cost drivers such as labor, benefits, facility operations, and service demands. As assumptions change, the forecast will be updated to incorporate new information regarding VLF revenue, State actions, economic conditions, labor and retirement costs, and other material factors. The value of the forecast is not that it predicts the future with certainty, but that it enables the City to identify developing fiscal pressures early and consider thoughtful solutions before choices become urgent.

Importantly, this long-range view reinforces the role of the City's reserves—not as a permanent solution to an ongoing imbalance, but as a flexible tool to help navigate short-term fluctuations and provide time for longer-term strategies to take shape. The City is able to address the FY 2026–27 operating gap using available unassigned General Fund balance while preserving required reserves and maintaining current service levels. Careful use of available fund balance, paired with prudent financial management, provides the City with a meaningful planning window and helps maintain adaptability in a changing fiscal environment. However, the use of reserves is not a multi-year solution to support structural balance over time. As such, the City will need to evaluate a range of options, which may include:

- Pursuing sustainable revenue opportunities to prepare for unfavorable VLF revenue scenarios, including a more significant reduction or the absence of a State backfill;
- Managing expenditure growth, including salaries and benefits, to align with available resources;
- Reviewing service levels, program subsidies, and service delivery models for opportunities to improve efficiency and equity;
- Evaluating the strategic use of currently available unassigned fund balance for anticipated financial stressors, including pension UAL and OPEB obligations;

The City therefore enters FY 2026–27 from a position of strength, but with a responsibility to act deliberately. Strong reserves and an improved current-year projection allow the City to continue delivering high-quality services without immediate reductions; they do not remove the need for longer-term fiscal planning. By planning ahead and aligning resources with Council priorities and sustainable financial capacity, South San Francisco can preserve its strong fiscal foundation and continue meeting the evolving needs of the community.

For more detail projections and assumptions, please refer to the General Fund 10-Year Long-Range Forecast section of the Budget Book.

## Other Funds

There are 63 funds that the City's Finance Department manages outside of the General Fund. Those fund budgets for FY 2026–27 are shown in the fund summary section of the Budget Book. Many of the final budgets for these funds are contingent upon the adoption of the Capital Improvement Program (CIP) by the City Council.

The City's Enterprise Funds are also experiencing pressure from rising costs. The three Enterprise Funds - Sewer, Parking and Stormwater are summarized below in Table 3. Each fund follows a distinct process for adjusting revenues; however, due to statutory limitations in increasing Stormwater funding, this fund is currently heavily subsidized with transfers from the General Fund and Gas Tax revenues.

**Table 3. Enterprise Funds Operating Budgets**

| <b>Fund:</b>              | <b>Sewer</b> | <b>Parking</b> | <b>Stormwater</b> |
|---------------------------|--------------|----------------|-------------------|
| Revenue                   | \$38.6       | \$1.0          | \$0.5             |
| Transfers In              | -            | -              | \$1.4             |
| Payroll                   | (\$13.2)     | (\$0.7)        | (\$1.2)           |
| Supplies & Services       | (\$14.2)     | (\$0.8)        | (\$1.0)           |
| Capital Purchases         | (\$1.1)      | -              | -                 |
| Debt Service              | (\$4.1)      | -              | -                 |
| Inter Dept                | (\$2.5)      | (\$0.2)        | (\$0.1)           |
| Transfers Out             | -            | -              | -                 |
| <b>Surplus/ (Deficit)</b> | <b>\$3.5</b> | <b>(\$0.7)</b> | <b>(\$0.3)</b>    |

## Conclusion

This budget protects services, supports key community investments, and maintains the City's reserve policy while candidly recognizing the financial work ahead. It is grounded in current information, disciplined budgeting, transparent assumptions, and the City Council's adopted priorities. South San Francisco has the financial capacity to manage the immediate year responsibly and the opportunity to plan now for sustained long-term strength.

I extend my sincere appreciation to City staff, department heads, and the Finance Department for their diligence and collaboration throughout the budget process. I also thank the City Council, the Budget Standing Committee, and the community for their engagement and guidance. Together, we will continue delivering valued services while making thoughtful decisions that preserve South San Francisco's fiscal resilience and quality of life.

Respectfully submitted,

Laura Snideman  
City Manager

# GFOA Budget Award

The City of South San Francisco has been honored with the prestigious Distinguished Budget Presentation Award by the Government Finance Officers Association of the United States and Canada (GFOA) for its Annual Budget of Fiscal Year 2025-26. This recognition is a testament to the city's unwavering commitment to crafting a budget document that not only meets stringent program criteria but also serves as a comprehensive policy statement, financial roadmap, operational guide, and communication tool.

This GFOA award is only for a given budget year and the City takes great pride in this distinguished honor, which underscores its dedication to transparent and effective financial management. Looking ahead, the City is confident that the Fiscal Year 2026-27 budget will maintain the same high standards, and thus, plans to submit it to GFOA for consideration for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of South San Francisco  
California**

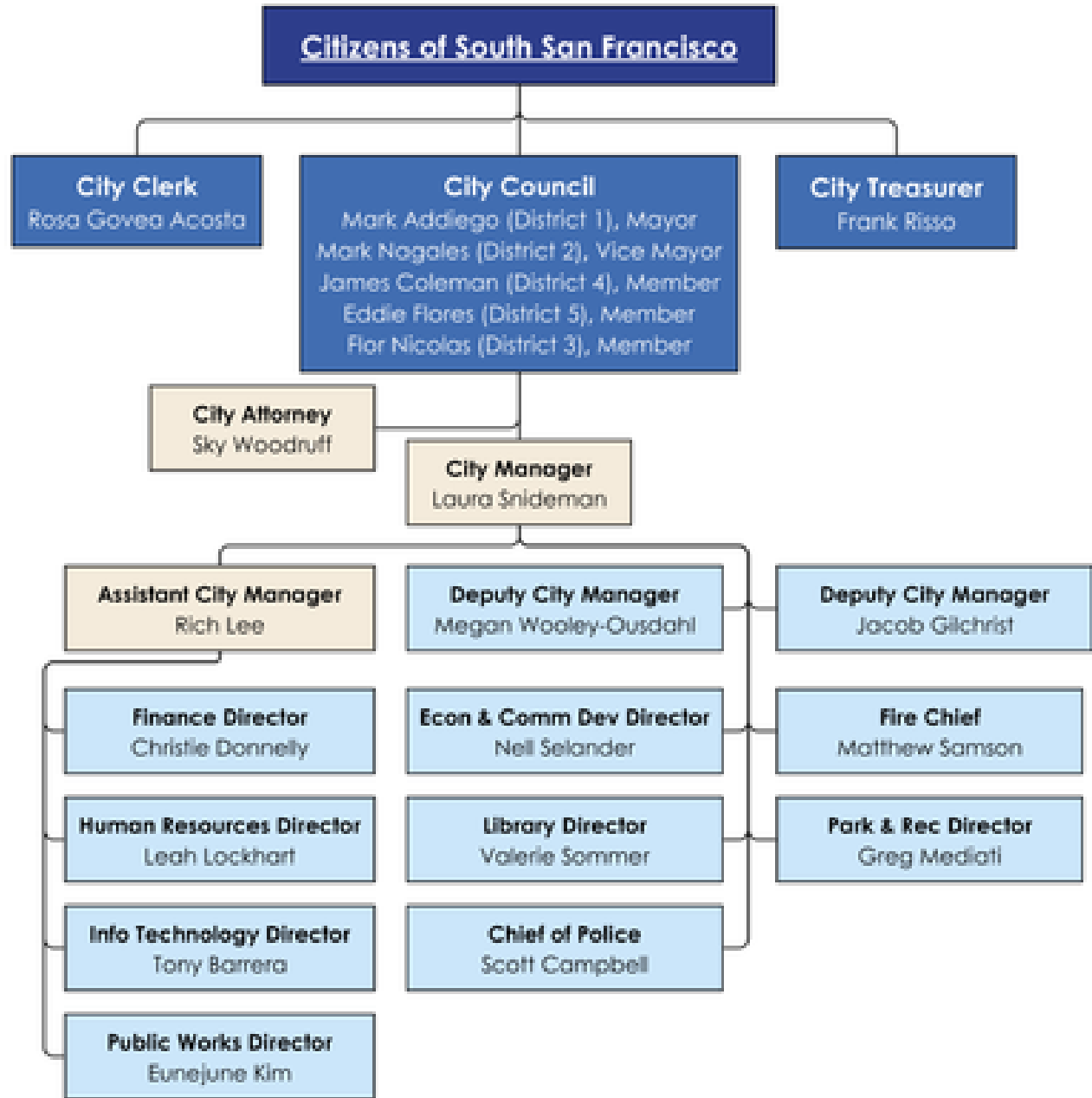
For the Fiscal Year Beginning

**July 01, 2025**

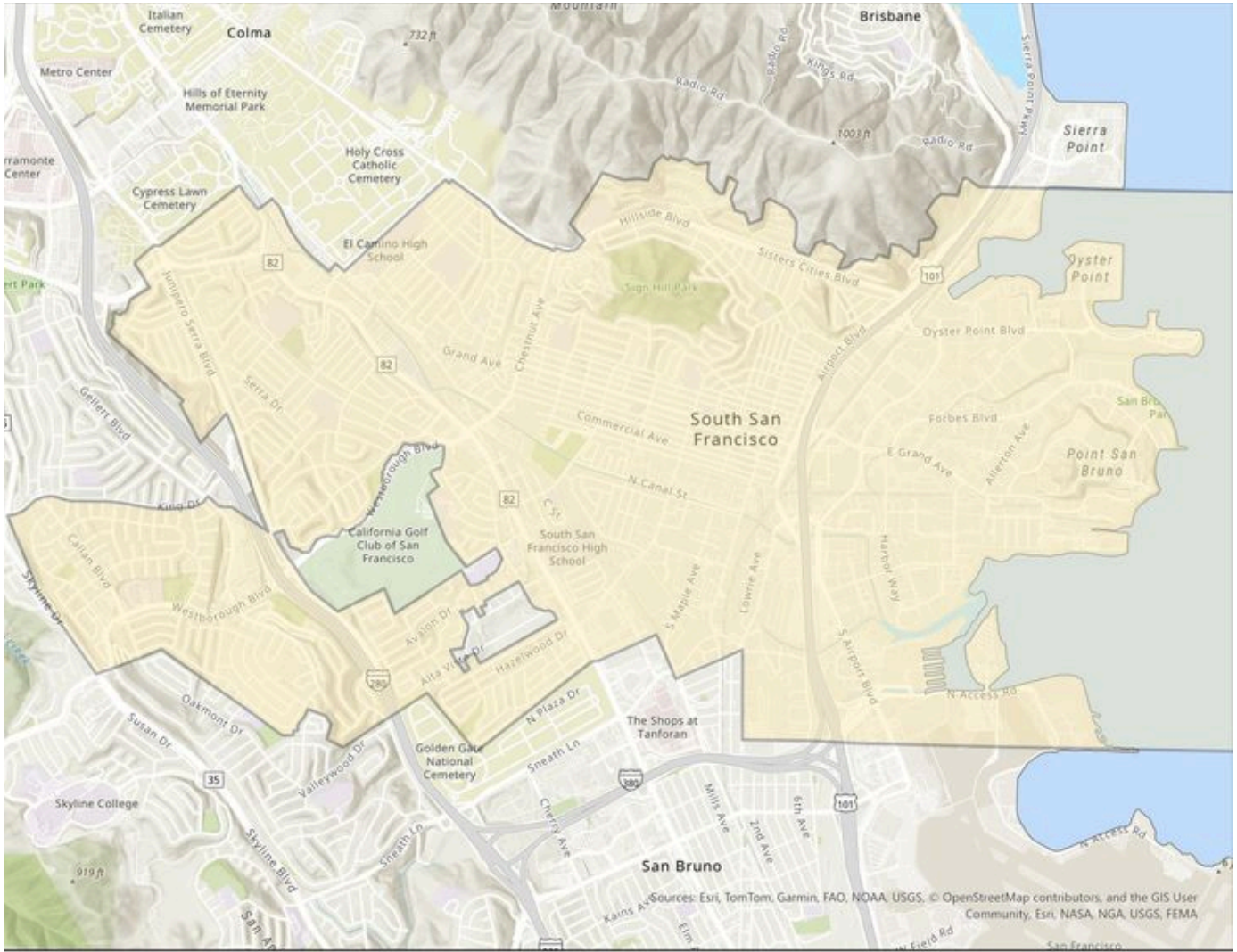
*Christopher P. Morrill*

Executive Director

# Citywide Organizational Chart



# History of South San Francisco



South San Francisco, California, "The Industrial City," has a population of 64,660 (2024), a land area of 9.14 square miles, and was incorporated on September 19, 1908. The city is located approximately eight miles south of downtown San Francisco and is adjacent to the northern border of the San Francisco International Airport and San Bruno. It is south of the cities of Brisbane, Daly City, and the Town of Colma, and east of the City of Pacifica.

The City occupies the basin and portions of the sides of a broad valley, which is formed by the San Bruno Mountains to the north and the Coast Range to the west. Most of the valley faces the adjacent San Francisco Bay. South San Francisco experiences 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. 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 was the driving force for, and the economic support behind, the 1908 merger and incorporation of these two areas into the City of South San Francisco.

At the time of incorporation, the population totaled 1,989 and there were 14 major industries in South San Francisco. 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 Industrial City” sign was installed on Sign Hill through the efforts of the Chamber of Commerce.

In 1949, the City Manager/City Council form of government was adopted. 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 to explore ways of using recombinant DNA technology to create breakthrough medicines. This marked the beginning of the biotech industry and earned South San Francisco the title 'Birthplace of Biotechnology.' Since then, many other biotech firms, as well as large development projects such as Gateway, Oyster Point Business Park, and Bay West Cove, have moved into the area. Today, there are over 200 biotechnology firms in South San Francisco, earning the City the title "Biotechnology Capital of the World."

## Employment

Employment in South San Francisco includes manufacturing, retail, professional/scientific services, healthcare, and administration. The City has a large employment base in the biotechnology field, located east of US Highway 101, which swells the City's population to more than 83,000 during the workday.

## Schools

South San Francisco is served by the South San Francisco Unified School District (SSFUSD) and the San Mateo Community College District (SMCCD). SSFUSD includes all of South San Francisco, as well as parts of Daly City and San Bruno. SSFUSD operates nine elementary schools (two in Daly City and one in San Bruno), three middle schools, three high schools, and an adult education program. SMCCD consists of 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

The Parks and Recreation Department maintains and operates over 250 acres of parks and open space, as well as 500,000 square feet of public facilities. Amenities include a brand-new Library, Parks and Recreation (LPR) building, which opened in October 2023, renovated baseball and soccer fields at Orange Memorial Park, twenty-six playground areas, artist studios, a sculpture garden, a bocce ball court, a skate park, a dog park, basketball courts, an indoor swimming pool (soon to be replaced with a new Aquatic Center), and picnic areas. Open space areas include Sign Hill Park, six miles of improved pathways along the San Francisco Bay shoreline, and the Common Greens. The City also has an award-winning trail system, Centennial Way. The Centennial Way Trail is a three-mile asphalt bike and pedestrian 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 City offers recreational programs to benefit residents' quality of life, including affordable childcare through before and after-school programs, summer camp, and licensed preschool; enrichment and exercise courses; leisure activities and care for seniors; facilities for private events and meetings; public art and cultural experiences; and youth and adult sports programs.

## Public Transportation

The City is at the crossroads of multiple types of public transportation. The City operates a free community shuttle, the South City Shuttle. Additionally, the City is served by bus lines operated by the San Mateo County Transit Authority (SamTrans), the Caltrain commuter rail with destinations from San Francisco to San Jose, and the Bay Area Rapid

Transit (BART) system, which connects commuters to San Francisco Airport, San Francisco, and East Bay destinations, including Oakland, Fremont, and Concord.

In 2015, the City was awarded a \$49 million grant from the San Mateo County Transportation Authority to relocate its Caltrain Station closer to the downtown area. Construction on the new Caltrain Station began in Fall 2017 and was completed in 2022, achieving a major milestone for the City's Downtown Station Area Plan.

The Ferry Terminal at Oyster Point Marina opened to the public on June 4, 2012. This commuter option offers weekday trips from Oakland and Alameda. At Oyster Point, shuttle services are available to transport commuters to the business areas in South San Francisco.

## **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 laws and policies through the enactment of ordinances and resolutions. 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 and boards whose policies may impact South San Francisco (e.g., Association of Bay Area Governments and Metropolitan Transportation Commission). The Council provides direction to the City Manager and acts as the formal governing body of the Successor Agency to the Redevelopment Agency (formerly the RDA Board of Directors). This 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 in compliance with the City's Investment Policy. Reports identifying amounts and types of investment instruments are provided quarterly to the City Council. The duties of this position include coordinating financial transactions in cooperation with the Director of Finance. 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 overall administration and direction for the City organization in accordance with City Council policies. This position also serves as the Executive Director of the Successor Agency to the RDA 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 Successor Agency to the RDA. 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. Duties also include the review and/or preparation of all contracts, bonds, deeds, leases, and other documents of legal significance. This is a contract position.

# Demographics

## Population



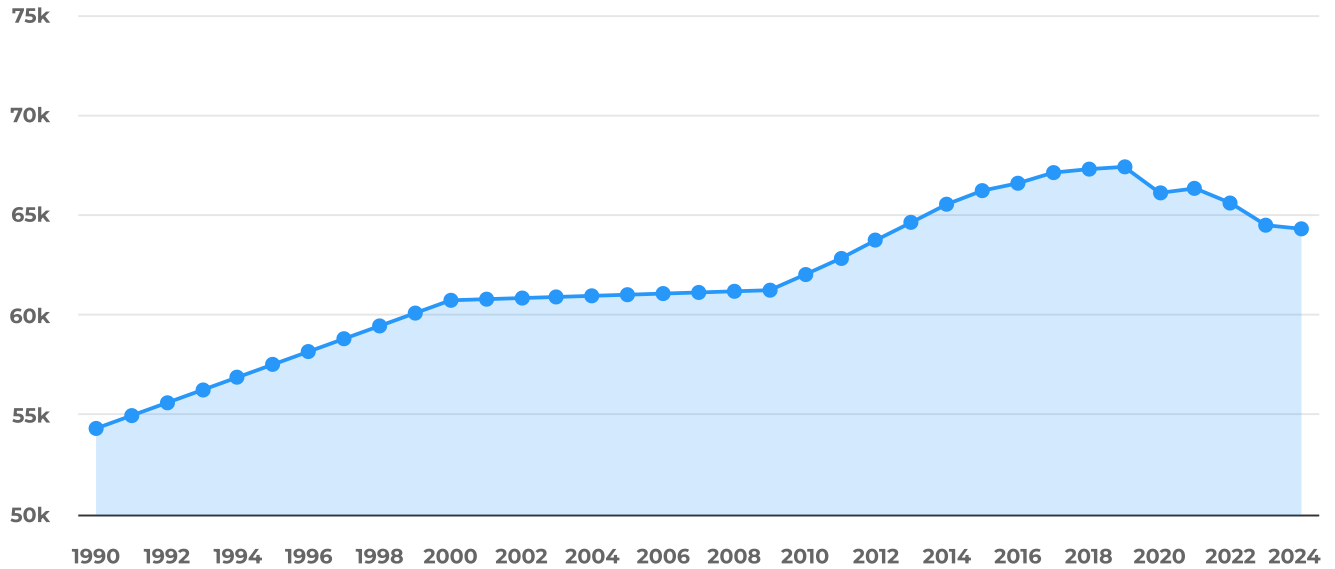
TOTAL POPULATION

**64,305**

**-0.28%**  
vs. 2023

GROWTH RANK

**304** out of **506** Municipalities in California



*\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses*



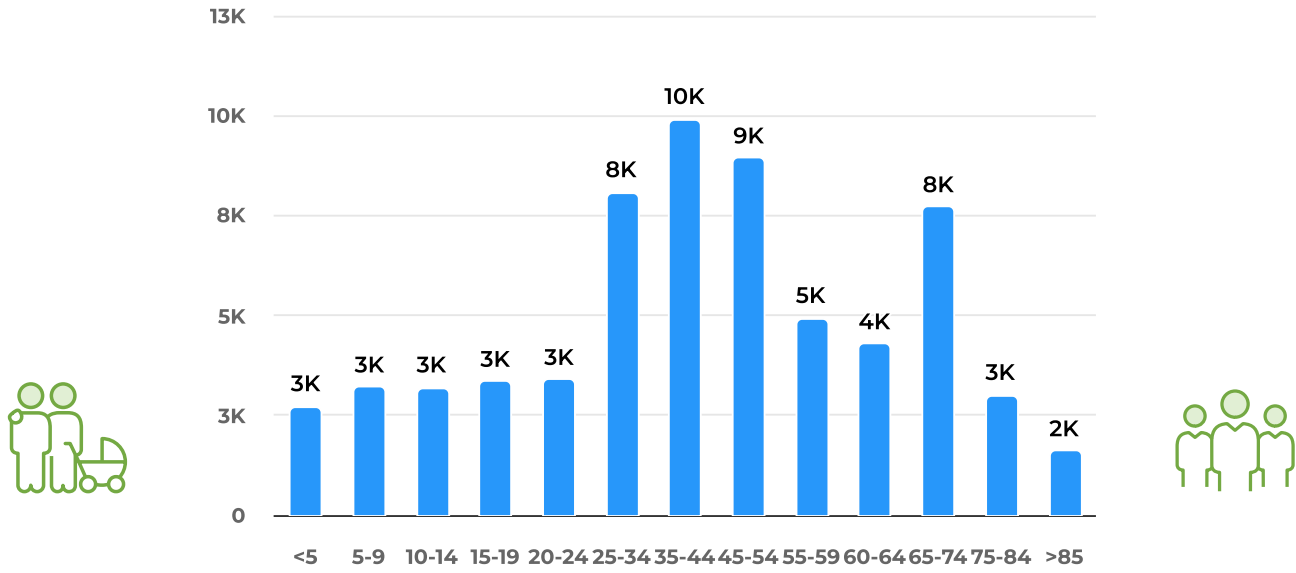
DAYTIME POPULATION

**84,261**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

*\* Data Source: American Community Survey 5-year estimates*

### POPULATION BY AGE GROUP



*Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.*

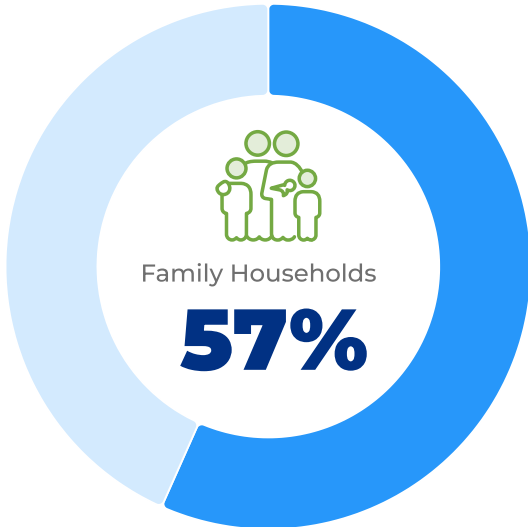
*\* Data Source: American Community Survey 5-year estimates*

# Household

TOTAL HOUSEHOLDS

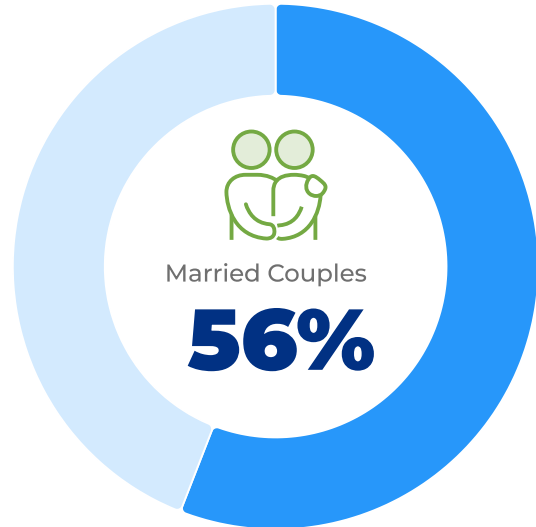
# 21,838

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



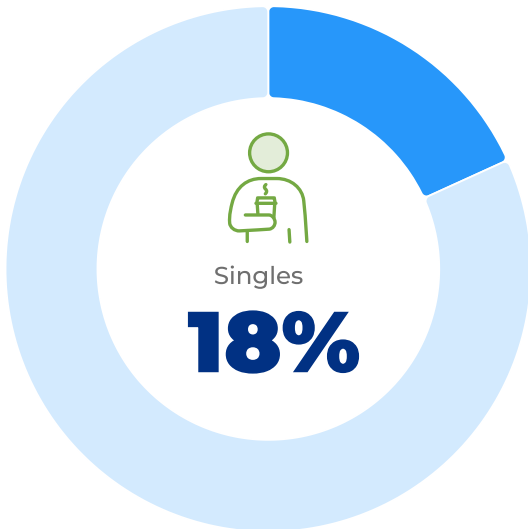
**5%**

higher than state average



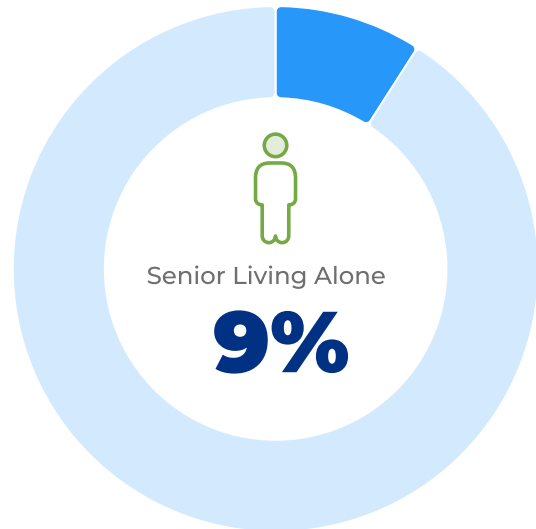
**12%**

higher than state average



**-24%**

lower than state average



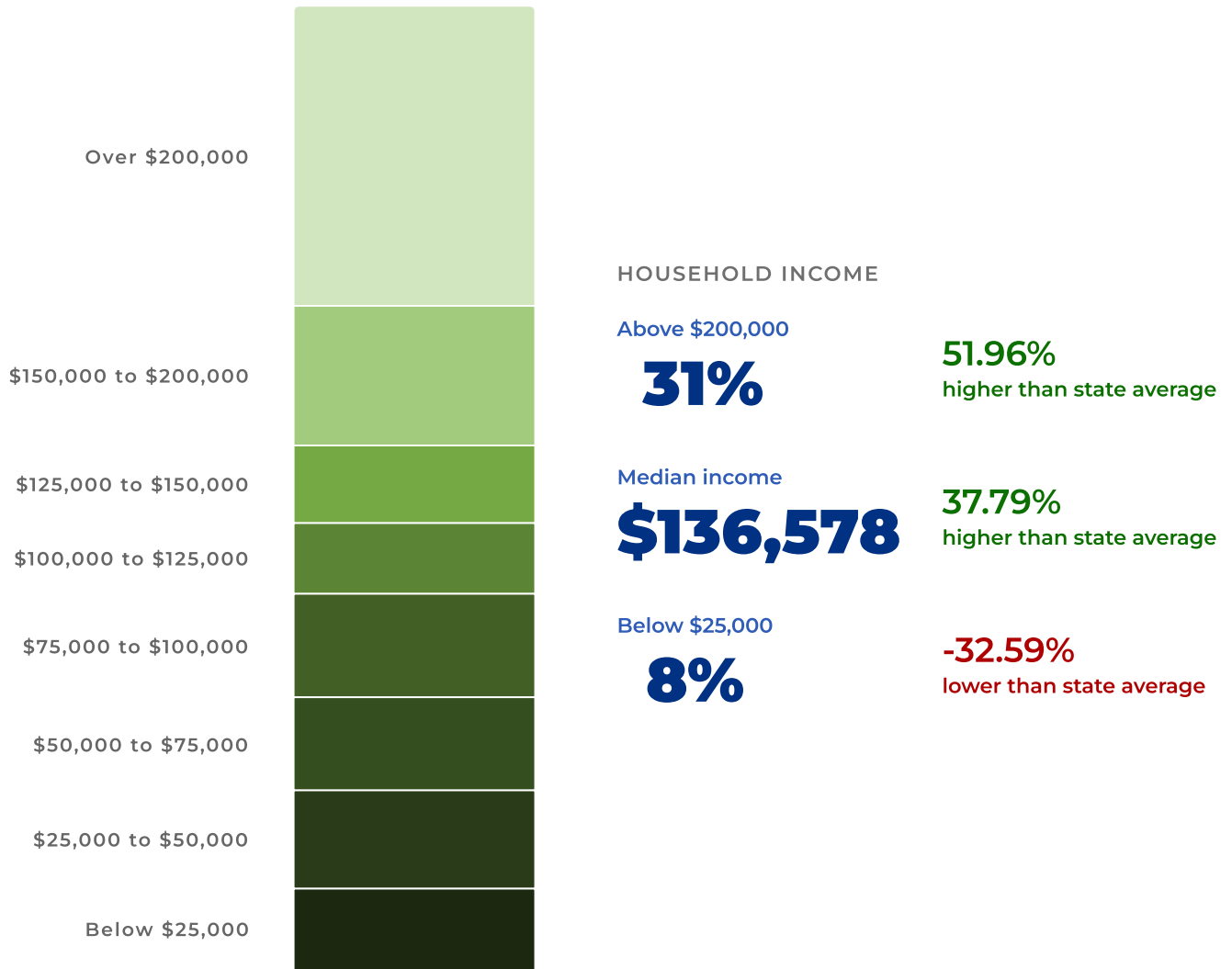
**-9%**

lower than state average

*\* Data Source: American Community Survey 5-year estimates*

# Economic

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



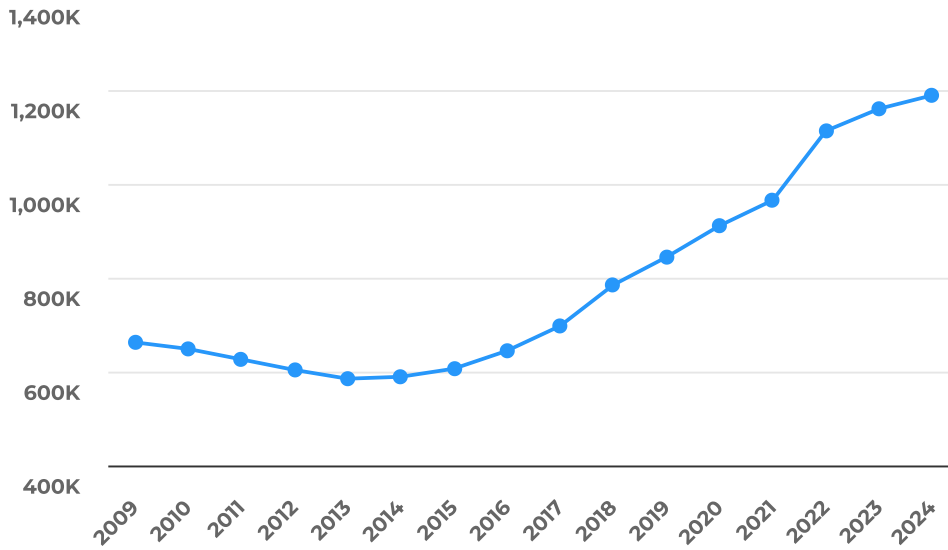
\* Data Source: American Community Survey 5-year estimates

# Housing



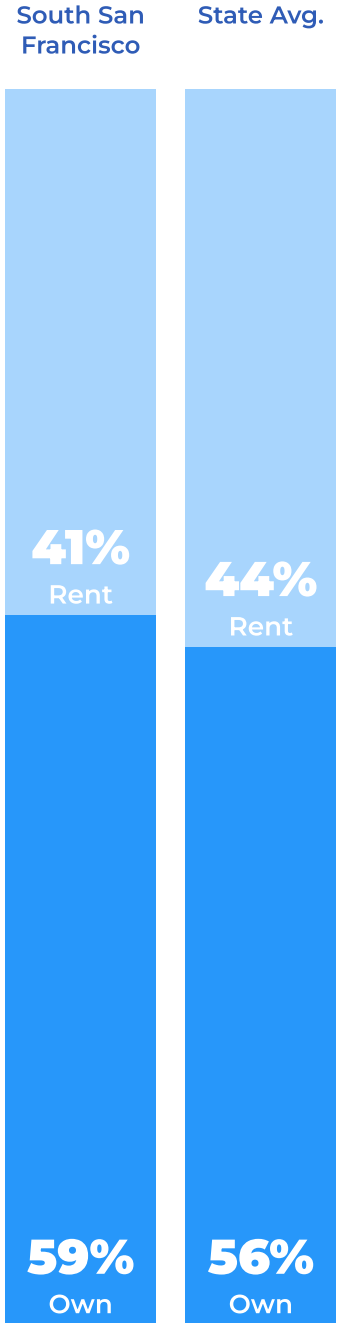
2024 MEDIAN HOME VALUE

**\$1,188,800**



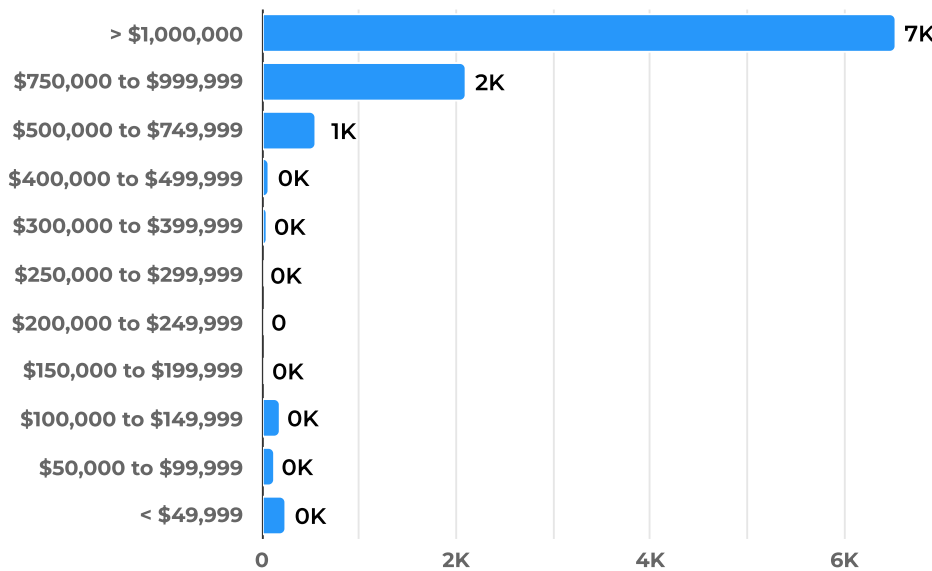
\* Data Source: 2024 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME OWNERS VS RENTERS



\* Data Source: 2024 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.

## HOME VALUE DISTRIBUTION



\* Data Source: 2024 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.

# Mission, Values, and Strategic Priorities

**The Industrial City:** Industrious, entrepreneurial, innovative...home to big thinkers changing the world!

## Our Mission Statement

The mission of the government of the City of South San Francisco is to provide a safe, attractive, and well-maintained community through superior customer service, programs, and a work ethic that will enhance the quality of life in our neighborhoods. To that end, we will strive to nurture a partnership with the community by recruiting a diverse and highly skilled workforce, being an active partner in quality education, and attracting and retaining a prosperous business community, all of which will foster community pride and understanding.

## Core Values

We are committed to:

- **Strengthening** each other and the organization through dedication and teamwork.
- **Recognizing** and Respecting diversity and encouraging the opinions of the community and workforce.
- **Excellence** and Service in everything we do.
- **Encouraging** creativity and supporting problem-solving.
- **Accepting** responsibility and accountability.
- **Demonstrating** integrity and transparency in all aspects of service.
- **Promoting** and maintaining open and constructive communication.
- **Encouraging** skill development and professional growth.

## Strategic Priorities:

At the beginning of every calendar year, the City Council meets to discuss and decide upon their strategic agenda for the upcoming year. Below are the four key priorities the City Council has chosen to guide the FY 2026-27 Action Plan:

1. **Housing and Supportive Services:** Expand affordable and workforce housing through innovative financing and preservation efforts.
2. **Quality of Life:** Improve parks, community services, and support local businesses through zoning and development.
3. **Modern and Sustainable Organization:** Ensure financial sustainability, implement ERP systems, and enforce key regulations.
4. **Welcoming and Connected Community:** Increase civic engagement via volunteer programs, inclusive governance, and community events.

# Financial Policies

The City of South San Francisco's budget and financial policies serve as the basic guidelines for managing the City's fiscal operations. These policies are established through the Municipal Code, Administrative Instructions, Reserves Policy, and Debt and Investment Management Policies, which incorporate best practices from the Government Finance Officers' Association (GFOA) and ensure alignment with the practices of other California cities.

## Municipal Code

### ***Title 4 REVENUE AND FINANCE***

[Chapter 4.04 PURCHASING SYSTEM](#)

[Chapter 4.08 GAS TAX STREET IMPROVEMENT FUND](#)

[Chapter 4.12 TRANSFER OF CITY TAX FUNCTIONS TO COUNTY](#)

[Chapter 4.16 SALES AND USE TAX](#)

[Chapter 4.20 TRANSIENT OCCUPANCY TAX](#)

[Chapter 4.22 COMMERCIAL PARKING TAX](#)

[Chapter 4.24 REAL PROPERTY TRANSFER TAX](#)

[Chapter 4.28 REVOLVING FUND](#)

[Chapter 4.32 CLAIMS FOR MONEY, DAMAGES, AND REFUNDS](#)

[Chapter 4.36 TRANSACTIONS AND USE TAX](#)

## Administrative Instructions

- [Purchase Policy](#)
- [Travel and Training Policy and Reimbursement](#)
- [Budget Adjustment Request Instruction](#)
- [Budget Amendment Resolution Instructions](#)
- [City Credit Card Use Instructions](#)
- [Project Accounting, Reporting & Claims for Grant Reimbursement Instructions](#)
- [Delegation of Purchase Authority Instructions](#)

# Reserves Policy

The Reserves Policy is designed to provide budget flexibility to the City Council for prioritizing street, facility and park infrastructure backlog improvements, to incorporate best practices from the Government Finance Officers' Association (GFOA) and ensure consistency with other California cities.

The GFOA Best Practices Recommendation for General Fund reserves recommends at least two months of operating revenues be held in reserves to fund the types of contingencies already in the City's Reserve Policy. The GFOA Reserves Policy also stipulates that adequacy of funds in other Reserves outside of the General Fund should be considered in determining the right level of General Fund reserves. Given that the City has reserves for equipment replacement, IT, workers' compensation, general liability, OPEB, and an infrastructure replacement reserve, the City's Reserve Policy is to have General Fund Reserves equal to at least two months of operating revenues (excluding transfers in), which is between 15 and 20 percent.

The City's Reserves Policy provides guidance to establish and maintain reserve levels for specific operating funds.

## ***General Fund***

### ***Reserve for Emergencies***

Commit two percent of General Fund operating revenues. This would cover one week of operations, and would be used to cover unanticipated costs from catastrophic losses from natural disasters or accidents such as earthquakes, fire, pipeline explosions, or flooding, or other major calamities that require the activation of the Emergency Operations Center.

### ***Reserve for Economic Contingencies***

Commit seven percent of General Fund operating revenues. The reserve would be available to mitigate impact of local fluctuations in revenue due to local economic conditions and business relocations to the City's budget.

### ***Government Finance Officers Association (GFOA) Best Practices Recommendation***

The Government Finance Officers Association (GFOA) Best Practices Recommendation for General Fund Reserves states that at a minimum, two months of operating revenues (equivalent to 15-20 percent of annual revenues) should be held in reserves to fund the types of contingencies already in the City's Reserves Policy (above).

Therefore, the General Fund **Unrestricted Reserve** will be the difference between two months of revenues (15-20 percent of annual revenues) and the above reserves.

### ***Excess Funds***

Funds in excess of the Reserves Policy above will be deposited in the following reserves that reside outside the General Fund:

The **Infrastructure Reserve** was created to address critical infrastructure replacement and/or deferred facility improvements.

The **CalPERS Stabilization Reserve** was created to address volatility with CalPERS, the entity with which City contracts for employee pension benefits.

These funds are still under City Council purview, and could be used for any valid City budgeting purpose.

## ***Equipment Replacement Fund***

### **Vehicle Replacement Reserve**

Staff are in the process of updating the analysis of the City's vehicle fleet. Until that analysis has been completed, staff recommends that the City maintain at least 75 percent of the annual replacement costs in reserves to ensure a well-maintained fleet.

### ***Parking District Fund***

#### **Maintenance Reserve**

The estimated cost to replace the elevators at the Miller Parking Garage is \$480,000. Staff recommends that the City maintain that amount in reserves within the Parking District Fund.

# Debt Management Policy

The Debt Management Policy (the “Debt Policy”) of the City of South San Francisco (the “Issuer”) was approved by the Issuer’s City Council on September 6, 2017 through resolution 107-2017. The Debt Policy may be amended by the City Council as it deems appropriate from time to time in the prudent management of the debt of the Issuer. The Debt Policy applies to the Issuer and all subordinate entities of the Issuer for which the City Council serves as the governing board.

## **Findings**

The Debt Policy is intended to comply with Government Code Section 8855(i), effective on January 1, 2017, and shall govern all debt undertaken by the Issuer. The Issuer hereby recognizes that a fiscally prudent debt policy is required in order to:

- Maintain the Issuer’s sound financial position.
- Ensure the Issuer has the flexibility to respond to changes in future service priorities, revenue levels, and operating expenses.
- Protect the Issuer’s credit-worthiness.
- Ensure that all debt is structured in order to protect both current and future taxpayers, ratepayers and constituents of the Issuer.
- Ensure that the Issuer’s debt is consistent with the Issuer’s planning goals and objectives and capital improvement program or budget, as applicable.

## **Policies**

### ***Purposes For Which Debt May Be Issued***

(i) Long-Term Debt. Long-term debt may be issued to finance the construction, acquisition, and rehabilitation of capital improvements and facilities, equipment and land to be owned and operated by the Issuer.

(a) Long-term debt financings are appropriate when the following conditions exist:

- When the project to be financed is necessary to provide basic services.
- When the project to be financed will provide benefit to constituents over multiple years.
- When total debt does not constitute an unreasonable burden to the Issuer and its taxpayers and ratepayers.
- When the debt is used to refinance outstanding debt in order to produce debt service savings or to realize the benefits of a debt restructuring.

(b) Long-term debt financings will not generally be considered appropriate for current operating expenses and routine maintenance expenses.

(c) The Issuer may use long-term debt financings subject to the following conditions:

- The project to be financed must be approved by the City Council.
- The weighted average maturity of the debt (or the portion of the debt allocated to the project) will not exceed the average useful life of the project to be financed by more than 20%.
- The Issuer estimates that sufficient revenues will be available to service the debt through its maturity.
- The Issuer determines that the issuance of the debt will comply with the applicable state and federal law.

(ii) Short-term debt. Short-term debt may be issued to provide financing for the Issuer’s operational cash flows in order to maintain a steady and even cash flow balance. Short-term debt may also be used to finance short-lived capital projects; for example, the Issuer may undertake lease-purchase financing for equipment.

(iii) *Financings on Behalf of Other Entities*. The Issuer may also find it beneficial to issue debt on behalf of other governmental agencies or private third parties in order to further the public purposes of Issuer. In such cases, the Issuer shall take reasonable steps to confirm the financial feasibility of the project to be financed and the financial solvency of any borrower and that the issuance of such debt is consistent with the policies set forth herein.

## ***Types of Debt***

The following types of debt are allowable under the Debt Policy:

- general obligation bonds
- bond or grant anticipation notes
- lease revenue bonds, certificates of participation and lease-purchase transactions
- other revenue bonds and certificates of participation
- tax and revenue anticipation notes
- land-secured financings, such as special tax revenue bonds issued under the Mello-Roos Community Facilities Act of 1982, as amended, and limited obligation bonds issued under applicable assessment statutes
- tax increment financing to the extent permitted under state law
- conduit financings, such as financings for affordable rental housing and qualified 501c3 organizations

The Issuer may from time to time find that other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of this Debt Policy.

Debt shall be issued as fixed rate debt unless the Issuer makes a specific determination as to why a variable rate issue would be beneficial to the Issuer in a specific circumstance.

## ***Relationship of Debt to Capital Improvement Program and Budget***

The Issuer is committed to long-term capital planning. The Issuer intends to issue debt for the purposes stated in this Debt Policy and to implement policy decisions incorporated in the Issuer's capital budget and the capital improvement plan.

The Issuer shall strive to fund the upkeep and maintenance of its infrastructure and facilities due to normal wear and tear through the expenditure of available operating revenues. The Issuer shall seek to avoid the use of debt to fund infrastructure and facilities improvements that are the result of normal wear and tear.

The Issuer shall integrate its debt issuances with the goals of its capital improvement program by timing the issuance of debt to ensure that projects are available when needed in furtherance of the Issuer's public purposes.

The Issuer shall seek to avoid the use of debt to fund infrastructure and facilities improvements in circumstances when the sole purpose of such debt financing is to reduce annual budgetary expenditures.

The Issuer shall seek to issue debt in a timely manner to avoid having to make unplanned expenditures for capital improvements or equipment from its general fund.

## ***Policy Goals Related to Planning Goals and Objectives***

The Issuer is committed to long-term financial planning, maintaining appropriate reserves levels and employing prudent practices in governance, management and budget administration. The Issuer intends to issue debt for the purposes stated in this Policy and to implement policy decisions incorporated in the Issuer's annual operations budget.

It is a policy goal of the Issuer to protect taxpayers, ratepayers and constituents by utilizing conservative financing methods and techniques so as to obtain the highest practical credit ratings (if applicable) and the lowest practical borrowing costs.

The Issuer will comply with applicable state and federal law as it pertains to the maximum term of debt and the procedures for levying and imposing any related taxes, assessments, rates and charges.

When refinancing debt, it shall be the policy goal of the Issuer to realize, whenever possible, and subject to any overriding non-financial policy considerations, (i) minimum net present value debt service savings equal to or greater than 3.0% of the refunded principal amount, and (ii) present value debt service savings equal to or greater than 100% of any escrow fund negative arbitrage.

### ***Internal Control Procedures***

When issuing debt, in addition to complying with the terms of this Debt Policy, the Issuer shall comply with any other applicable policies regarding initial bond disclosure, continuing disclosure, post-issuance compliance, and investment of bond proceeds.

The Issuer will periodically review the requirements of and will remain in compliance with the following:

- any continuing disclosure undertakings under SEC Rule 15c2-12,
- any federal tax compliance requirements, including without limitation arbitrage and rebate compliance, related to any prior bond issues, and
- the Issuer's investment policies as they relate to the investment of bond proceeds.

Proceeds of debt will be held either (a) by a third-party trustee, which will disburse such proceeds to the Issuer upon the submission of one or more written requisitions, or (b) by the Issuer, to be held and accounted for in a separate fund or account, the expenditure of which will be carefully documented by the Issuer.

# Investment Management Policy

## ***Purpose***

The following statement is intended to provide guidelines for the “Prudent Investor Standard” of investment of the City’s temporary idle cash and to outline the policies for an effective cash management system.

*Prudent Investor Standard:* Management of the City’s investments is governed by the Prudent Investor Standard as set forth in the California Government Code 53600.3:

“...all governing bodies of local agencies or persons authorized to make investment decisions on behalf of those local agencies investing public funds pursuant to this chapter are trustees and therefore fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the Agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the Agency. Within the limitations of this section and considering individual investments as part of an overall strategy, investments may be acquired as authorized by law.”

The City’s cash management system’s goal is to accurately monitor and forecast revenues and expenditures enabling the City to invest funds to the fullest extent possible. The City Treasurer attempts to obtain the highest yield possible as long as investments meet the criteria established for safety and liquidity. This Investment Policy applies to all City funds except retirement, pension, or bond proceeds or bond reserves, which have their own constraining requirements.

The investment policies and practices of the Treasurer of the City of South San Francisco are based upon federal, state, and local laws as well as prudent money management. The primary objectives of these policies are, in priority order:

1. To assure compliance with all federal, state, and local laws governing the investment of monies.
2. To maintain the principal of the City’s investments.
3. To remain sufficiently liquid to meet all expenses.
4. After safety and liquidity are assured, to generate the maximum amount of investment income within the parameters of this statement of investment policy.

## ***Investment Objectives***

1. SAFETY OF PRINCIPAL is the foremost objective of the Investment Policy. The Treasurer shall seek to ensure that capital losses are avoided within the context of the overall management of the portfolio. The objective is to mitigate credit risk (the risk that a security or a portfolio will lose some or all of its value due to a real or perceived change in the ability of the issuer to repay its debt) and interest rate risk (the market value of the security in the portfolio will fall due to changes in general interest rates).

2. LIQUIDITY is the second most important objective of the Investment Policy. It is important that a portion of the portfolio contain investments, which can be easily liquidated with minimal, or no risk to principal and/or interest. The longest maturity of any investment shall be five years. The portfolio shall be structured so that sufficient funds are readily available to meet all reasonably anticipated operating expenses.

3. YIELD is the return earned on monies invested. The City’s funds shall be designed to attain a rate of return throughout budgetary and economic cycles which is approximately equal to the return on a Market Benchmark Index

which will be reported to the City Council on a periodic basis. Yield will be considered only after the basic requirements of safety, liquidity, and credit quality have been met.

## ***Investment Policy***

The City is governed by the California Government Code, Section 53600 et.seq. Within the investments permitted by the Code, the City seeks to further restrict eligible investments to the guidelines listed below. In the event a discrepancy is found between this policy and the Code, the more restrictive parameters will take precedence. Percentage holding limits and minimum credit quality requirements listed in this section apply at the time the security is purchased. Any investment currently held at the time the policy is adopted which does not meet the new policy guidelines can be held until maturity and shall be exempt from the current policy. At the time of the investment's maturity or liquidation, such funds shall be reinvested only as provided in the current policy.

Within the context of these limitations, the following investments are authorized:

U.S. TREASURY SECURITIES for which the full faith and credit of the U.S. are pledged for the payment of principal and interest. There is no limit to the percentage of the portfolio that can be invested in U.S. Treasuries. However, their maturities shall be limited to 5 years or less.

FEDERAL AGENCY OR UNITED STATES GOVERNMENT SPONSORED ENTERPRISE OBLIGATIONS, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. The amount of any one issuer shall not exceed 30 percent of the portfolio, with the maturity not to exceed 5 years. The maximum percent of agency callable securities in the portfolio will be 20%. Examples include the Federal Farm Credit Bank System (FFCB), the Federal Home Loan Bank Board (FHLB), the Federal National Mortgage Association (FNMA), the Federal Home Loan Mortgage Corporation (FHLMC), Tennessee Valley Authority (TVA).

SUPRANATIONALS securities that are unsubordinated obligations issued by the International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), or Inter-American Development Bank (IADB). The securities must be rated in a rating category of "AA" or higher by a nationally recognized statistical rating organization (NRSRO). No more than 30% of the total portfolio may be invested in these securities. No more than 10% of the total portfolio shall be invested in any single issuer. The maximum maturity of any security of this type shall not exceed five years.

CORPORATE MEDIUM TERM NOTES issued by corporations organized and operating within the United States or by depository institutions licensed by the United States or any state and operating within the United States. Notes eligible for investment under this subdivision shall be rated in a rating category of "A" or its equivalent or better by one NRSRO. Purchases of medium-term notes may not exceed 30 percent of the City's surplus money which may be invested pursuant to this section. No more than 5% of the portfolio may be invested in any single issuer. The maximum maturity shall not be greater than five years

ASSET BACKED SECURITIES including mortgage pass-through, collateralized mortgage obligation, mortgage-backed or other pay-through bond, equipment lease-backed certificate, consumer receivable pass-through certificate, or consumer receivable-backed bond with a maximum maturity of five years; excluding issuers of the US Government or its agencies. Securities eligible for investment under this subdivision shall be rated in a rating category of "AA" or its equivalent or better by a nationally recognized rating service. Purchase of securities authorized by this subdivision may not exceed 20 percent of the City's surplus money that may be invested pursuant to this section.

COMMERCIAL PAPER must be of prime quality of the highest rating by both Moody's and Standard and Poor's (P-1 by Moody's and A-1 by Standard and Poor's). Eligible paper is limited to corporations organized and operating within the U.S. and having total assets of at least \$500,000,000. There are also limitations as to the total percent (25%) of the portfolio that may be invested in commercial paper, the time of investment (270 days) and the amount of any one issuer shall not exceed 5 percent of the portfolio.

NEGOTIABLE CERTIFICATES OF DEPOSIT issued by a nationally or state chartered bank, a savings association or a federal association, a state or federal credit union, or by a federally licensed or state licensed branch of a foreign bank. The amount of a negotiable certificate of deposit insured up to the FDIC limit does not require any credit ratings. Any amount above the FDIC insured limit must be issued by institutions which have short term debt obligations rated "A-1" or its equivalent or better by at least one NRSRO; or long-term obligations rated in a rating category of "A" or its equivalent or better by at least one NRSRO. No more than 30% of the total portfolio may be invested in negotiable certificates of deposit and no more than 5% of the portfolio may be invested in any single issuer. The maximum maturity shall not be greater than 5 years

REPURCHASE AGREEMENTS (Repos) allow a purchase of securities by a local agency; by agreement, the seller will repurchase the securities on or before a specified date and for a specified amount. The maturity should not exceed ninety days. Repos should only be purchased when a purchase agreement is executed with a bank in which the underlying security shall have a market value of at least: 102% for U.S. Treasuries or 105% for U.S. Agencies of the funds borrowed. Pledged securities must be held by a third party custodian. The issuing counter party shall be rated in a rating category of "AA" or its equivalent or better by nationally recognized rating services (Standard and Poor's and Moody's).

THE LOCAL AGENCY INVESTMENT FUND (LAIF) is a pooled fund managed by the State Treasurer whose permitted investments are identified in the Government Code Section 164291. LAIF offers high liquidity as deposits and withdrawals can be wired to and from South San Francisco on the same day, provided the request is made before 10:00 A.M. No maximum limit for LAIF is set by this investment policy.

MUTUAL FUNDS are shares of beneficial interest issued by diversified management companies that are money market mutual funds registered with the United States Securities and Exchange Commission under the Investment Company Act of 1940. To be eligible for investment, these funds must strive to maintain a net asset value of \$1.00 per share at all times and:

- a. Attain the highest ranking in the highest letter and numerical rating provided by not less than two of the three largest nationally recognized rating services; or
- b. Have an investment advisor registered with the Securities and Exchange Commission with not less than five years experience investing in securities and obligations, and with assets under management in excess of five hundred million dollars; and
- c. Invest solely in those securities and obligations authorized by Sections 53601 of the California Government Code. Where the City's Investment Policy may be more restrictive than the State Code, the Policy authorizes investments in mutual funds that shall have minimal investment in securities otherwise restricted by the City's Policy. Minimal investment is defined as less than 5 percent of the mutual fund portfolio.

Mutual fund investments shall not exceed 20% of the portfolio.

LOCAL GOVERNMENT INVESTMENT POOLS (LGIP) pursuant to Code Section 53601(p). There is no limit to the percentage of the portfolio that can be invested in LGIPs.

MUNICIPAL SECURITIES that include obligations of the City, the State of California, and any local agency within the State of California, provided that the securities are rated in a rating category of "A" or its equivalent or better by at least one NRSRO. No more than 5% of the portfolio may be invested in any single issuer. No more than 30% of the portfolio may be in Municipal Securities. The maximum maturity does not exceed five (5) years.

MUNICIPAL SECURITIES (Registered treasury notes or bonds) of any of the other 49 states in addition to California, including bonds payable solely out of the revenues from a revenue producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the other 49 states, in addition to California, provided that the securities are rated in a rating category of "A" or its equivalent or better by at least one NRSRO. No

more than 5% of the portfolio may be invested in any single issuer. No more than 30% of the portfolio may be in Municipal Securities. The maximum maturity does not exceed five (5) years.

**PROHIBITED INVESTMENTS:**

Instruments not expressly authorized are prohibited. In accordance with Government Code Section 53601.6, investment in inverse floaters, range notes or mortgage derived interest-only strips is prohibited, as are derivatives. Investment in any security that could result in a zero interest accrual if held to maturity is also prohibited. The purchase of a security with a forward settlement date exceeding 45 days from the trade date is prohibited.

**MAXIMUM MATURITY:**

To the extent possible, investments shall be matched with anticipated cash flow requirements and known future liabilities.

The City will not invest in securities maturing more than five (5) years from the date of trade settlement, unless the City Council has by resolution granted authority to make such an investment.

**SUMMARY OF AUTHORIZED INVESTMENTS:**

| <b><u>Instrument</u></b>            | <b><u>Limitations</u></b> |                       |                               |                         |                           |
|-------------------------------------|---------------------------|-----------------------|-------------------------------|-------------------------|---------------------------|
|                                     | <b>Minimum Rating</b>     | <b>% of Portfolio</b> | <b>% in any single Issuer</b> | <b>Maximum Maturity</b> | <b>Minimum Collateral</b> |
| U.S. Treasuries                     |                           | 100%                  | 100%                          | 5 years                 |                           |
| U.S. Agencies                       |                           | 100%                  | 30%                           | 5 years                 |                           |
| Supranational                       | AA                        | 30 %                  | 10%                           | 5 years                 |                           |
| Corporate MTNs                      | A                         | 30 %                  | 5%                            | 5 years                 |                           |
| Asset Backed Security               | AA                        | 20 %                  | 5%                            | 5 years                 |                           |
| Commercial Paper                    | P1/A1                     | 25 %                  | 5%                            | 270 days                |                           |
| Negotiable Certificates of Deposit  | A-1 or A                  | 30 %                  | 5%                            | 5 years                 |                           |
| Municipal Securities                | A                         | 30 %                  | 5%                            | 5 years                 |                           |
| Local Government Investment Pools   |                           | 100%                  |                               |                         |                           |
| Repurchase Agreements               |                           |                       |                               |                         |                           |
| Issuing Counter Party               | AA                        |                       |                               |                         |                           |
| Collateral:                         |                           |                       |                               |                         |                           |
| If U.S. Treasuries                  |                           |                       |                               |                         | 102%                      |
| If U.S. Agencies                    |                           |                       |                               |                         | 105%                      |
| Local Agency Investment Fund (LAIF) |                           | 100%                  |                               |                         |                           |

|              |                                |     |     |
|--------------|--------------------------------|-----|-----|
| Mutual Funds | Aaa<br>Moody's/<br>AAAm<br>S&P | 20% | 10% |
|--------------|--------------------------------|-----|-----|

**AUTHORIZED INVESTMENTS PERSONNEL:**

The City Treasurer and any Deputy Treasurers he or she appoints are authorized to approve investment transactions. Deputy Treasurers shall include at a minimum the City Finance Director.

**MITIGATING CREDIT RISK:**

Credit risk is the risk that a security or a portfolio will lose some or all of its value due to a real or perceived change in the ability of the issuer to repay its debt. The City shall mitigate credit risk by adopting the following strategies:

1. No more than 5% of the total portfolio may be invested in securities of any single issuer, other than:
  - a. U.S. Treasuries and LAIF, which have no limit; and
  - b. U.S. Agencies, which shall be limited to no more than 25% of the portfolio in any one issuing Agency. No more than 20% of the portfolio shall be invested in federal agency callable securities. Supranational and Money Market Mutual Fund securities shall be limited to no more than 10% of the portfolio in any one issuer.
2. The City Treasurer may elect to sell a security prior to its maturity and record a capital gain or loss in order to improve the quality, liquidity or yield of the portfolio in response to market conditions or City’s risk preferences; and,
3. If securities owned by the City are downgraded to a level below the credit quality required by this Investment Policy, it shall be the City Treasurer’s policy to review the credit situation and make a determination as to whether to sell or retain such securities in the portfolio.
  - a. If a security is downgraded, the Treasurer will use discretion in determining whether to sell or hold the security based on its current maturity, the economic outlook for the issuer, and other relevant factors.
  - b. If a decision is made to retain a downgraded security in the portfolio, its presence in the portfolio will be monitored and reported monthly to the City Council.

**DEPOSITORY SERVICES:**

Monies must be deposited in state or national banks, state or federal savings and loan associations, or state or federal credit unions in the state of California. The monies may be in inactive deposits, active deposits, or interest-bearing active deposits. The deposits in any institution cannot exceed the amount of the bank’s or savings and loan’s paid up capital and surplus.

The bank, savings and loan, or federal credit union must secure the active and inactive deposits with eligible government securities having a market value of at least 110% of the total amount of the deposits.

Funds held in a bank should be limited to weekly cash flow needs, and excess funds should be either invested in LAIF or a money market mutual fund. Any depository institution used by the City should provide overnight sweep vehicles that comply with this Investment Policy and the State Government Code.

**QUALIFIED DEALERS AND INSTITUTIONS:**

Except for transactions with the State and County investment pools, the City shall transact investment business only with banks, savings and loans, and with investment securities dealers as

defined in Government Code Section 53601.5:

“The purchase by a local agency of any investment authorized pursuant to Section 53601 or 53601.1, not purchased directly from the issuer, shall be purchased either from an institution licensed by the state as a broker-dealer, as defined in Section 25004 of the Corporations Code, or from a member of a federally regulated securities exchange, from a national or state-chartered bank, from a federal or state association (as defined by Section 5102 of the Financial Code) or from a brokerage firm designated as a primary government dealer by the Federal Reserve bank.”

The City Treasurer shall investigate institutions that wish to do business with the City in order to determine if they are adequately capitalized, make markets in securities appropriate to the City's needs. Specifically, in order to achieve these objectives:

The Treasurer shall establish a list of qualified securities dealers, and shall obtain a certification submitted by all financial institutions with which the City has an investment relationship on an annual basis. The certification shall state that the institution has reviewed the City's investment management plan and that it will:

- Exercise due diligence in monitoring the activities of its officers and employees engaged in transactions with the City.
- Ensure that all of its officers and employees offering investments to the City are trained in the precautions appropriate to public sector investments.

In order to be qualified for use by the City, a qualifying institution must have:

- a. At least three years experience operating with California municipalities. In addition, individual traders or agents representing a dealer must have a minimum of one year experience operating with California municipalities;
- b. An inventory of trading securities of at least \$10 million.

## **SOCIAL AND ENVIRONMENTAL CONCERNS**

In the event the objectives mandated by state law and set forth above are met and created equal, investments in corporate securities and depository institutions will be evaluated for social and environmental concerns. Investments are discouraged in entities that receive a significant portion of their revenues from the manufacture, processing, or exploration of fossil fuels.

## **SAFEKEEPING AND CUSTODY OF SECURITIES:**

To protect against potential losses caused by the collapse of individual securities dealers, all securities owned by the City, except for investments with LAIF, Repurchase Agreements as authorized in this Policy shall be kept in safekeeping by a third party custodian acting as agent for the City under the terms of a custody agreement executed by the bank and by the City. These funds will be held in the City's name. All trades will be executed by delivery vs. payment (DVP). This ensures that securities are deposited to the third party safe keeper prior to release of the City's funds to the broker, for a purchase, and ensures that cash is deposited with the safe keeper prior to release of the City's security for a sale.

## **COMPETITIVE PURCHASE AND SALE OF ALLOWED SECURITIES:**

Except for purchases in LAIF or with a Mutual Fund otherwise authorized in this Policy, any purchase or sale of individual securities shall be made after soliciting at least three quotes from authorized brokers, either verbally or in writing. The Treasurer shall make the purchase or sale from the broker that offers the best executable price for the security. In the case of a tie of two or more brokers, the Treasurer shall select by his/her choice. The Treasurer shall maintain documentation relating to investment quotes for six months.

## **ETHICS AND CONFLICTS OF INTEREST:**

The City Treasurer and Deputy City Treasurers shall file a State Form 700 annually, wherein they must disclose all personal assets such as stocks, bonds, properties, business entities, etc., in which said officials may be involved and

which could create a conflict of interest with the proper execution of their offices or impair their ability to make impartial decisions.

### **REPORTING:**

The Treasurer shall present to the City Council a quarterly report, within 45 days after the end of the quarter, showing the types of investments, institutions of investment, dates of maturity, amounts of deposit, current market value for all securities, rates of interest, and other such data as may be required by the City Council.

### **INVESTMENT OVERSIGHT COMMITTEE:**

The City shall establish an Investment Oversight Committee that shall meet at least quarterly. The committee shall consist of, at a minimum, the City Treasurer, the City Manager, and the Finance Director.

The purpose of the committee is to:

- Review the portfolio on a quarterly basis to ensure compliance with the City's Investment Policy and the requirements of the State of California.
- Make recommendations to Council to change the Investment Policy where appropriate.
- Meet as needed to review the investment portfolio as a result of changes in the marketplace or the economic position of any company or agency that affects the City's investments.

The City Treasurer will report on any recommendations and/or actions taken by the Investment Oversight Committee in his/her quarterly investment reports to the full City Council. The Investment Oversight Committee shall meet and report at least semi-annually with the Finance/Budget/Investment Committee of the City Council.

### **INTERNAL CONTROLS:**

The Treasurer and the Finance Director are responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control of the structure shall be designed to provide reasonable assurance that these objectives are met.

Management responsibility for the investment program is delegated to the elected City Treasurer who shall be responsible for all investment transactions. The Deputy City Treasurer(s), appointed by the City Treasurer, acts at the discretion and direction of the City Treasurer.

### **WIRE TRANSFER CONFIRMATIONS:**

Due to the need to preserve segregation of duties and checks and balances, all non-recurring, outgoing wire transactions initiated by the City Treasurer or a Deputy Treasurer appointed by the City Treasurer shall be confirmed by the bank with a second person, either a Deputy Treasurer or an authorized person within the Finance Department, prior to the completion of that wire transfer. Recurring/repetitive wire transactions, such as with LAIF, or to meet regular debt service payments, may be exempted from a second confirmation requirement, provided that a list of recurring wire transfers is established with the bank and that both the City Treasurer and the Finance Director approve the list.

### **POLICY REVIEW:**

This Investment Policy shall be reviewed at least annually to ensure its consistency with the overall objectives of safety of principal, liquidity, and yield. The Policy should also be relevant to current law, financial and economic trends, and should meet the needs of the City of South San Francisco.

# About the Budget

## Budget Document

The City typically prepares an annual budget as a management tool to plan and control its revenues and operational expenditures over a one-year fiscal period, which begins on July 1 and ends on June 30 of the following year. In June 2021, the City transitioned from the manually intensive process of creating a physical budget book to the new, more user-friendly, online and interactive ClearGov budget platform. This platform includes all the information typically found in a traditional budget book, such as a transmittal letter from the City Manager, historical and demographic information about the City, a statement of values and strategic priorities, details of the budget process, an overview of the budget, department summaries, fund summaries, revenue and expenditure breakdowns (including fund balances), capital improvement plan (CIP) details, and information on outstanding debt. ClearGov has also enabled a more efficient collection and presentation of the City's CIP budget, thereby freeing up staff time for other activities. The FY2025–26 budget will mark the fifth budget cycle using the ClearGov platform.

## Budget Basis

In accordance with the Governmental Accounting Standards Board (GASB), the City's funds are grouped into three fund types; governmental, proprietary, and fiduciary. Each fund type is divided into major and non-major where a major fund represents a fund or fund category that has revenues and expenditures that equal more than ten percent of the City's entire appropriated budget. Each fund is further classified into the following categories: general fund, special revenue, CIP, enterprise and internal service. This budget document will focus in more detail on the General Fund, as it is the main operating fund of the City.

The City budgets and accounts for governmental funds 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 within sixty days of year end. Expenditures are recognized when the liability is incurred, except for the interest in general long-term obligations which is recorded when due. All expenditure appropriations lapse at the fiscal year end.

The City budgets and accounts for Proprietary Funds on a full accrual basis.

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, unless no longer needed, in which case the purchase order is closed, the encumbrance is removed and the unused amount flows back to fund balance.

The Capital Improvement Fund is adopted on a multi-year project basis, but reviewed each year during the normal budget cycle when adjustments can be made to existing projects and new projects introduced. Funds for specific projects receive an annual appropriation and any unused appropriation is rolled forward to the following year unless the budget is no longer needed.

# Budget Process and Timeline

## Budget Process

The operating budget, laid out by department and by major fund, is first presented in May to the Budget Standing Committee (BSC) which is made up of two City council members who review the initial proposal. Following input from the BSC, any required updates are made prior to a study session where the updated operating budget is presented to the full City Council with an opportunity for public input. Any additional changes are incorporated following the study session and prior to final adoption of the budget at a regular City Council meeting later in June, whereupon amounts stated in the budget documents presented to Council become appropriations in the new fiscal year for the various City departments and funds. Appropriations are controlled at the individual account level. CIP project budgets are adopted and controlled at the project level. The City Council may amend the budget by resolution during the fiscal year.

The resolution to adopt the operating budget presented to the City Council 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 Director of Finance 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 mid-year review of expenditures and revenues of the City's finances to the City Council, usually following release of the final audited financial statements from the previous fiscal year. At the time of the mid-year budget review, Finance can recommend budget amendments to the City Council.

To further assist the City and its departments in tracking revenues and expenditures, budgets are divided into the following categories:

## Revenue Types

1. **Taxes:** Collected on property and sales, transient occupancy (hotel tax), business license, and use of parking facilities;
2. **Franchise Fees:** Paid by utility companies (i.e. cable, telephone, garbage) to operate within the City;
3. **Licenses & Permits:** Includes fees paid for building, planning, and fire inspections and permits; alarm registrations;
4. **Fines & Forfeitures:** The City's share of traffic-related fines, code enforcement, 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, as well as 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:** 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;
10. **Transfers:** This revenue source reflects internal transfers between funds. Some revenues such as Gas Tax are deposited into a special revenue fund then transferred to the fund where the expenditures are recorded.

**Expenditure Types:**

1. **Salaries & Benefits:** These are expenditures for 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 of land, vehicles, or equipment;
4. **Debt Service:** This expenditure category is used to pay for principal and interest of loans, bonds, leases, and other credit 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 Timeline**

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

| Month    | Description   |
|----------|---|
| December | The Finance Department (Finance) begins the current fiscal year mid-year analysis. Finance updates revenue and expenditure projects for the upcoming fiscal year.   |
| January  | The City Manager and Finance Director meet to discuss trends, look at financial projections, identify budget issues, and develop budget goals for the upcoming fiscal year. Finance creates budget targets for departments based on City Council's goals and City Manager's direction.  |
| February | The City Manager begins discussions with department heads for preliminary budget projections by department.   |
| March    | Finance refines revenue forecasts for the current fiscal year. Uses revenue forecasts to develop updated upcoming fiscal year revenue assumptions. Finance collaborates with Human Resources to update personnel and benefit budget forecasts. Finance provides departments with their benefit costs. Departments enter budget requests, including minor maintenance project requests, into the finance system. |
| April    | Finance develops revenue and expenditure scenarios for the upcoming fiscal year based on input from City Manager. The City Manager reviews new budget requests with the Finance Director. Finance collaborates with the Engineering Division to update the capital Improvement plan, forecasting funding sources and identifying new appropriations.  |
| May      | Finance presents the proposed budget to the Budget Standing Committee of the City Council at study session. Finance revises the budget based on Budget Standing Committee feedback, and then presents the proposed budget to the City Council at a subsequent study session.  |

| Month | Description   |
|-------|---|
| June  | <p>Finance prepares the proposed budget and makes any final adjustments based on feedback from City Council, and updated revenue projects from the State and County.</p> <p>Finance presents the proposed budget at a regularly scheduled Council meeting.</p> <p>The Engineering Division separately proposed new appropriations for Capital Improvement Projects to the City Council.</p> <p>The City Council adopts the proposed operating budget and through a separate resolution, adopts Capital Improvement appropriations for the upcoming fiscal year.</p> |
| July  | July 1 begins the new fiscal year.  |

# Fund Structure

The City of South San Francisco's accounting system is split into a number of different funds, each of which has a different purpose and created to account for revenues and expenditures restricted by federal or state law, or specific programs enacted by the City Council, or unrestricted for general use. Each fund is classified in accordance with guidance from the Governmental Accounting Standards Board (GASB) into Governmental, Proprietary or Fiduciary, which determines its accounting treatment, and further classified into major/non-major funds based on the percentage of city-wide revenues and expenditures accounted for within the fund. Many of these funds are also budgeted in addition to the City's main General Fund. Details of the budget for each of these funds are included in the Fund Summaries section of the budget. A list of the City's budgeted funds are given below.

## Governmental Funds

### Major Governmental Funds

**General Fund** – The General Fund is always considered a major fund. It accounts for all financial resources except those accounted for in other funds and provides services traditionally associated with government such as administration, public safety, library, parks and recreation and maintenance outside of those accounted for in other funds. Revenues include property tax, sales tax, transient occupancy tax, licenses and permits, charges for services, grants, rents, interest income and donations.

**Measure W** - Accounts for revenue from a transactions and use tax approved by South San Francisco voters in November 2015. Revenues in this fund primarily fund debt service on bond issuances related to large capital improvement projects such as the new Civic Center Campus, Street Rehabilitation and Solar Roof Installation at the City's corporation yard.

**Developer Deposit/Contribution Fund** – Accounts for deposits from developers to pay for services required to review planning applications and accounts for contributions from developers to the City as part of development agreements. Primary reserves include General Plan Maintenance Reserve and Permit Program Maintenance Reserve.

**City Housing Fund** – Accounts for Housing Successor activities for low and moderate area median income (AMI).

**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.

**Capital Infrastructure Fund** – Accounts for funds to address city-wide infrastructure liabilities generated during the Great Recession.

**Capital Improvements - Civic Campus Phase I (Police Station) (Bond-funded)** - Accounts for the bond-funded element of Phase I of the Civic Center Campus design and construction capital improvement project.

**Capital Improvements - Civic Campus Phase I (Police Station) (non-Bond-funded)** - Accounts for the non-bond funded element of Phase I of the Civic Center Campus design and construction capital improvement project.

**Capital Improvements - Street Pavement (Bond-funded)** - Accounts for the street pavement rehabilitation capital improvement projects that are funded by bond issuance.

**Capital Improvements - Solar Rooves (Bond-funded)** - Accounts for the solar roof installation capital improvement project funded by bond issuance.

**Capital Improvements - Civic Campus Phase II (LPR) (Bond-funded)** - Accounts for Phase II of the Civic Center Campus construction and solar roof installation capital improvement project that is bond-funded.

**Capital Improvements - Orange Memorial Park Ballfield (Bond-funded)** - Accounts for bond-funded element of the construction of a new ballfield at Orange Memorial Park.

**Capital Improvements - Orange Memorial Park Playground (Bond-funded)** - Accounts for bond-funded element of a replacement playground at Orange Memorial Park.

**Capital Improvements - Aquatic Center (Bond-funded)** - Accounts for construction of a new Aquatics Center, which includes a new swimming pool, at Orange Memorial Park. This is fully-funded by bond financing.

**Capital Improvements - Colma Creek Bridges (Bond-funded)** - Accounts for bond-funded element of replacement of two pedestrian bridges over Colma Creek at Orange Memorial Park.

Non Major Governmental Funds

**American Rescue Plan Act (ARPA) Fund** - Accounts for ARPA funds received from the federal government fees as part of the COVID-19 pandemic response.

**Affordable Housing Trust Fund** - Accounts for in-lieu fees (in-lieu of production of affordable housing units by the developer) to provide new residential development's share of affordable housing units.

**Park-in-Lieu Fees Fund** - Accounts for fees received in-lieu of park land dedication in proposed residential subdivision developments. Fees received into this fund can only be used for acquiring land and developing new park and recreation facilities or for rehabilitation of existing parks and related facilities.

**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, 2107.5 and Road Rehabilitation Act of 2017. 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, transit improvement and traffic congestion relief.

**Road Maintenance & Rehabilitation Act (SBI) Fund** - Accounts for receipt and expenditure of funds from the state that are used solely towards the rehabilitation of streets within the City.

**Measure W: ½ Cent Congestion Relief and Road Repair Fund** – This is a new fund for FY19-20 that accounts for the half-cent sales tax approved by San Mateo County voters in November 2018. The City receives a portion of the sales tax receipts for road repair.

**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 the City's regular property tax allocation.

**Oyster Point CFD Special Tax B Fund** - Accounts for tax revenue owing to the City related to the Oyster Point Community Facilities District (CFD) that was created in FY2021-22 for the development of the Oyster Point area within the City by the Kilroy Realty group.

**Solid Waste Reduction 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.

**Supplemental Law Enforcement Fund** - Accounts for the receipt and expenditure of funds from the state via the county of San Mateo to be spent on front-line law enforcement services.

**City Programs Fund** – Accounts for funds and donations that are dedicated for specific City Departments or programs. Primary reserves include Asset Seizure and Project Read.

**Debt Service Fund** - Accounts for all governmental fund loans or bond payments such as those associated with the acquisition, construction and installation of capital improvements. It receives transfers from other funds, such as Measure W for the bond repayments.

**Sewer Capacity Charge Fund** - Accounts for sewer capacity charges paid by users that connect to sewer facilities for the first time and by users who increase their sanitary sewer usage. Fees can be used to fund the replacement or upgrade of sewer infrastructure within the City.

**PEG Access Fund** – 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.

**Impact Fee Funds** – Account for various Mitigation Fee Act funds. Each "Impact Fee" has its own fund - the full list of impact fees is as follows: Park Land Acquisition Fee, Park Construction Fee, East of 101 Sewer Impact Fee, East of 101 Traffic Impact Fee, Public Safety Impact Fee, Bicycle and Pedestrian Impact Fee, Commercial Linkage Impact Fee, Library Impact Fee, Public Arts In-lieu Impact Fee, Child Care Impact Fee and the Oyster Point Interchange Impact Fee. These funds are not used for operations but primarily serve as funding sources for capital improvement projects.

## 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 and Gas Tax Fund subsidize the Storm Water Fund.

Non Major Proprietary Funds

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

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

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

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

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

## Operating Funds Titles and Types

All of the funds in the following table are appropriated by the City Council. They are categorized into Governmental and Proprietary funds in line with the GASB fund classifications, classified into major and non-major funds, and further sub-categorized into general fund, enterprise fund, special revenue fund, CIP fund or internal service fund. The Internal Service Funds are paid through charges to departments in all other funds.

**Budgeted Operating Funds**

| Fund Title                            | Fund # | Category        |
|---------------------------------------|--------|-----------------|
| <b>Governmental Funds</b>             |        |                 |
| <b>General Fund</b>                   |        |                 |
| General Fund                          | 100    | General Fund    |
| Measure W                             | 101    | General Fund    |
| <b>Special Revenue</b>                |        |                 |
| City Housing Fund                     | 241    | Special Revenue |
| Developer Deposits/Contributions Fund | 270    | Special Revenue |
| <b>Capital Improvement Funds</b>      |        |                 |
| Capital Improvements Fund             | 510    | CIP Fund        |
| Capital Infrastructure Fund           | 513    | CIP Fund        |

|   |         |                 |
|---|---------|-----------------|
| Capital Improvements (Bond Funded) - Civic Campus Phase I Fund            | 515     | CIP Fund        |
| Capital Improvements (non-Bond Funded) - Civic Campus Phase I Fund        | 516     | CIP Fund        |
| Capital Improvements (Bond Funded) - Street Pavement Fund                 | 517     | CIP Fund        |
| Capital Improvements (Bond Funded) - Civic Campus Phase II Fund           | 518     | CIP Fund        |
| Capital Improvements (Bond Funded) - Orange Memorial Park Ballfield Fund  | 522     | CIP Fund        |
| Capital Improvements (Bond Funded) - Orange Memorial Park Playground Fund | 523     | CIP Fund        |
| Capital Improvements (Bond Funded) - Aquatic Center Fund                  | 524     | CIP Fund        |
| Capital Improvements (Bond Funded) - Colma Creek Bridges Fund             | 525     | CIP Fund        |
| <b>Non-Major Funds</b>  |         |                 |
| <b>Special Revenue</b>  |         |                 |
| American Rescue Plan Act Fund   | 201     | Special Revenue |
| Affordable Housing Trust Fund   | 205     | Special Revenue |
| Park-In-Lieu Fees Funds   | 206-209 | Special Revenue |
| Gas Tax Fund  | 210     | Special Revenue |
| Measure A 1/2 Cent Sales Tax Fund   | 211     | Special Revenue |
| Road Maintenance & Rehabilitation Act (SB1) Fund                          | 212     | Special Revenue |
| San Mateo County Measure W 1./2 Cent Sales Tax Fund                       | 213     | Special Revenue |
| Community Development Block Grant Fund                                    | 222     | Special Revenue |
| Common Greens Maintenance District Funds                                  | 231-234 | Special Revenue |
| Oyster Point CFD Special Tax B  | 236     | Special Revenue |
| Solid Waste Reduction Fund  | 250     | Special Revenue |
| Supplemental Law Enforcement Services                                     | 260     | Special Revenue |
| Debt Service Fund   | 461     | Special Revenue |
| City Programs Fund  | 280     | Special Revenue |
| Sewer Capacity Charge Fund  | 730     | Special Revenue |
| PEG Access fund   | 786     | Special Revenue |

|   |   |                       |
|---|---|-----------------------|
| Impact Fee Funds                                | 805,<br>806,<br>810,<br>820,<br>821-<br>825,<br>827,<br>830,<br>840 | Special Revenue       |
| <b>Proprietary Funds</b>                        |   |                       |
| <b>Major Funds - Enterprise Funds</b>           |   |                       |
| Sewer Enterprise Fund                           | 710   | Enterprise Fund       |
| Parking District Fund                           | 720   | Enterprise Fund       |
| Storm Water Fund                                | 740   | Enterprise Fund       |
| <b>Non-Major Funds - Internal Service Funds</b> |   |                       |
| City Services fund                              | 781   | Internal Service Fund |
| Self Insurance Fund                             | 782   | Internal Service Fund |
| Health & Benefits Fund                          | 783   | Internal Service Fund |
| Equipment Replacement Fund                      | 784   | Internal Service Fund |
| Information Technology Fund                     | 785   | Internal Service Fund |

# Relationships between Funds and Departments

Some operating departments use funds other than the General Fund for departmental activities as shown in the table below.

**Relationships between Funds and Departments**

| Fund / Department         |  | Finance | HR | ECD | Fire | Police | Public Works | Library | IT  | Parks & Rec. |
|---------------------------|--|---------|----|-----|------|--------|--------------|---------|-----|--------------|
| <b>Governmental Funds</b> |  |         |    |     |      |        |              |         |     |              |
| <i>Major Funds</i>        |  |         |    |     |      |        |              |         |     |              |
|                           | General Fund   | x/o     | o  | o   | o    | o      | o            | o       |     | o            |
|                           | Measure W  | x/o     |    |     |      |        |              |         |     |              |
|                           | City Housing Fund  | x       |    | o   |      |        |              |         |     |              |
|                           | Developer Deposits/Contributions Fund                                | x/o     |    | o   |      |        |              |         |     |              |
|                           | Capital Improvements   | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Infrastructure Fund  | x/o     |    | o   | o    | o      | o            | o       |     | o            |
|                           | Capital Improvements - Civic Campus Phase I Bond-funded              | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Improvements - Civic Campus Phase I non-Bond funded          | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Improvements - Street Pavement Bond-funded                   | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Improvements - Solar Rooves Bond-funded                      | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Improvements - Civic Campus Phase II Bond-funded             | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Improvements - Orange Memorial Park Ballfield (Bond-funded)  | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Improvements - Orange Memorial Park Playground (Bond-funded) | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Improvements - Aquatic Center (Bond-funded)                  | x/o     |    |     |      |        | o            |         |     |              |
|                           | Capital Improvements - Colma Creek Bridges (Bond-funded)             | x/o     |    |     |      |        | o            |         |     |              |
| <i>non-Major Funds</i>    |  |         |    |     |      |        |              |         |     |              |
|                           | American Rescue Plan Act   | x/o     |    |     |      |        |              |         | x/o |              |
|                           | Park-In-Lieu Fees Funds  | x       |    | o   |      |        |              |         |     | o            |
|                           | Gas Tax Fund   | x/o     |    |     |      |        | o            |         |     |              |
|                           | Measure A 1/2 Cent Sales Tax Fund                                    | x/o     |    |     |      |        | o            |         |     |              |
|                           | Road Maintenance & Rehabilitation Act (SB1) Fund                     | x/o     |    |     |      |        | o            |         |     |              |
|                           | San Mateo County Measure W 1/2 Cent Sales Tax Fund                   | x/o     |    |     |      |        | o            |         |     |              |
|                           | Community Development Block Grant Fund                               | x       |    | o   |      |        |              |         |     |              |
|                           | Common Greens Maintenance District Funds                             | x       |    |     |      |        |              |         |     | o            |
|                           | Oyster Point CFD Special Tax B                                       | x       |    |     |      |        |              |         |     |              |
|                           | Solid Waste Reduction Fund   | x       |    |     |      |        | o            |         |     |              |
|                           | Supplemental Law Enforcement Services                                | x/o     |    |     |      | o      |              |         |     |              |
|                           | City Programs Fund   | x       |    |     | o    | o      |              | o       |     | o            |
|                           | Sewer Capacity Charge Fund   | x       |    |     |      |        | o            |         |     |              |
|                           | PEG Access Fund  | x       |    |     |      |        |              |         | o   |              |
|                           | Impact Fees Funds  | x/o     |    | o   | o    | o      | o            | o       |     | o            |
| <b>Proprietary Funds</b>  |  |         |    |     |      |        |              |         |     |              |
| <i>Major funds</i>        |  |         |    |     |      |        |              |         |     |              |
|                           | Sewer Enterprise Fund  | x/o     |    |     |      |        | o            |         |     |              |
|                           | Parking District Fund  | x/o     |    |     |      |        | o            |         |     |              |
|                           | Storm Water Fund   | x/o     |    |     |      |        | o            |         |     |              |
| <i>non-Major funds</i>    |  |         |    |     |      |        |              |         |     |              |
|                           | City Services Fund   | x/o     |    |     |      |        | o            |         |     |              |
|                           | Self Insurance Fund  | x/o     | o  |     |      |        |              |         |     |              |
|                           | Health & Benefits Fund   | x/o     | o  |     |      |        |              |         |     |              |
|                           | Equipment Replacement Fund   | x/o     |    |     |      |        | o            |         | o   |              |
|                           | Information Technology Fund  | x       |    |     |      |        |              |         | o   |              |

- o Department monitors operating budget
- x Provides financial reports to departments and City Council



# Appropriations Limit

In November 1979, California voters approved Proposition 4, which created Article XIII B of the State Constitution, a state law that requires the state and local governments to adopt an annual appropriation limit. This limit, also referred to as the "Gann Limit", establishes a limit on tax proceeds that may be appropriated for spending in a given fiscal year. The limit allows the City's spending of tax proceeds to increase only by population growth and cost-of-living factors from the base year of 1978-1979. Since its initial passage, the Gann Limit calculation has been modified through various propositions. The most recent modification was approved by the voters in 1990 under Proposition III which the Gann limit is calculated based on previous year's appropriations plus a per capita personal income (CPI) change percentage and a population change percentage. Currently, the City of South San Francisco uses the CPI and population statistics provided by the California Department of Finance to formulate the Gann Limit for the City for each fiscal year.

For Fiscal Year 2026-27, the City is projected at 64% of the limit, \$72.6 million under the Gann Limit as shown in the table below.

| Fiscal Year | CPI/Personal Income % Change | Population % Change | Change Factor | Cumulative Change Factor | Appropriation Limit | Proceeds of Taxes / Appropriations Subject to Limit | Amount Under the Limit |
|-------------|------------------------------|---------------------|---------------|--------------------------|---------------------|---|------------------------|
| 2016-17     | 5.37%                        | 0.43%               | 5.82%         | 560.52%                  | 128,321,142         | 75,222,871  | 53,098,271             |
| 2017-18     | 3.69%                        | 0.11%               | 3.80%         | 585.62%                  | 133,197,345         | 82,850,044  | 50,347,301             |
| 2018-19     | 3.67%                        | 0.49%               | 4.18%         | 614.28%                  | 138,764,994         | 85,548,494  | 53,216,500             |
| 2019-20     | 3.85%                        | 0.04%               | 3.89%         | 642.07%                  | 144,162,953         | 92,903,301  | 51,259,652             |
| 2020-21     | 3.73%                        | 0.98%               | 4.75%         | 677.31%                  | 151,010,693         | 83,865,039  | 67,145,654             |
| 2021-22     | 5.73%                        | -0.88%              | 4.80%         | 714.63%                  | 158,259,206         | 87,751,448  | 70,507,758             |
| 2022-23     | 7.55%                        | -0.92%              | 6.56%         | 768.07%                  | 168,641,010         | 99,465,705  | 69,175,306             |
| 2023-24     | 4.44%                        | 0.00%               | 4.44%         | 806.61%                  | 176,128,671         | 114,872,716   | 61,255,955             |
| 2024-25     | 3.62%                        | -0.25%              | 3.36%         | 837.08%                  | 182,048,268         | 115,997,004   | 66,051,264             |
| 2025-26     | 6.44%                        | 0.40%               | 6.87%         | 901.42%                  | 194,547,265         | 122,419,426   | 72,127,839             |
| 2026-27     | 4.95%                        | -0.29%              | 4.65%         | 947.94%                  | 203,585,240         | 130,931,706   | 72,653,534             |

# Funds Summary Overview

The Fund Summary Overview introduces the structure of the City's financial organization and is intended to help readers understand how governmental activities are grouped for budgeting and reporting purposes. All funds are first classified as **governmental** or **proprietary**, consistent with governmental accounting standards and GFOA best practices. Governmental funds capture the City's tax-supported operations and core public services, while proprietary funds account for activities that function more like business enterprises, in which costs are recovered through user fees or charges. This initial distinction helps readers clearly identify which services rely on general public revenues and which operate on a self-supporting basis.

Within both governmental and proprietary fund types, individual funds are further designated as **major** or **non-major**, a distinction based on their relative financial significance and their role in supporting Citywide operations. Major funds represent the City's primary and most visible service and infrastructure commitments, while non-major funds support more specialized programs or narrower service areas. Each fund type and category includes its own dedicated summary page, offering a concise orientation to its purpose, structure, and role within the overall financial framework.

This section provides a clear roadmap for navigating the budget document, helping readers understand how the City organizes resources, monitors financial integrity, and aligns spending with community priorities. By presenting fund structures in a consistent and transparent manner, the overview supports informed engagement and reinforces the City's commitment to clarity, accountability, and effective financial management.

It should be noted that in order to provide the clearest picture of how the budget changes from year to year, this document compares the *Adopted Budget* for the current year to the *Adopted Budget* of the prior years. This approach isolates the policy decisions made as part of the annual budget process and highlights changes in planned spending, staffing, and service levels. The Government Finance Officers Association (GFOA) recommends using consistent budget bases when presenting year-over-year comparisons, and Adopted-to-Adopted comparisons best reflect the decisions authorized by the governing body at the time of budget adoption.

Actual expenditures shown in this document may appear higher than the Adopted Budget for a given year. This does not indicate overspending. Throughout the fiscal year, the City adjusts budgets to reflect operational needs and previously authorized commitments. These adjustments include carry-forwards of open purchase orders, continuation of multi-year capital projects, and additional appropriations approved by the City Council. These items increase the Adjusted Budget, which represents the full legal spending authority for that fiscal year.

Actual expenditures have remained within Council's appropriation authority in all years and all funds.

# Governmental - Major Funds

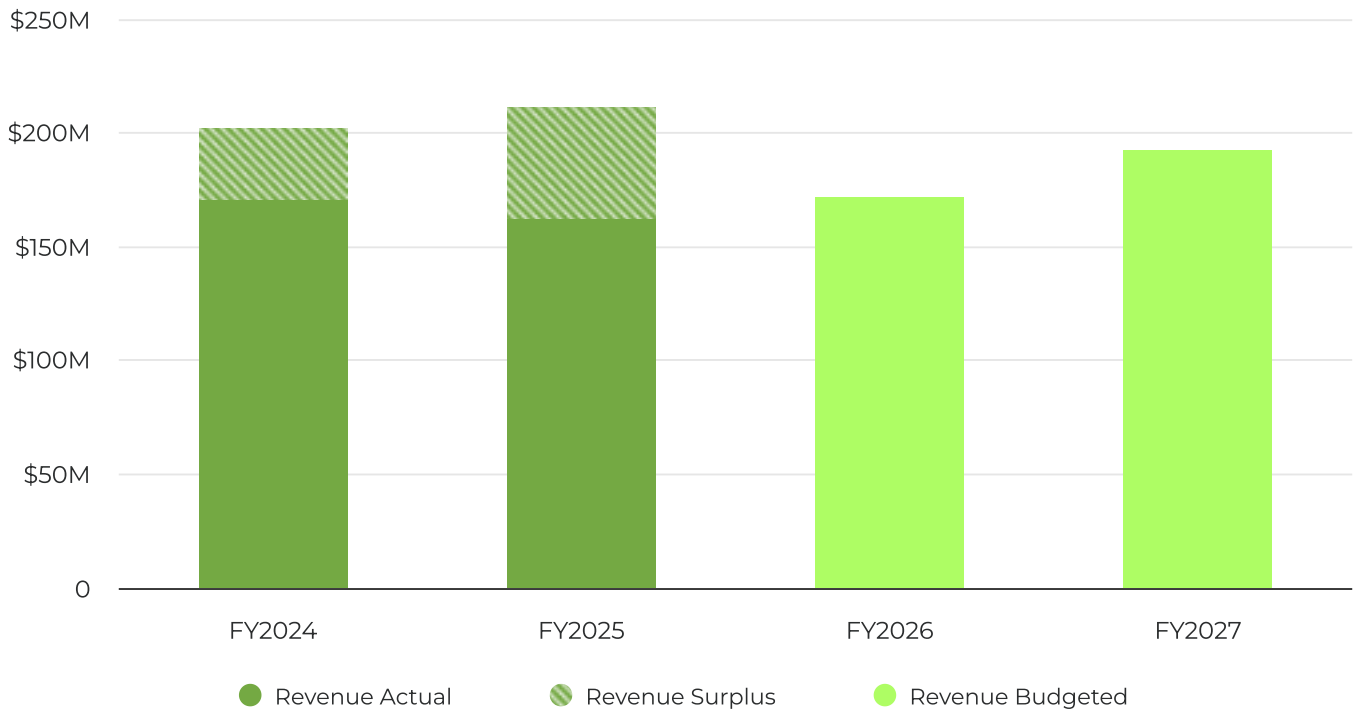
Governmental Funds are designated for revenues and expenditures that are classified as government-type activities. These activities, which are financed primarily through taxes, provide infrastructure improvements including housing rehabilitation, traffic improvements, land improvements, park facilities and public facility improvements.

The Governmental Major funds consist of the General Fund, Measure W Fund, City Housing Fund, Developer Deposits Fund, Capital Infrastructure Fund, and Capital Improvement Funds.

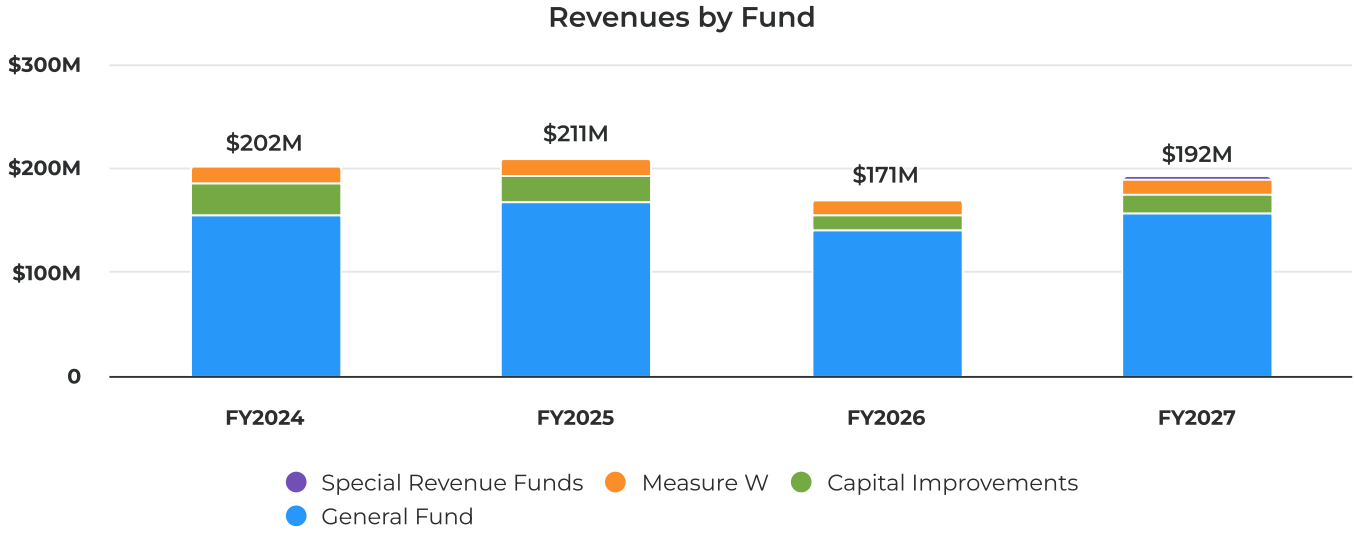
The graphs in this section compare *Adopted* Budgets year-over-year, while *Actuals* reflect all revenues or expenditures authorized during the year, including adjustments such as carry-forwards, grants received, and Council-approved appropriations. Because actuals are authorized using the final *Adjusted* budget, they may exceed the *Adopted* Budget.

## Revenue Summary

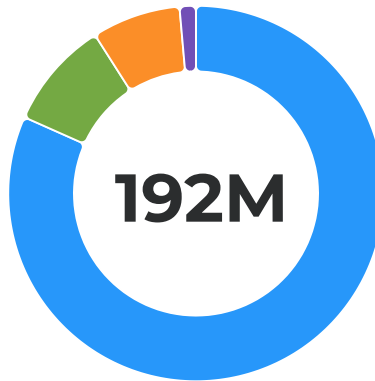
### Historical Revenues Across Fund Group



# Revenues by Fund



## FY27 Revenues by Fund



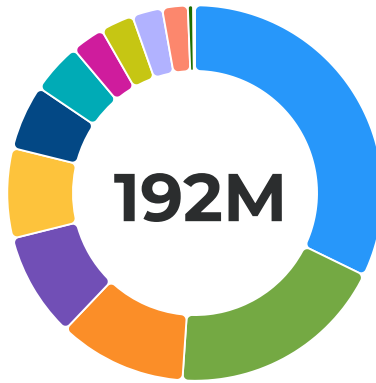
|                       |                      |        |
|-----------------------|----------------------|--------|
| General Fund          | <b>\$156,834,722</b> | 81.66% |
| Capital Improvements  | <b>\$17,875,000</b>  | 9.31%  |
| Measure W             | <b>\$14,645,200</b>  | 7.63%  |
| Special Revenue Funds | <b>\$2,693,000</b>   | 1.40%  |

## Revenues by Fund

| Category              | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Capital Improvements  | \$ 25,717,103         | \$ 13,516,279          | \$ 119,105,007          | \$ 17,875,000         | 32.25%   |
| Special Revenue Funds | \$ 2,545,748          | \$ 2,682,000           | \$ 2,682,000            | \$ 2,693,000          | 0.41%  |
| General Fund          | \$ 167,557,421        | \$ 140,487,744         | \$ 153,411,720          | \$ 156,834,722        | 11.64%   |
| Measure W             | \$ 15,319,939         | \$ 14,645,200          | \$ 14,645,200           | \$ 14,645,200         | -  |
| <b>Total Revenues</b> | <b>\$ 211,140,212</b> | <b>\$ 171,331,223</b>  | <b>\$ 289,843,927</b>   | <b>\$ 192,047,922</b> | <b>12.09%</b>  |

# Revenues by Source

FY27 Revenues by Source



|                             |              |        |
|-----------------------------|--------------|--------|
| Property Tax                | \$61,866,603 | 32.21% |
| Sales Tax                   | \$36,199,200 | 18.85% |
| Transfers                   | \$21,207,712 | 11.04% |
| Transient Occupancy Tax     | \$17,300,000 | 9.01%  |
| Charges for Services        | \$14,886,966 | 7.75%  |
| Licenses & Permits          | \$10,743,000 | 5.59%  |
| Interest & Rent             | \$8,451,291  | 4.40%  |
| Franchise Fees              | \$5,500,000  | 2.86%  |
| Business License            | \$5,500,000  | 2.86%  |
| Revenue From Other Agencies | \$5,015,345  | 2.61%  |
| Commercial Parking Tax      | \$4,210,000  | 2.19%  |
| Fines & Forfeitures         | \$873,500    | 0.45%  |
| Other Revenues              | \$294,305    | 0.15%  |

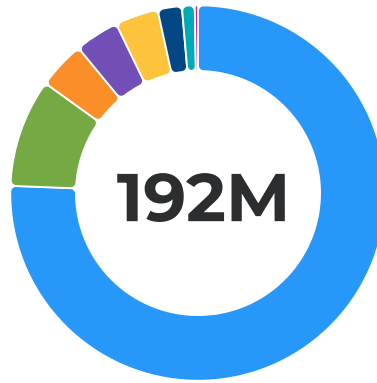
## Revenues by Source

| Category                    | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Commercial Parking Tax      | \$ 8,049,080          | \$ 3,250,000           | \$ 4,450,000            | \$ 4,210,000          | 29.54%   |
| Business License            | \$ 4,835,297          | \$ 5,500,000           | \$ 5,500,000            | \$ 5,500,000          | -  |
| Transient Occupancy Tax     | \$ 16,342,013         | \$ 15,286,000          | \$ 15,286,000           | \$ 17,300,000         | 13.18%   |
| Sales Tax                   | \$ 36,941,146         | \$ 35,858,200          | \$ 35,858,200           | \$ 36,199,200         | 0.95%  |
| Property Tax                | \$ 62,574,530         | \$ 57,080,000          | \$ 64,268,754           | \$ 61,866,603         | 8.39%  |
| Franchise Fees              | \$ 5,817,672          | \$ 6,200,000           | \$ 6,200,000            | \$ 5,500,000          | -11.29%  |
| Licenses & Permits          | \$ 16,746,021         | \$ 10,743,000          | \$ 12,093,000           | \$ 10,743,000         | -  |
| Fines & Forfeitures         | \$ 573,424            | \$ 873,500             | \$ 873,500              | \$ 873,500            | -  |
| Revenue From Other Agencies | \$ 8,857,620          | \$ 2,949,884           | \$ 34,308,871           | \$ 5,015,345          | 70.02%   |
| Charges for Services        | \$ 15,511,910         | \$ 13,061,619          | \$ 16,695,002           | \$ 14,886,966         | 13.97%   |
| Interest & Rent             | \$ 14,759,871         | \$ 5,222,000           | \$ 7,582,000            | \$ 8,451,291          | 61.84%   |
| Other Financing Sources     | -                     | -                      | \$ 960,000              | -                     | -  |
| Other Revenues              | \$ 904,263            | \$ 297,895             | \$ 297,895              | \$ 294,305            | -1.21%   |
| Transfers                   | \$ 19,227,365         | \$ 15,009,126          | \$ 85,470,705           | \$ 21,207,712         | 41.30%   |
| <b>Total Revenues</b>       | <b>\$ 211,140,212</b> | <b>\$ 171,331,223</b>  | <b>\$ 289,843,927</b>   | <b>\$ 192,047,922</b> | <b>12.09%</b>  |



# Revenues by Department

FY27 Revenues by Department

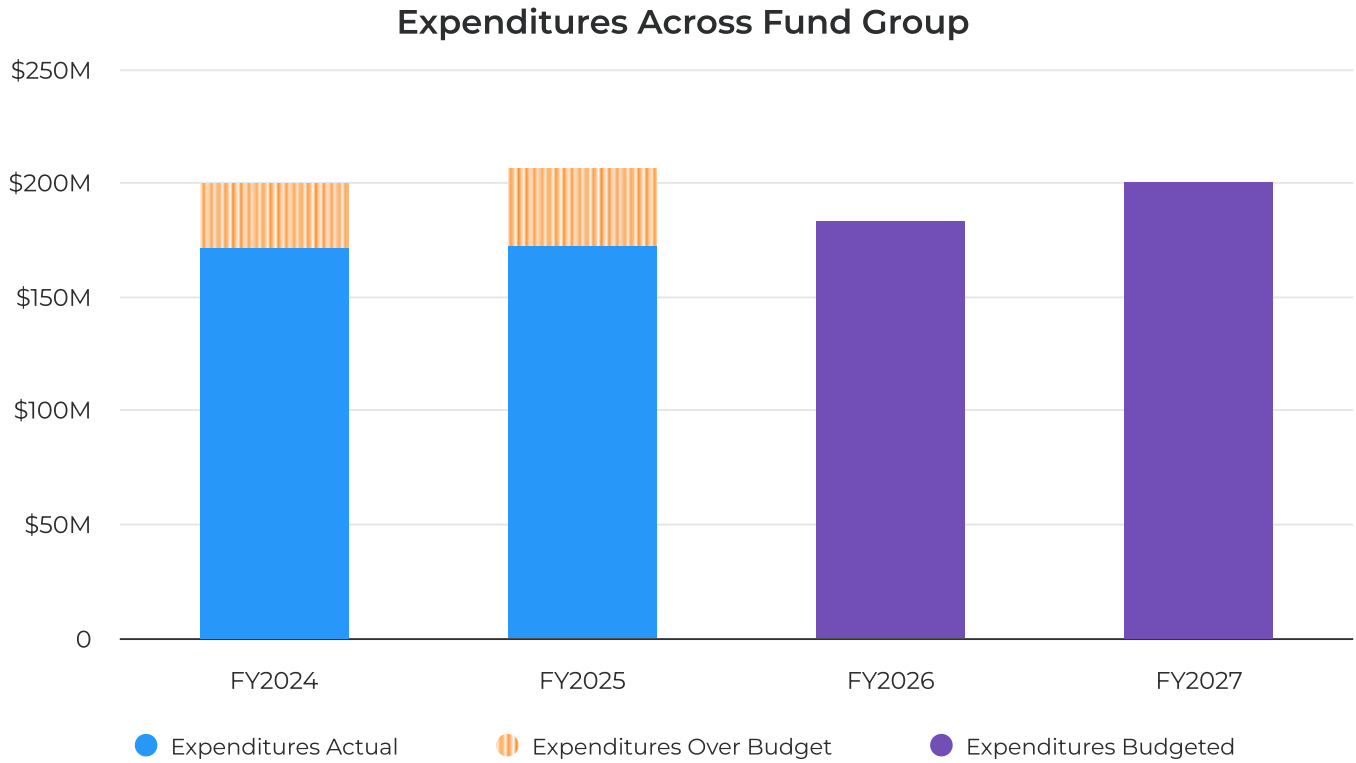


|                                    |                      |        |
|------------------------------------|----------------------|--------|
| ● Non Expense                      | <b>\$145,213,519</b> | 75.61% |
| ● Capital Improvement Plan         | <b>\$17,875,000</b>  | 9.31%  |
| ● Economic & Community Development | <b>\$7,882,733</b>   | 4.10%  |
| ● Fire                             | <b>\$7,302,500</b>   | 3.80%  |
| ● Parks & Recreation               | <b>\$7,116,337</b>   | 3.71%  |
| ● Public Works                     | <b>\$4,028,984</b>   | 2.10%  |
| ● Police                           | <b>\$2,082,474</b>   | 1.08%  |
| ● Library                          | <b>\$546,375</b>     | 0.28%  |

## Revenues by Department

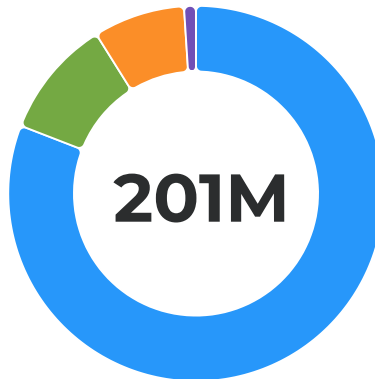
| Category                         | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|----------------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Economic & Community Development | \$ 9,673,240          | \$ 6,967,733           | \$ 7,486,483            | \$ 7,882,733          | 13.13%   |
| Fire                             | \$ 10,524,584         | \$ 6,602,500           | \$ 7,480,222            | \$ 7,302,500          | 10.60%   |
| Police                           | \$ 2,000,651          | \$ 2,058,365           | \$ 2,492,739            | \$ 2,082,474          | 1.17%  |
| Public Works                     | \$ 4,243,501          | \$ 3,540,847           | \$ 3,719,146            | \$ 4,028,984          | 13.79%   |
| Library                          | \$ 446,065            | \$ 348,375             | \$ 616,949              | \$ 546,375            | 56.84%   |
| Parks & Recreation               | \$ 5,500,379          | \$ 3,721,222           | \$ 3,594,184            | \$ 7,116,337          | 91.24%   |
| Capital Improvement Plan         | \$ 22,191,794         | \$ 13,516,279          | \$ 119,105,007          | \$ 17,875,000         | 32.25%   |
| Non-Departmental                 | \$ 35,125             | -                      | -                       | -                     | -  |
| Non Expense                      | \$ 156,411,540        | \$ 134,575,902         | \$ 145,349,197          | \$ 145,213,519        | 7.90%  |
| City Manager                     | \$ 113,333            | -                      | -                       | -                     | -  |
| <b>Total Revenues</b>            | <b>\$ 211,140,212</b> | <b>\$ 171,331,223</b>  | <b>\$ 289,843,927</b>   | <b>\$ 192,047,922</b> | <b>12.09%</b>  |

## Expenditure Summary



## Expenditures by Fund

FY27 Expenditures by Fund

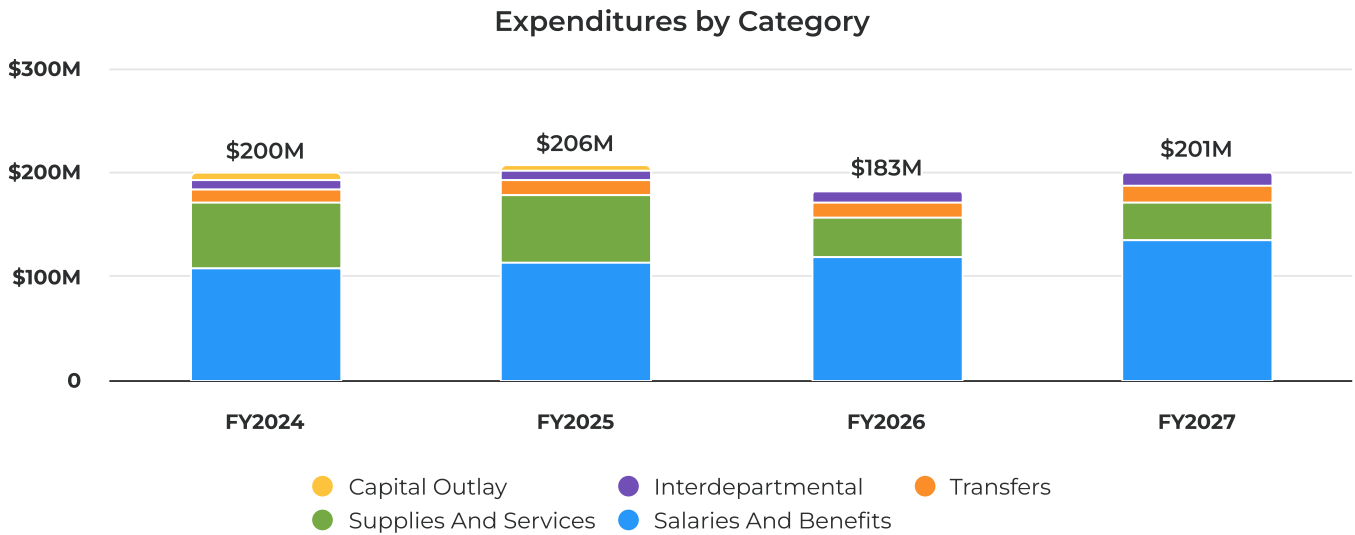


|   |                       |                      |        |
|---|-----------------------|----------------------|--------|
| ● | General Fund          | <b>\$162,288,164</b> | 80.87% |
| ● | Capital Improvements  | <b>\$20,529,073</b>  | 10.23% |
| ● | Measure W             | <b>\$15,783,772</b>  | 7.87%  |
| ● | Special Revenue Funds | <b>\$2,065,843</b>   | 1.03%  |

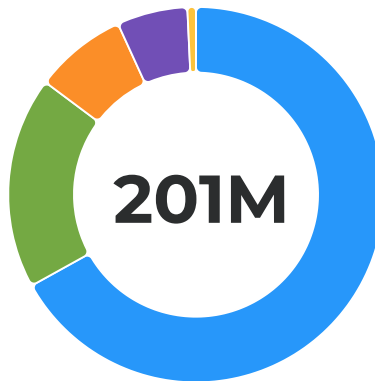
### Expenditures by Fund

| Category                  | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| General Fund              | \$ 147,626,179        | \$ 152,532,413         | \$ 162,110,831          | \$ 162,288,164        | 6.40%  |
| Measure W                 | \$ 12,804,322         | \$ 13,415,968          | \$ 20,976,947           | \$ 15,783,772         | 17.65%   |
| Special Revenue Funds     | \$ 1,405,358          | \$ 1,606,255           | \$ 2,971,720            | \$ 2,065,843          | 28.61%   |
| Capital Improvements      | \$ 44,547,420         | \$ 15,416,279          | \$ 191,504,301          | \$ 20,529,073         | 33.16%   |
| <b>Total Expenditures</b> | <b>\$ 206,383,279</b> | <b>\$ 182,970,915</b>  | <b>\$ 377,563,798</b>   | <b>\$ 200,666,853</b> | <b>9.67%</b>   |

### Expenditures by Category



### FY27 Expenditures by Category

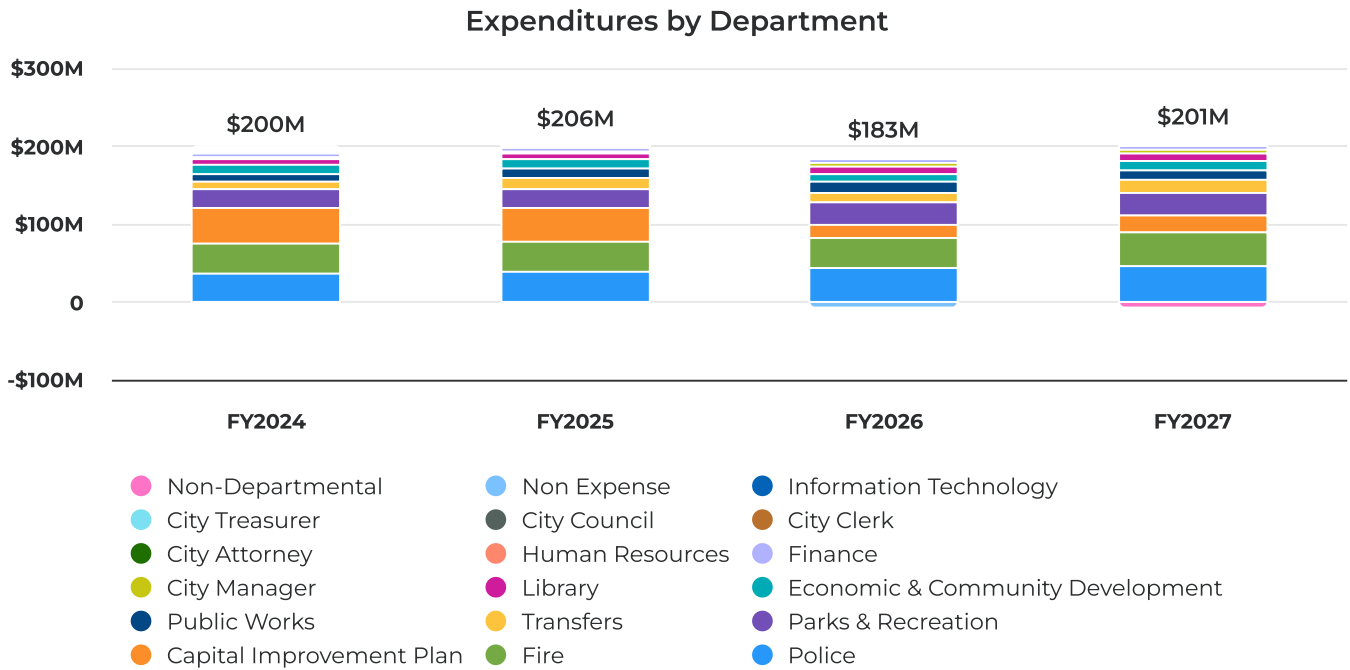


|                       |                      |        |
|-----------------------|----------------------|--------|
| Salaries And Benefits | <b>\$134,355,632</b> | 66.95% |
| Supplies And Services | <b>\$36,641,962</b>  | 18.26% |
| Transfers             | <b>\$15,998,288</b>  | 7.97%  |
| Interdepartmental     | <b>\$12,195,971</b>  | 6.08%  |
| Capital Outlay        | <b>\$1,475,000</b>   | 0.74%  |

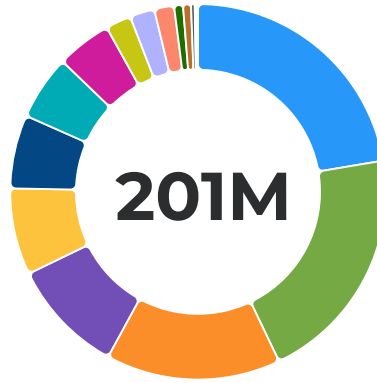
### Expenditures by Category

| Category                  | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Salaries And Benefits     | \$ 112,076,424        | \$ 117,944,919         | \$ 126,155,689          | \$ 134,355,632        | 13.91%   |
| Supplies And Services     | \$ 66,733,807         | \$ 39,210,802          | \$ 205,393,770          | \$ 36,641,962         | -6.55%   |
| Capital Outlay            | \$ 4,021,122          | \$ 1,900,000           | \$ 21,424,605           | \$ 1,475,000          | -22.37%  |
| Interdepartmental         | \$ 9,512,189          | \$ 10,178,656          | \$ 10,178,656           | \$ 12,195,971         | 19.82%   |
| Transfers                 | \$ 14,039,737         | \$ 13,736,538          | \$ 14,411,079           | \$ 15,998,288         | 16.47%   |
| <b>Total Expenditures</b> | <b>\$ 206,383,279</b> | <b>\$ 182,970,915</b>  | <b>\$ 377,563,798</b>   | <b>\$ 200,666,853</b> | <b>9.67%</b>   |

### Expenditures by Department



### FY27 Expenditures by Department



|                                  |                     |        |
|----------------------------------|---------------------|--------|
| Police                           | <b>\$46,418,221</b> | 23.13% |
| Fire                             | <b>\$42,726,191</b> | 21.29% |
| Parks & Recreation               | <b>\$31,285,995</b> | 15.59% |
| Capital Improvement Plan         | <b>\$20,529,073</b> | 10.23% |
| Transfers                        | <b>\$15,498,288</b> | 7.72%  |
| Public Works                     | <b>\$13,170,258</b> | 6.56%  |
| Economic & Community Development | <b>\$11,578,827</b> | 5.77%  |
| Library                          | <b>\$9,809,196</b>  | 4.89%  |
| Finance                          | <b>\$4,586,901</b>  | 2.29%  |
| City Manager                     | <b>\$4,405,679</b>  | 2.20%  |
| Human Resources                  | <b>\$3,565,846</b>  | 1.78%  |
| City Clerk                       | <b>\$1,583,267</b>  | 0.79%  |
| City Attorney                    | <b>\$1,426,741</b>  | 0.71%  |
| Non Expense                      | <b>\$655,000</b>    | 0.33%  |
| City Council                     | <b>\$282,722</b>    | 0.14%  |
| City Treasurer                   | <b>\$205,073</b>    | 0.10%  |
| Information Technology           | <b>\$80,000</b>     | 0.04%  |
| Non-Departmental                 | <b>-\$7,140,424</b> | -3.56% |

### Expenditures by Department

| Category                         | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|----------------------------------|----------------|------------------------|-------------------------|------------------|--|
| Transfers                        | \$ 12,827,918  | \$ 13,736,538          | \$ 14,411,079           | \$ 15,498,288    | 12.83%   |
| Economic & Community Development | \$ 11,032,448  | \$ 10,714,299          | \$ 12,290,856           | \$ 11,578,827    | 8.07%  |
| Fire                             | \$ 38,573,138  | \$ 40,214,421          | \$ 40,308,016           | \$ 42,726,191    | 6.25%  |
| Police                           | \$ 37,681,993  | \$ 42,318,884          | \$ 42,727,185           | \$ 46,418,221    | 9.69%  |
| Public Works                     | \$ 13,241,470  | \$ 12,553,525          | \$ 13,769,876           | \$ 13,170,258    | 4.91%  |
| Library                          | \$ 7,620,248   | \$ 9,277,479           | \$ 9,566,053            | \$ 9,809,196     | 5.73%  |
| Information Technology           | -              | \$ 374,100             | \$ 80,000               | \$ 80,000        | -78.62%  |
| Parks & Recreation               | \$ 24,578,875  | \$ 29,088,632          | \$ 30,877,946           | \$ 31,285,995    | 7.55%  |
| Capital Improvement Plan         | \$ 44,388,029  | \$ 15,416,279          | \$ 199,245,789          | \$ 20,529,073    | 33.16%   |
| Non-Departmental                 | \$ 1,221,366   | \$ 1,394,367           | \$ -3,654,846           | \$ -7,140,424    | -612.09%   |
| Non Expense                      | \$ 1,174,955   | \$ -7,875,000          | \$ 1,737,169            | \$ 655,000       | -108.32%   |
| City Council                     | \$ 312,971     | \$ 255,018             | \$ 255,018              | \$ 282,722       | 10.86%   |
| City Clerk                       | \$ 1,208,190   | \$ 1,366,494           | \$ 1,366,494            | \$ 1,583,267     | 15.86%   |

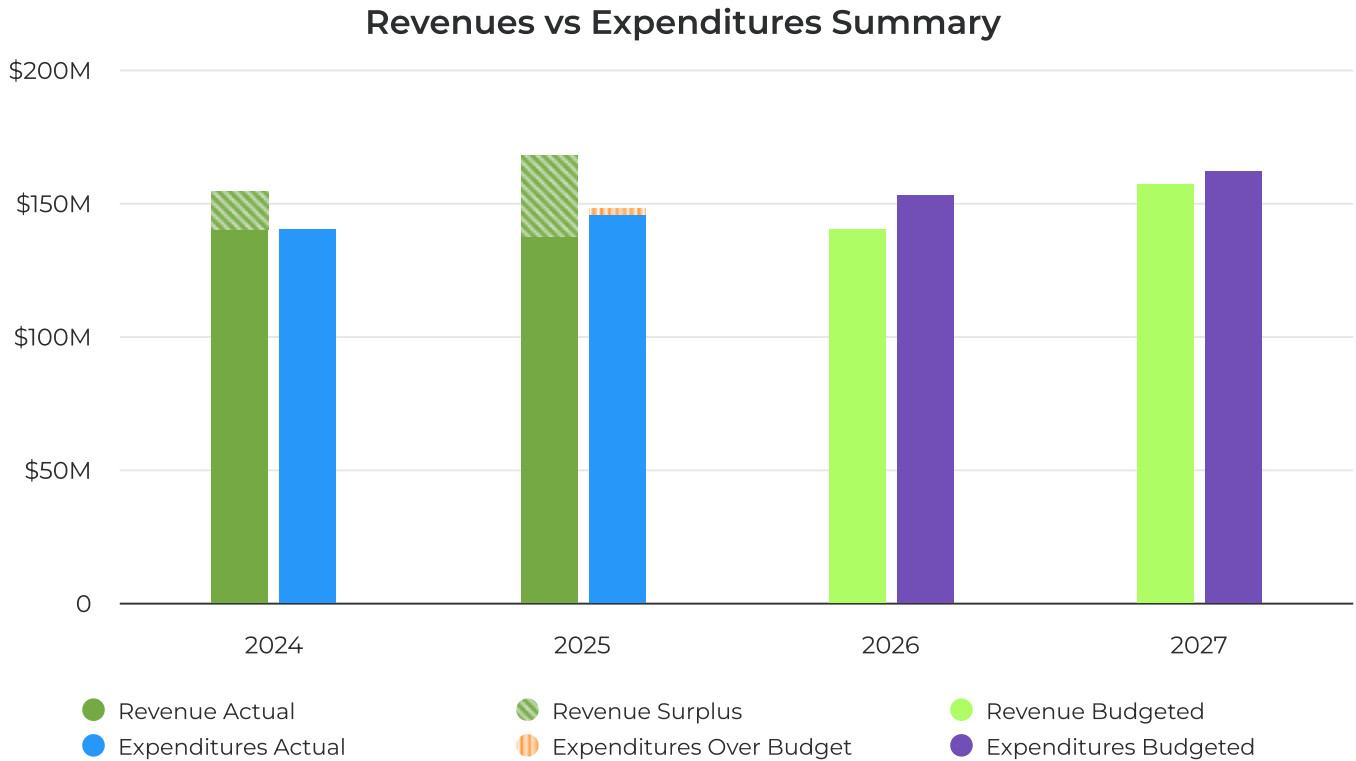


| Category                  | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| City Treasurer            | \$ 201,132            | \$ 220,835             | \$ 220,835              | \$ 205,073            | -7.14%   |
| City Attorney             | \$ 2,106,596          | \$ 1,517,711           | \$ 1,517,711            | \$ 1,426,741          | -5.99%   |
| City Manager              | \$ 3,778,155          | \$ 5,008,668           | \$ 5,155,773            | \$ 4,405,679          | -12.04%  |
| Finance                   | \$ 3,364,893          | \$ 4,349,566           | \$ 4,592,961            | \$ 4,586,901          | 5.46%  |
| Human Resources           | \$ 3,070,905          | \$ 3,039,100           | \$ 3,095,885            | \$ 3,565,846          | 17.33%   |
| <b>Total Expenditures</b> | <b>\$ 206,383,279</b> | <b>\$ 182,970,915</b>  | <b>\$ 377,563,798</b>   | <b>\$ 200,666,853</b> | <b>9.67%</b>   |

# General Fund (100)

The General Fund is the main fund of the City's operating budget. The fund accounts for revenues such as property tax, sales tax, transient occupancy tax, licenses and permits, charges for services, grants, rents, interest income and donations, and public services delivered by departments such as Police, Fire, Library, Parks & Recreation, Economic & Community Development, and City Administration, outside of those accounted for in other specific funds.

## Summary



In the General Fund (100) for the 2027 budget year, total expenditures are budgeted at \$162.3 million, representing a 6.4% increase from the 2026 budgeted expenditures of \$152.5 million. This marks a notable acceleration in expenditure growth compared to the previous year's 4.88% increase.

On the revenue side, the 2027 budget projects \$156.8 million, which is an 11.64% increase from the 2026 budgeted revenue of \$140.5 million. This revenue growth rate is significantly higher than the 2.23% increase seen from the prior period to 2026, indicating a substantial upward adjustment in expected revenues.

Comparing the budgeted figures for 2027, revenues are still below expenditures by \$5.5 million, but the gap has narrowed compared to 2026, when expenditures exceeded revenues by \$12 million. This reflects a trend toward improved revenue generation relative to expenditures in the General Fund.

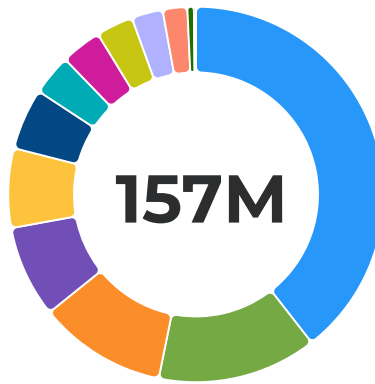
# Comprehensive Fund Summary

## Comprehensive Fund Summary

| Category                                | FY 2026<br>Adopted<br>Budget | FY 2026<br>Adjusted<br>Budget | FY 2027<br>Budgeted | FY 2026<br>Adopted<br>Budget vs. FY<br>2027<br>Budgeted (%<br>Change) |
|---|------------------------------|-------------------------------|---------------------|---|
| <b>Beginning Fund Balance</b>           | \$103,398,716                | \$103,398,716                 | \$102,898,000       | -0.48%  |
| <b>Revenues</b>                         |                              |                               |                     |   |
| <b>Total Revenues</b>                   | \$140,487,744                | \$153,411,720                 | \$156,834,722       | 11.64%  |
| <b>Expenditures</b>                     |                              |                               |                     |   |
| <b>Total Expenditures</b>               | \$152,532,413                | \$162,110,831                 | \$162,288,164       | 6.40%   |
| <b>Total Revenues Less Expenditures</b> | -\$12,044,669                | -\$8,699,111                  | -\$5,453,443        | -54.72%   |
| <b>Ending Fund Balance</b>              | \$91,354,047                 | \$94,699,605                  | \$97,444,557        | 6.67%   |

## Revenues by Revenue Source

FY27 Revenues by Source



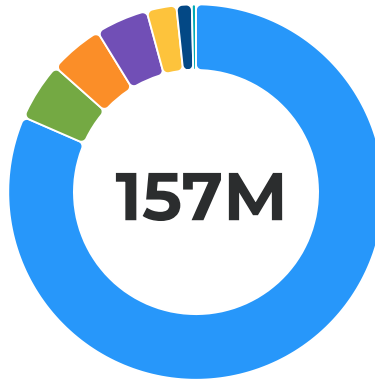
|                             |              |        |
|-----------------------------|--------------|--------|
| Property Tax                | \$61,866,603 | 39.45% |
| Sales Tax                   | \$21,554,000 | 13.74% |
| Transient Occupancy Tax     | \$17,300,000 | 11.03% |
| Charges for Services        | \$12,386,966 | 7.90%  |
| Licenses & Permits          | \$10,743,000 | 6.85%  |
| Interest & Rent             | \$8,273,291  | 5.28%  |
| Franchise Fees              | \$5,500,000  | 3.51%  |
| Business License            | \$5,500,000  | 3.51%  |
| Revenue From Other Agencies | \$5,015,345  | 3.20%  |
| Commercial Parking Tax      | \$4,210,000  | 2.68%  |
| Transfers                   | \$3,332,712  | 2.12%  |
| Fines & Forfeitures         | \$873,500    | 0.56%  |
| Other Revenues              | \$279,305    | 0.18%  |

### Revenues by Source

| Category                    | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Commercial Parking Tax      | \$ 8,049,080          | \$ 3,250,000           | \$ 4,450,000            | \$ 4,210,000          | 29.54%   |
| Business License            | \$ 4,835,297          | \$ 5,500,000           | \$ 5,500,000            | \$ 5,500,000          | -  |
| Transient Occupancy Tax     | \$ 16,342,013         | \$ 15,286,000          | \$ 15,286,000           | \$ 17,300,000         | 13.18%   |
| Sales Tax                   | \$ 21,621,207         | \$ 21,213,000          | \$ 21,213,000           | \$ 21,554,000         | 1.61%  |
| Property Tax                | \$ 62,574,530         | \$ 57,080,000          | \$ 64,268,754           | \$ 61,866,603         | 8.39%  |
| Franchise Fees              | \$ 5,817,672          | \$ 6,200,000           | \$ 6,200,000            | \$ 5,500,000          | -11.29%  |
| Licenses & Permits          | \$ 16,746,021         | \$ 10,743,000          | \$ 12,093,000           | \$ 10,743,000         | -  |
| Fines & Forfeitures         | \$ 573,424            | \$ 873,500             | \$ 873,500              | \$ 873,500            | -  |
| Revenue From Other Agencies | \$ 4,413,191          | \$ 2,949,884           | \$ 3,871,237            | \$ 5,015,345          | 70.02%   |
| Charges for Services        | \$ 13,795,334         | \$ 10,561,619          | \$ 10,398,618           | \$ 12,386,966         | 17.28%   |
| Interest & Rent             | \$ 10,449,294         | \$ 5,055,000           | \$ 7,415,000            | \$ 8,273,291          | 63.67%   |
| Other Revenues              | \$ 860,359            | \$ 282,895             | \$ 282,895              | \$ 279,305            | -1.27%   |
| Transfers                   | \$ 1,480,000          | \$ 1,492,847           | \$ 1,559,716            | \$ 3,332,712          | 123.25%  |
| <b>Total Revenues</b>       | <b>\$ 167,557,421</b> | <b>\$ 140,487,744</b>  | <b>\$ 153,411,720</b>   | <b>\$ 156,834,722</b> | <b>11.64%</b>  |

### Revenues by Department

FY27 Revenues by Department



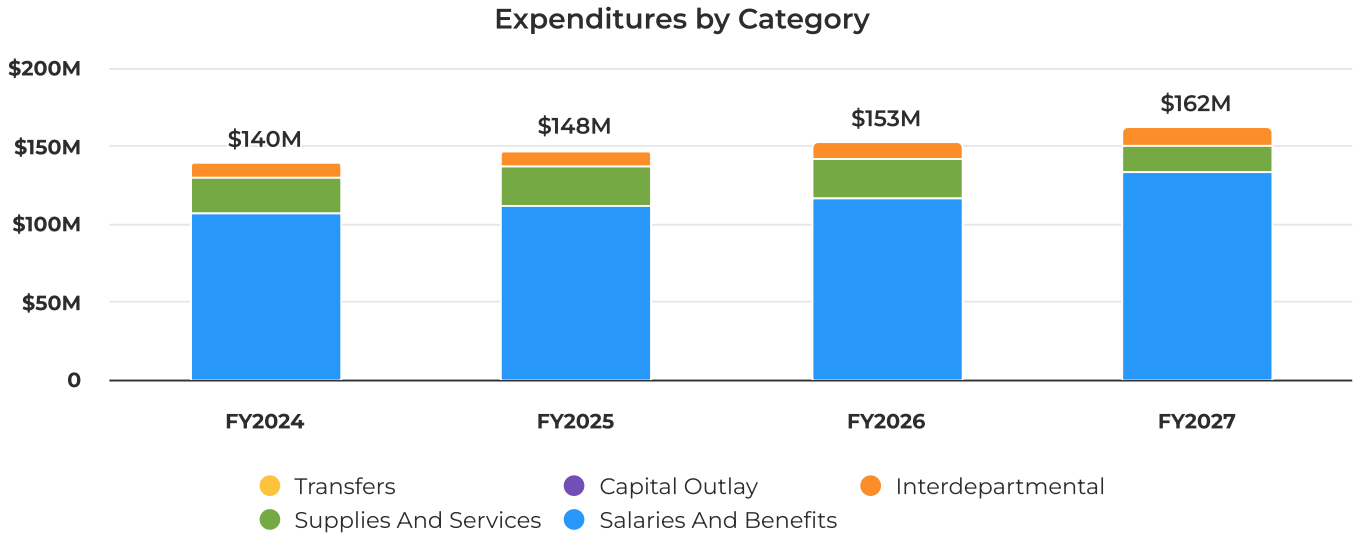
|                                    |                      |        |
|------------------------------------|----------------------|--------|
| ● Non Expense                      | <b>\$127,875,319</b> | 81.54% |
| ● Economic & Community Development | <b>\$7,882,733</b>   | 5.03%  |
| ● Fire                             | <b>\$7,302,500</b>   | 4.66%  |
| ● Parks & Recreation               | <b>\$7,116,337</b>   | 4.54%  |
| ● Public Works                     | <b>\$4,028,984</b>   | 2.57%  |
| ● Police                           | <b>\$2,082,474</b>   | 1.33%  |
| ● Library                          | <b>\$546,375</b>     | 0.35%  |

### Revenues by Department

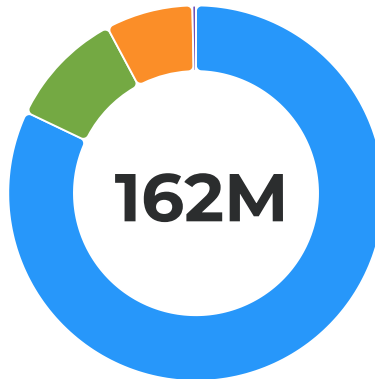
| Category                         | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|----------------------------------|----------------|------------------------|-------------------------|------------------|--|
| Economic & Community Development | \$ 9,673,240   | \$ 6,967,733           | \$ 7,486,483            | \$ 7,882,733     | 13.13%   |

| Category              | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Fire                  | \$ 10,524,584         | \$ 6,602,500           | \$ 7,480,222            | \$ 7,302,500          | 10.60%   |
| Police                | \$ 2,000,651          | \$ 2,058,365           | \$ 2,492,739            | \$ 2,082,474          | 1.17%  |
| Public Works          | \$ 4,243,501          | \$ 3,540,847           | \$ 3,719,146            | \$ 4,028,984          | 13.79%   |
| Library               | \$ 446,065            | \$ 348,375             | \$ 616,949              | \$ 546,375            | 56.84%   |
| Parks & Recreation    | \$ 5,500,379          | \$ 3,721,222           | \$ 3,594,184            | \$ 7,116,337          | 91.24%   |
| Non-Departmental      | \$ 35,125             | -                      | -                       | -                     | -  |
| Non Expense           | \$ 135,020,543        | \$ 117,248,702         | \$ 128,021,997          | \$ 127,875,319        | 9.06%  |
| City Manager          | \$ 113,333            | -                      | -                       | -                     | -  |
| <b>Total Revenues</b> | <b>\$ 167,557,421</b> | <b>\$ 140,487,744</b>  | <b>\$ 153,411,720</b>   | <b>\$ 156,834,722</b> | <b>11.64%</b>  |

## Expenditures by Category



### FY27 Expenditures by Category

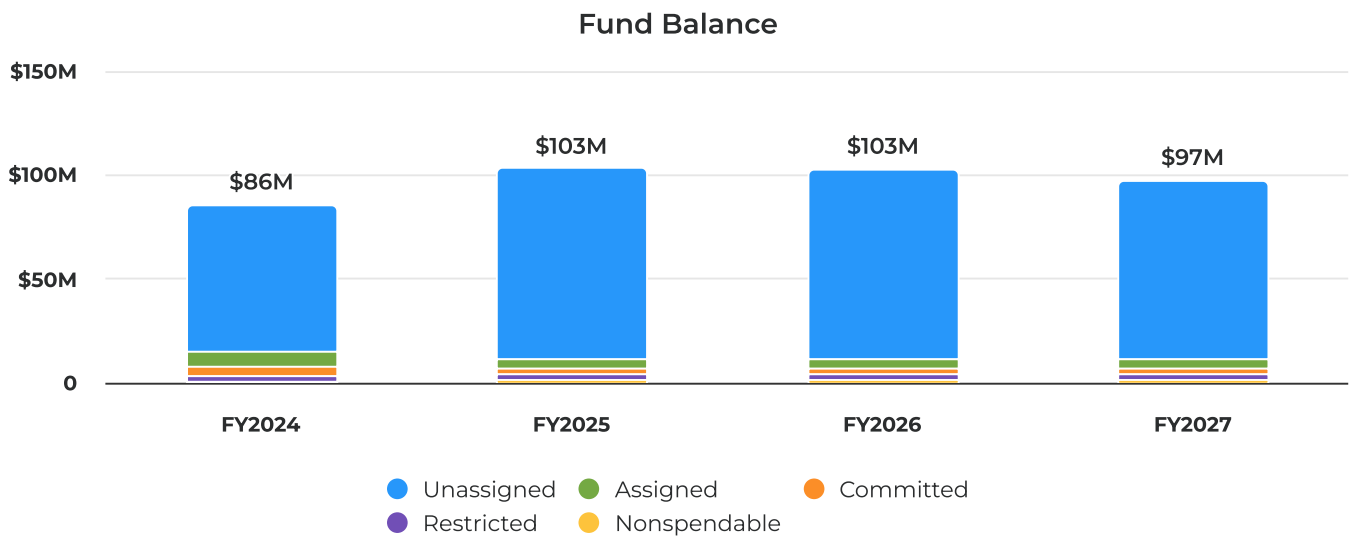


|                       |                      |        |
|-----------------------|----------------------|--------|
| Salaries And Benefits | <b>\$133,208,426</b> | 82.08% |
| Supplies And Services | <b>\$16,391,222</b>  | 10.10% |
| Interdepartmental     | <b>\$12,188,516</b>  | 7.51%  |
| Transfers             | <b>\$500,000</b>     | 0.31%  |

### Expenditures by Category

| Category                    | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Salaries And Benefits       | \$ 111,251,880        | \$ 116,858,714         | \$ 125,069,484          | \$ 133,208,426        | 13.99%   |
| Supplies And Services       | \$ 25,131,280         | \$ 25,002,498          | \$ 24,577,469           | \$ 16,391,222         | -34.44%  |
| Capital Outlay              | \$ 1,238,285          | -                      | \$ 1,792,677            | -                     | -  |
| Interdepartmental Transfers | \$ 9,504,734          | \$ 10,171,201          | \$ 10,171,201           | \$ 12,188,516         | 19.83%   |
| <b>Total Expenditures</b>   | <b>\$ 147,626,179</b> | <b>\$ 152,532,413</b>  | <b>\$ 162,110,831</b>   | <b>\$ 162,288,164</b> | <b>6.40%</b>   |

### Fund Balance



For FY2027, the General Fund (100) projects a total fund balance of \$97.4 million, representing a 5.3% decrease from the FY2026 total of \$102.9 million. The largest category, Unassigned, decreases by \$5.5 million or 5.93%, falling to \$86.4 million and comprising 88.68% of the total fund balance, slightly down from 89.28% in FY2026.

The Assigned category remains steady at \$3.9 million, accounting for 4.02% of the total, with no change from the previous year. Similarly, the Committed category holds at \$3.3 million, representing 3.41% of the total, and the Restricted category stays at \$2.8 million, or 2.9% of the total, both unchanged from FY2026. The Nonspendable category also remains constant at \$965,000, making up 0.99% of the total fund balance.

Overall, the key trend for FY2027 is the notable decrease in the Unassigned fund balance, which drives the total fund balance reduction, while all other categories maintain their previous year levels and proportions.

### Financial Summary

| Fund Balance | FY 2025       | FY 2026       | FY 2027       | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|--------------|---------------|---------------|---------------|--------------------------------|---------------------------------|
| Unassigned   | \$ 92,371,464 | \$ 91,871,000 | \$ 86,421,000 | -6%                            | \$ -5,450,000                   |
| Assigned     | \$ 3,916,275  | \$ 3,916,000  | \$ 3,916,000  | -                              | -                               |
| Committed    | \$ 3,322,575  | \$ 3,323,000  | \$ 3,323,000  | -                              | -                               |
| Restricted   | \$ 2,823,118  | \$ 2,823,000  | \$ 2,823,000  | -                              | -                               |
| Nonspendable | \$ 965,284    | \$ 965,000    | \$ 965,000    | -                              | -                               |

General Fund (100)

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| Fund Balance              | FY 2025               | FY 2026               | FY 2027              | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------------------|-----------------------|----------------------|--------------------------------|---------------------------------|
| <b>Total Fund Balance</b> | <b>\$ 103,398,716</b> | <b>\$ 102,898,000</b> | <b>\$ 97,448,000</b> | <b>-5%</b>                     | <b>\$ -5,450,000</b>            |



# General Fund 10-Year Long-Range Forecast

The City budgets annually for the upcoming year; however, a longer-range 10-year forecast is used to monitor the long-term financial health of the General Fund. This 10-year forecast was recently updated for FY 2026-27 utilizing audited financial data from FY 2024-25 as a baseline and the listed forecast factors for its forecast assumption. The model continues to assume the steep decline of VLF revenues and the elimination of VLF backfill funding. By tracking and trending current and anticipated revenues and expenditures, the forecast provides a tool for City management and policymakers to understand the impact of decisions to the City's fiscal health. This 10-year long-range financial forecast is one piece of the City's long-term sustainability initiative for calendar years 2026 and 2027.

|                                    | Forecast Factor | FY2024-25 Actual      | FY2025-26 Projected   | FY2026-27 Proposed    | FY2027-28 Forecast    | FY2028-29 Forecast    | FY2029-30 Forecast    | FY2030-31 Forecast    | FY2031-32 Forecast    | FY2032-33 Forecast    | FY2033-34 Forecast    | FY2034-35 Forecast    |
|------------------------------------|-----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>REVENUES</b>                    |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| <b>Taxes</b>                       |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Property Tax-Not VLF               | 4.0%            | \$ 52,177,764         | \$ 55,880,000         | \$ 55,816,602         | \$ 58,048,000         | \$ 60,370,000         | \$ 62,784,000         | \$ 65,294,000         | \$ 67,908,000         | \$ 70,625,000         | \$ 73,450,000         | \$ 76,388,000         |
| Property Tax in Lieu of VLF        | (Neg)           | \$ 10,056,280         | \$ 10,188,754         | \$ 5,700,000          | \$ 4,200,000          | \$ 2,700,000          | \$ 1,200,000          | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| Sales Tax                          | 2.0%            | 21,621,207            | 21,213,800            | 21,554,000            | 21,585,080            | 22,424,782            | 22,873,277            | 23,330,743            | 23,797,358            | 24,273,305            | 24,758,771            | 25,253,946            |
| Transient Occupancy Tax            | 4.0%            | 16,342,013            | 17,250,000            | 17,300,000            | 17,592,000            | 18,711,680            | 19,460,147            | 20,238,553            | 21,048,095            | 21,890,019            | 22,765,620            | 23,676,245            |
| Other Tax                          | 3.0%            | 13,234,862            | 10,150,000            | 10,060,000            | 10,381,800            | 10,872,854            | 10,992,834            | 11,322,619            | 11,662,297            | 12,012,168            | 12,372,531            | 12,743,707            |
| Franchise Fees                     | 2.75%           | 5,817,672             | 5,750,000             | 5,500,000             | 5,651,250             | 5,806,659             | 5,966,343             | 6,130,417             | 6,299,003             | 6,472,226             | 6,650,212             | 6,833,093             |
| Licenses and Permits               | 3.25%           | 16,746,402            | 12,893,000            | 10,743,000            | 11,092,148            | 11,452,642            | 11,824,853            | 12,209,261            | 12,605,959            | 13,015,652            | 13,438,661            | 13,875,417            |
| Fees & Focilitaires                | 3.0%            | 629,283               | 873,500               | 873,500               | 895,705               | 926,696               | 954,497               | 983,132               | 1,012,626             | 1,043,005             | 1,074,295             | 1,106,524             |
| Intergovernmental                  | 2.75%           | 4,658,447             | 5,351,314             | 5,015,345             | 5,153,267             | 5,294,981             | 5,440,593             | 5,590,210             | 5,743,940             | 5,901,899             | 6,064,201             | 6,230,967             |
| <b>Charges for Services</b>        |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Planning                           | 2.75%           | 1,007,454             | 754,733               | 754,733               | 775,468               | 796,814               | 818,726               | 841,241               | 864,376               | 888,146               | 912,570               | 937,666               |
| Fire                               | 2.75%           | 4,647,385             | 3,335,000             | 4,035,000             | 4,145,963             | 4,259,976             | 4,377,126             | 4,497,497             | 4,621,178             | 4,748,260             | 4,878,637             | 5,013,006             |
| Parks & Recreation                 | 2.75%           | 5,022,774             | 3,300,646             | 4,500,953             | 4,624,730             | 4,751,910             | 4,882,587             | 5,016,858             | 5,154,622             | 5,296,579             | 5,442,235             | 5,591,897             |
| Police                             | 2.75%           | 1,033,674             | 976,865               | 1,000,974             | 1,028,501             | 1,056,785             | 1,085,846             | 1,115,707             | 1,146,389             | 1,177,915             | 1,210,307             | 1,243,591             |
| City Admin & Other                 | 2.75%           | 2,084,048             | 2,033,702             | 2,095,306             | 2,152,927             | 2,212,132             | 2,272,966             | 2,335,473             | 2,399,688             | 2,465,690             | 2,533,496             | 2,603,167             |
| Use of Money & Property            | 2.75%           | 10,449,294            | 7,500,000             | 8,273,291             | 8,156,126             | 7,897,673             | 7,466,062             | 6,940,580             | 6,358,822             | 5,805,485             | 5,280,117             | 4,762,486             |
| Other Revenues                     | 2.75%           | 910,359               | 440,469               | 279,305               | 285,986               | 294,678               | 302,987               | 311,319               | 319,880               | 328,677               | 337,716               | 347,003               |
| Transfers In                       | 2.75%           | 1,480,000             | 2,209,716             | 3,332,712             | 3,424,362             | 3,518,532             | 3,615,291             | 3,714,712             | 3,816,966             | 3,921,830             | 4,029,680             | 4,140,497             |
| PD/CIP Ref/over                    |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| <b>TOTAL REVENUES</b>              |                 | <b>\$ 167,899,918</b> | <b>\$ 159,144,699</b> | <b>\$ 156,834,722</b> | <b>\$ 159,978,338</b> | <b>\$ 163,146,794</b> | <b>\$ 166,319,026</b> | <b>\$ 169,872,221</b> | <b>\$ 174,759,310</b> | <b>\$ 179,863,634</b> | <b>\$ 185,179,251</b> | <b>\$ 190,747,210</b> |
| <b>EXPENDITURES</b>                |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| <b>Salaries &amp; Benefits</b>     |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Salaries & Benefits                | 3.0%            | 111,190,886           | 121,016,331           | 125,208,425           | 130,947,000           | 137,461,000           | 142,834,000           | 145,965,000           | 149,138,000           | 152,878,000           | 155,941,000           | 159,658,000           |
| <b>Supplies &amp; Services</b>     |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Supplies & Services                | 2.75%           | 25,188,472            | 25,899,886            | 24,391,222            | 25,062,000            | 25,751,000            | 26,458,000            | 27,193,000            | 27,955,000            | 28,703,000            | 29,482,000            | 30,303,000            |
| <b>Capital Outlay</b>              |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Capital Outlay                     | 0.0%            | 620,523               | 347,885               |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| <b>Intergovernmental Charges</b>   |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Intergovernmental Charges          | 2.75%           | 12,094,734            | 10,171,201            | 12,188,516            | 12,523,700            | 12,868,102            | 13,221,975            | 13,585,579            | 13,959,183            | 14,343,060            | 14,737,494            | 15,142,775            |
| <b>Transfers (CIP &amp; Other)</b> |                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Transfers (CIP & Other)            | 0.0%            | 1,117,762             | 2,342,677             | 500,000               | 500,000               | 500,000               | 500,000               | 500,000               | 500,000               | 500,000               | 500,000               | 500,000               |
| <b>TOTAL EXPENDITURES</b>          |                 | <b>\$ 150,122,377</b> | <b>\$ 159,777,980</b> | <b>\$ 162,288,163</b> | <b>\$ 169,032,700</b> | <b>\$ 176,580,102</b> | <b>\$ 182,214,975</b> | <b>\$ 187,227,579</b> | <b>\$ 191,532,183</b> | <b>\$ 196,416,060</b> | <b>\$ 200,679,494</b> | <b>\$ 205,604,775</b> |
| Revenue in excess of Expenditures* |                 | \$ 17,777,541         | \$ (633,281)          | \$ (5,453,442)        | \$ (9,054,378)        | \$ (13,431,306)       | \$ (15,895,939)       | \$ (17,355,358)       | \$ (16,772,873)       | \$ (16,552,226)       | \$ (15,491,244)       | \$ (14,857,565)       |

\* The City's expenditures are expected to continue outpacing revenues for the foreseeable future, largely due to the projected continuation of the State's withholding of Property tax in-lieu of VLF revenue. In addition to the city's efforts to lobby the state to fix the formula for calculating distributions and to pay essential VLF revenue to all California counties as promised, the city is also evaluating a number of mitigation options including:

1. Opportunities for revenue enhancements and/or new revenue streams;
2. Evaluation and alignment of currently-provided general fund subsidies;
3. Continued reduction of operating expenditures;
4. Use of available unassigned fund balance and/or reserves.
5. Leveraging current unassigned fund balance to offset increased general fund pension-related UAL cost pressures.

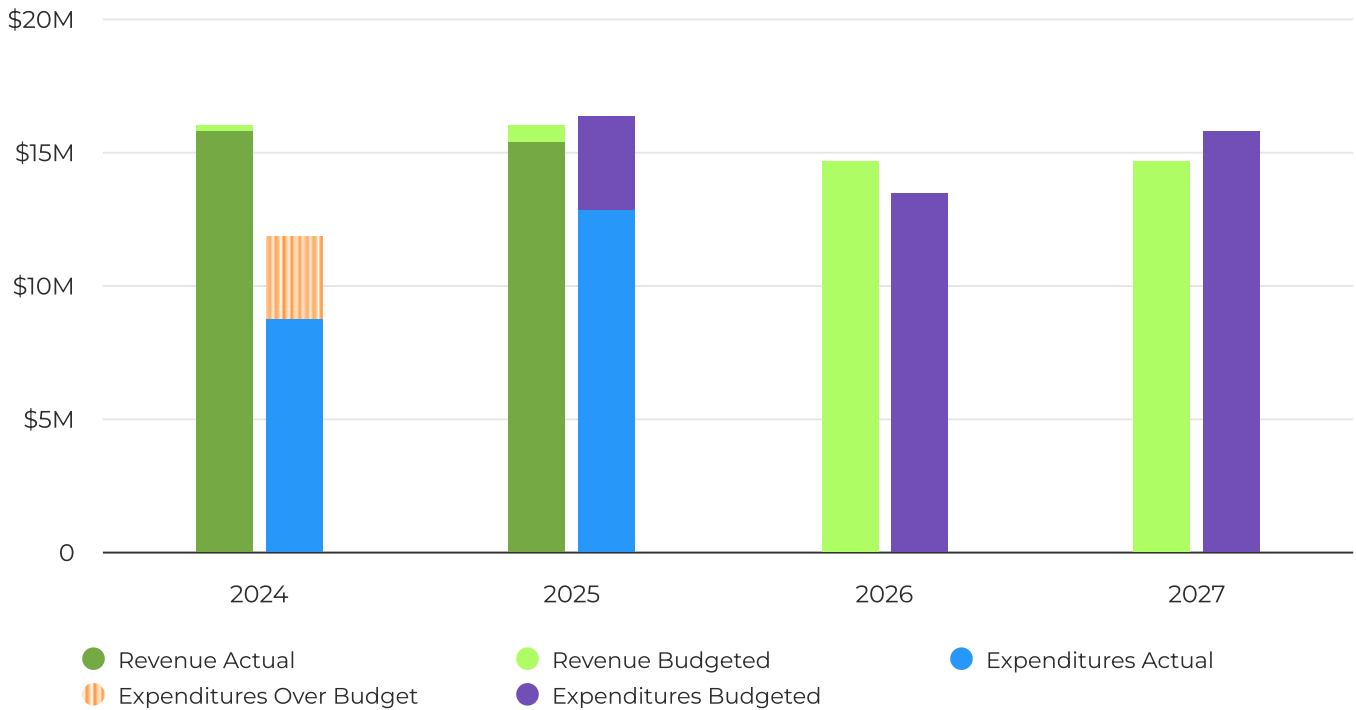


# Measure W (101)

This fund is used to account for revenues and expenditures associated with the Measure W local half-cent sales tax ballot measure passed by South San Francisco voters on November 3, 2015. South San Francisco residents approved a half-cent sales tax for 30 years by an overwhelming majority. The sales tax went into effect April 1, 2016. The adoption of Measure W ensures that the City of South San Francisco will be able to maintain and enhance locally controlled City services that the community cares about and has come to expect – including maintaining neighborhood police patrols/9-1-1 response, programs for seniors/disabled residents, crime/gang suppression programs, repairing potholes/streets, maintaining youth/teen educational/recreational programs, providing a police operations center that meets earthquake safety codes, and other city services.

## Summary

**Revenues vs Expenditures Summary**



In the 2027 budget for Measure W (101), budgeted expenditures are set at \$15.8 million, representing a 17.65% increase from the 2026 budgeted expenditures of \$13.4 million. This marks a significant rise following the previous year's 18.04% decrease. Meanwhile, budgeted revenues remain steady at \$14.6 million, showing no change from the 2026 budgeted revenue amount. The revenue budget holds constant after an 8.47% decrease in the prior period. Overall, the 2027 budget reflects a notable increase in expenditures alongside stable revenue projections compared to the previous year.

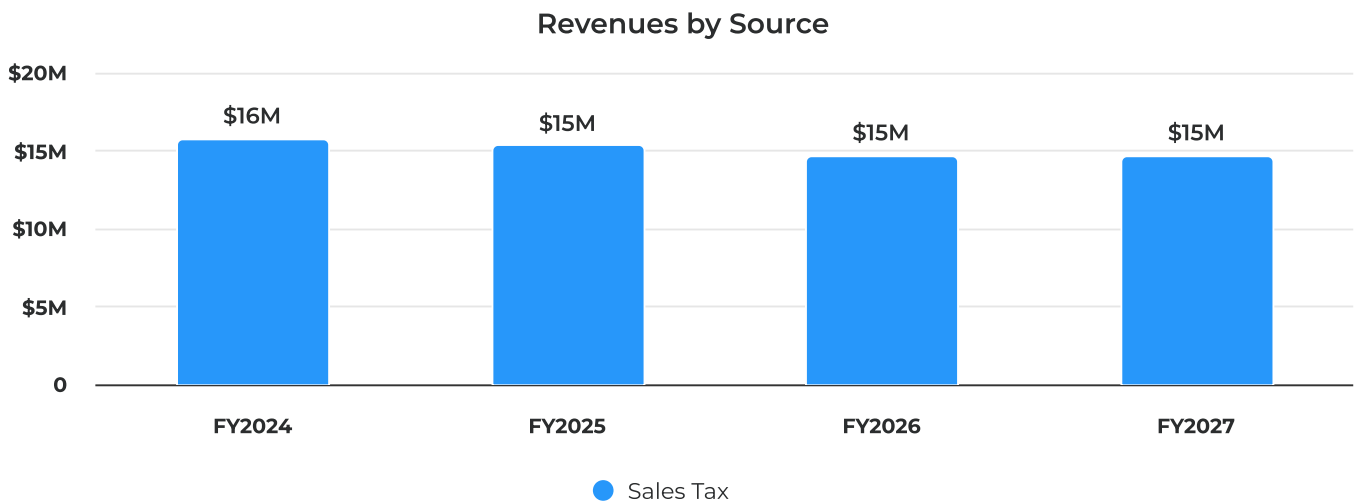
Measure W funds are unrestricted and may be used for a wide range of municipal needs. Since the measure's passage, these funds have directly supported major capital improvement projects, including the completed Council Chamber, Library, and Police Station at the Library | Parks and Recreation Center (L|PR), and the new Aquatic Center.

# Comprehensive Fund Summary

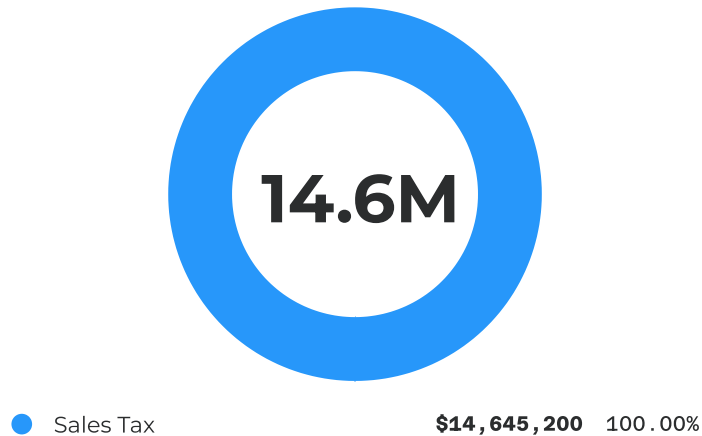
## Comprehensive Fund Summary

| Category                         | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|----------------------------------|------------------------|-------------------------|------------------|--|
| Beginning Fund Balance           | \$23,239,119           | \$23,239,119            | \$16,907,000     | -27%   |
| <b>Revenues</b>                  |                        |                         |                  |  |
| Total Revenues                   | \$14,645,200           | \$14,645,200            | \$14,645,200     |  |
| <b>Expenditures</b>              |                        |                         |                  |  |
| Total Expenditures               | \$13,415,968           | \$20,976,947            | \$15,783,772     | 18%  |
| Total Revenues Less Expenditures | \$1,229,232            | -\$6,331,747            | -\$1,138,572     | -193%  |
| Ending Fund Balance              | \$24,468,351           | \$16,907,372            | \$15,768,428     | -36%   |

## Revenues by Source



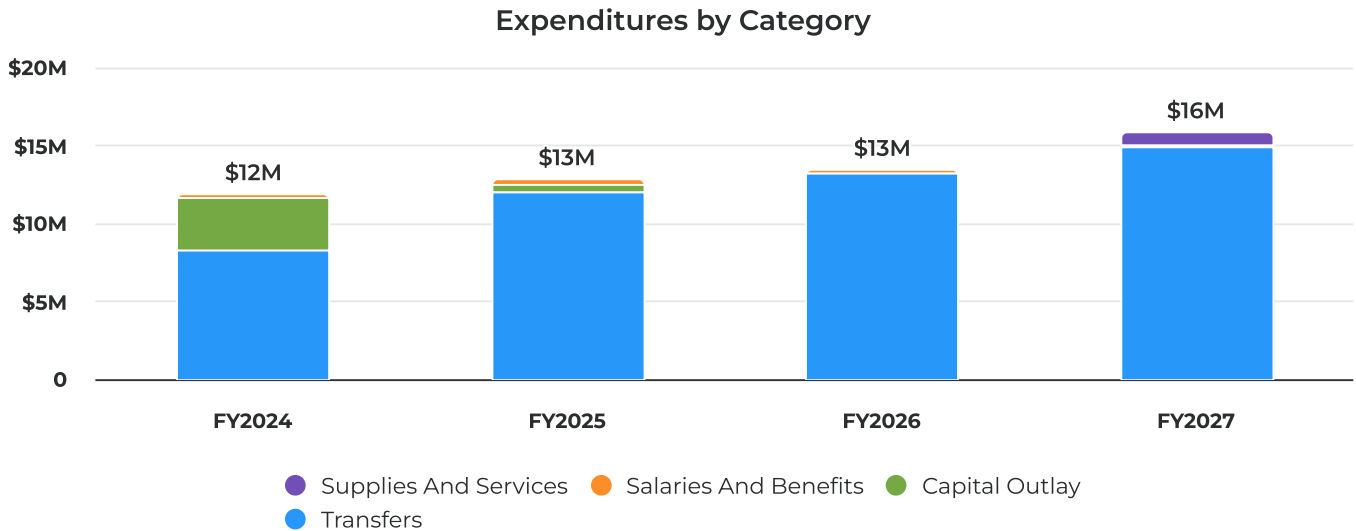
## FY27 Revenues by Source



### Revenues by Source

| Category              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Sales Tax             | \$ 15,319,939        | \$ 14,645,200          | \$ 14,645,200           | \$ 14,645,200        | -  |
| <b>Total Revenues</b> | <b>\$ 15,319,939</b> | <b>\$ 14,645,200</b>   | <b>\$ 14,645,200</b>    | <b>\$ 14,645,200</b> | <b>-</b>   |

### Expenditures by Category



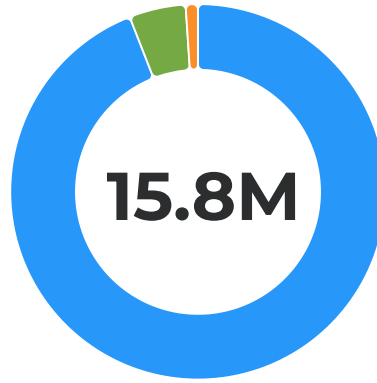
In FY2027, the total expenditures for Measure W (101) increased to \$15.8 million, representing a 17.65% rise from the previous year's \$13.4 million. The largest expenditure category remained Transfers, which grew by \$1.6 million or 12.18%, reaching \$14.8 million and accounting for 94.07% of the total budget. Supplies and Services appeared as a new category with \$768,741, making up 4.87% of the total expenditures. Salaries and Benefits decreased by \$12,687 or 7.07%, totaling \$166,743 and representing 1.06% of the budget. Capital Outlay remained at \$0, consistent with the previous year. Overall, Transfers continued to dominate the budget, with notable increases, while Salaries and Benefits saw a modest decline and Supplies and Services emerged as a new expenditure category.

#### Bond Repayment and Transfers

Within the \$1.48M in proposed transfers, the largest is the transfer to the Debt Service Fund (Fund 461) for bond repayments, budgeted at \$13.2 million for FY 2026-27, unchanged from the prior year, and remaining relatively flat for the foreseeable future.

Additional transfers include support to the General Fund to offset the increased operating costs of the new pool. This amount will be monitored throughout the year to ensure it reflects only the net additional cost. Measure W funds are also used to support the portion of expanded Aquatics staffing and operating expenses associated with opening and operating the new two-pool Orange Memorial Park Aquatic Center. A separate transfer is made to the Stormwater Fund to cover the operating costs of the stormwater capture system at Orange Memorial Park.

### FY27 Expenditures by Category



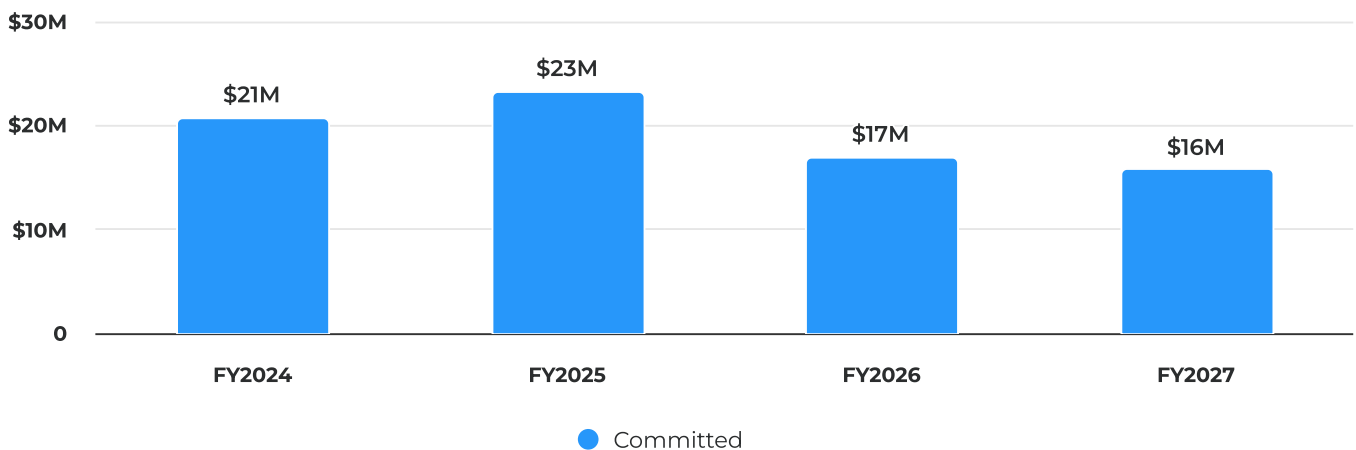
|   |                     |        |
|---|---------------------|--------|
| <span style="color: blue;">●</span> Transfers               | <b>\$14,848,288</b> | 94.07% |
| <span style="color: green;">●</span> Supplies And Services  | <b>\$768,741</b>    | 4.87%  |
| <span style="color: orange;">●</span> Salaries And Benefits | <b>\$166,743</b>    | 1.06%  |

### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 349,738           | \$ 179,430             | \$ 179,430              | \$ 166,743           | -7.07%   |
| Supplies And Services     | -                    | -                      | -                       | \$ 768,741           | -  |
| Capital Outlay            | \$ 434,666           | -                      | \$ 7,560,979            | -                    | -  |
| Transfers                 | \$ 12,019,918        | \$ 13,236,538          | \$ 13,236,538           | \$ 14,848,288        | 12.18%   |
| <b>Total Expenditures</b> | <b>\$ 12,804,322</b> | <b>\$ 13,415,968</b>   | <b>\$ 20,976,947</b>    | <b>\$ 15,783,772</b> | <b>17.65%</b>  |

### Fund Balance

#### Fund Balance Projections



In FY2027, the total fund balance projection for Measure W (101) is \$15.8 million, representing a decrease of 6.73% from the previous year's total of \$16.9 million in FY2026. The entire fund balance remains categorized as Committed, accounting for 100% of the total in both years.

The Committed category decreased by \$1.1 million, or 6.73%, from \$16.9 million in FY2026 to \$15.8 million in FY2027. This decrease is smaller compared to the prior year's reduction of \$6.3 million, which was a 27.25% decline due to a large capital commitment. Overall, the fund balance shows a continued but more moderate downward trend in FY2027.

### Financial Summary

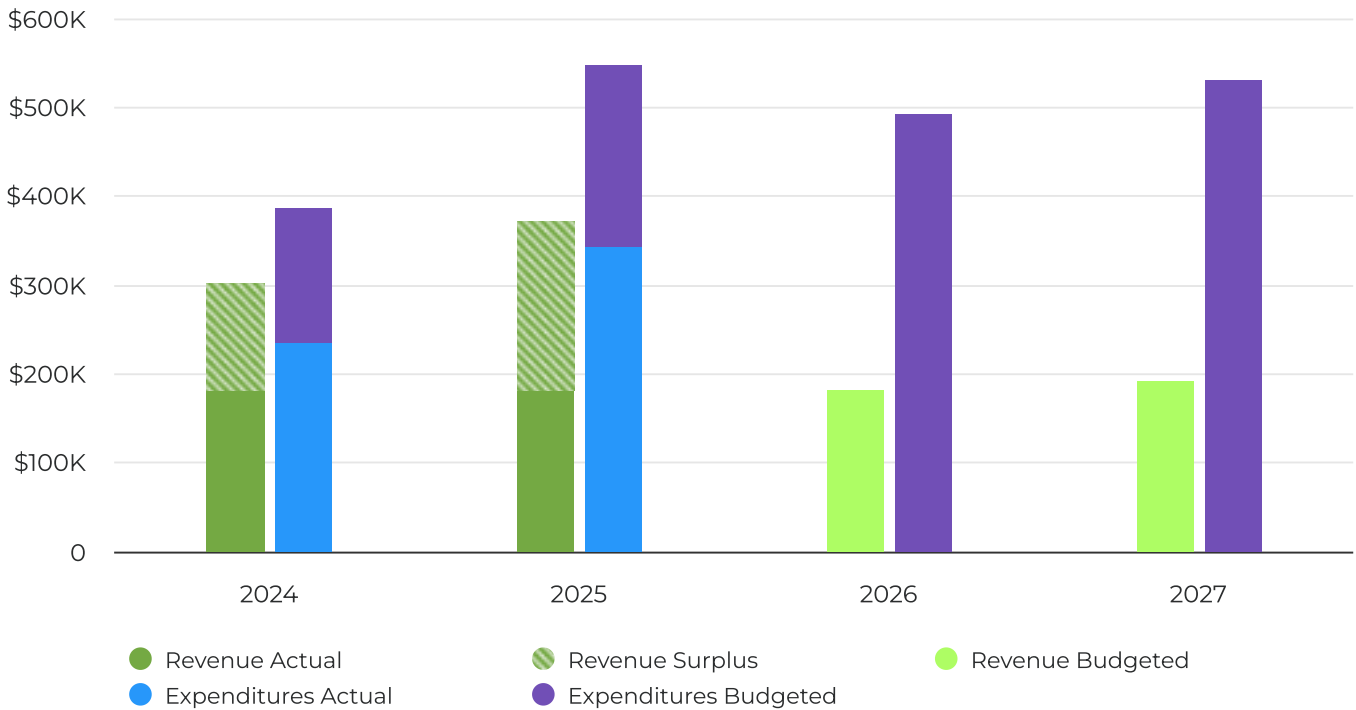
| Fund Balance              | FY 2025              | FY 2026              | FY 2027              | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|----------------------|----------------------|----------------------|--------------------------------|---------------------------------|
| Committed                 | \$ 23,239,119        | \$ 16,907,000        | \$ 15,768,800        | -7%                            | \$ -1,138,200                   |
| <b>Total Fund Balance</b> | <b>\$ 23,239,119</b> | <b>\$ 16,907,000</b> | <b>\$ 15,768,800</b> | <b>-7%</b>                     | <b>\$ -1,138,200</b>            |

# City Housing Fund (241)

Up until Redevelopment Agencies were abolished in FY 2011-12 by the State of California under ABx1 26, the City set aside 20% of Redevelopment property taxes to fund the provision of new affordable housing units, as well as the operation and maintenance of housing stock that the Redevelopment Agency had already funded. That fund was formerly called the Low/Moderate Income Housing Fund. With its source of funding eliminated, the City Council voted to take on the operations of the former housing units by becoming the Successor Housing Agency to the Low/Moderate Income Housing Fund. The City Housing Fund is funded primarily by rental revenues received by the City for those occupied housing units. Any shortfall between the rents received and the operating and maintenance costs of those housing units is funded by either one-time grants or the General Fund.

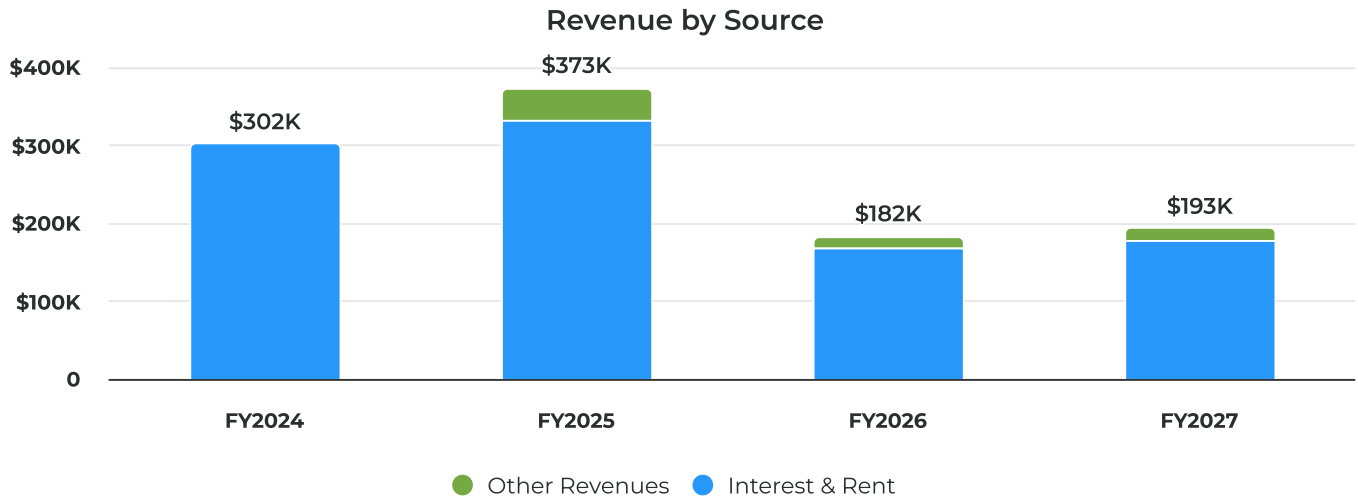
## Summary

**Revenues vs Expenditures Summary**

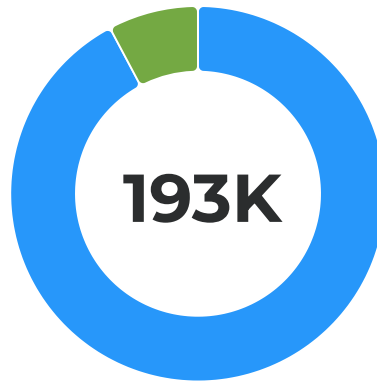


In the City Housing Fund (241) for the 2027 budget year, total expenditures are budgeted at \$529,585, reflecting a 7.36% increase from the previous year's budget of \$493,261. This marks a reversal from the prior year's 9.68% decrease in expenditures. On the revenue side, the 2027 budget anticipates \$193,000, which is a 6.04% increase compared to the \$182,000 budgeted in 2026. Revenue remained flat in 2026 compared to its prior period, so this increase in 2027 represents a positive change. There are no actual revenue or expenditure figures reported for either year, as these are budgeted amounts. Overall, the 2027 budget shows growth in both revenues and expenditures compared to the previous year, with expenditures increasing at a slightly higher rate than revenues.

## Revenues by Source



### FY27 Revenues by Revenue Source Level 2

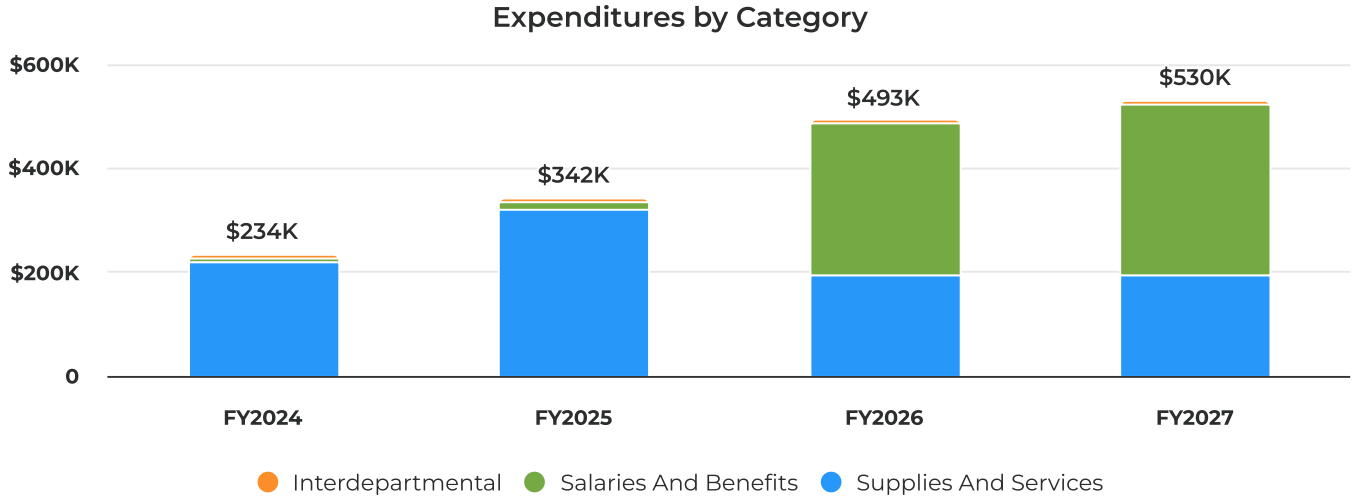


|   |                  |        |
|---|------------------|--------|
| <span style="color: blue;">●</span> Interest & Rent | <b>\$178,000</b> | 92.23% |
| <span style="color: green;">●</span> Other Revenues | <b>\$15,000</b>  | 7.77%  |

### Revenues by Revenue Source Level 2

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Interest & Rent       | \$ 331,395        | \$ 167,000             | \$ 167,000              | \$ 178,000        | 6.59%  |
| Other Revenues        | \$ 41,361         | \$ 15,000              | \$ 15,000               | \$ 15,000         | -  |
| <b>Total Revenues</b> | <b>\$ 372,755</b> | <b>\$ 182,000</b>      | <b>\$ 182,000</b>       | <b>\$ 193,000</b> | <b>6.04%</b>   |

## Expenditures by Category

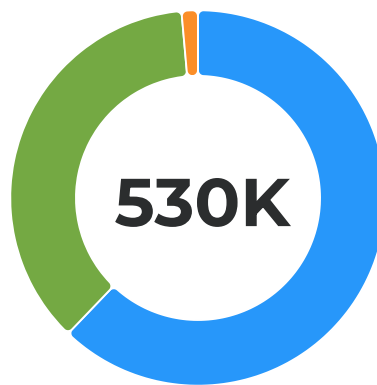


The City Housing Fund (241) total expenditures for FY2027 are budgeted at \$529,585, reflecting a 7.36% increase from the FY2026 total of \$493,261. The largest expenditure category remains Salaries and Benefits, which increased by \$36,323 or 12.4%, rising to \$329,205 and representing 62.16% of the total budget, up from 59.38% in FY2026. This growth is driven by the 4 percent Cost of Living Adjustment included in all employee Memorandums of Understanding, as well as the reclassification of the Fund-supported Management Analyst position from Management Analyst I to Management Analyst II.

Supplies and Services expenditures remain unchanged at \$192,925, accounting for 36.43% of the total budget in FY2027, a slight decrease in share compared to 39.11% in FY2026. The Interdepartmental category also remains steady at \$7,455, making up 1.41% of the total budget, a minor decrease from 1.51% in the previous year.

Overall, the FY2027 budget shows a moderate increase in total expenditures, driven primarily by a continued rise in Salaries and Benefits, while Supplies and Services and Interdepartmental costs remain stable in dollar terms.

### FY27 Expenditures by Object



|  |                  |        |
|--|------------------|--------|
| <span style="color: blue;">●</span> Salaries And Benefits  | <b>\$329,205</b> | 62.16% |
| <span style="color: green;">●</span> Supplies And Services | <b>\$192,925</b> | 36.43% |
| <span style="color: orange;">●</span> Interdepartmental    | <b>\$7,455</b>   | 1.41%  |

### Expenditures by Object

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Salaries And Benefits     | \$ 14,570         | \$ 292,881             | \$ 292,881              | \$ 329,205        | 12.40%   |
| Supplies And Services     | \$ 319,917        | \$ 192,925             | \$ 1,142,736            | \$ 192,925        | -  |
| Interdepartmental         | \$ 7,455          | \$ 7,455               | \$ 7,455                | \$ 7,455          | -  |
| <b>Total Expenditures</b> | <b>\$ 341,942</b> | <b>\$ 493,261</b>      | <b>\$ 1,443,072</b>     | <b>\$ 529,585</b> | <b>7.36%</b>   |

### Fund Balance

Fund Balance Projections



In FY2026, the City Housing Fund (241) projects a total fund balance of \$1.2 million, representing a 2.4% decrease from the previous year’s total of \$1.2 million. The entire fund balance remains categorized as Restricted, maintaining 100% of the total fund balance.

The Restricted category, which is the largest and only category, shows a decrease of \$29,624, or 2.4%, compared to FY2025. This decrease is notably smaller than the previous year’s decline of \$956,971, or 43.67%, in the same category.

### Financial Summary

| Fund Balance              | FY 2026             | FY 2027           | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|-------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 1,205,000        | \$ 868,000        | -27.97%                        | \$ -337,000                     |
| <b>Total Fund Balance</b> | <b>\$ 1,205,000</b> | <b>\$ 868,000</b> | <b>-27.97%</b>                 | <b>\$ -337,000</b>              |

# Developer Deposits / Contributions, Permit Program Maint Fee, General Plan Maint Fee (270/271/272)

These funds account for deposits paid by developers for review of planning applications and contributions made by developers related to development agreements signed with the City. Historically, principal reserves include the General Plan Maintenance Reserve and the Permit Program Maintenance Reserve.

## Summary

Previously, developer deposits and the maintenance fees were reported under Developer Deposits in Fund 270. However, now they have been segregated, but for the sake of constancy, they are reported together in this budget. For the segregation,

- Permit Program Maintenance Fee transactions will be allocated to Fund 271.
- General Plan Maintenance Fee transactions will be allocated to Fund 272.

This segregation aims to enhance financial transparency and improve transaction efficiency.

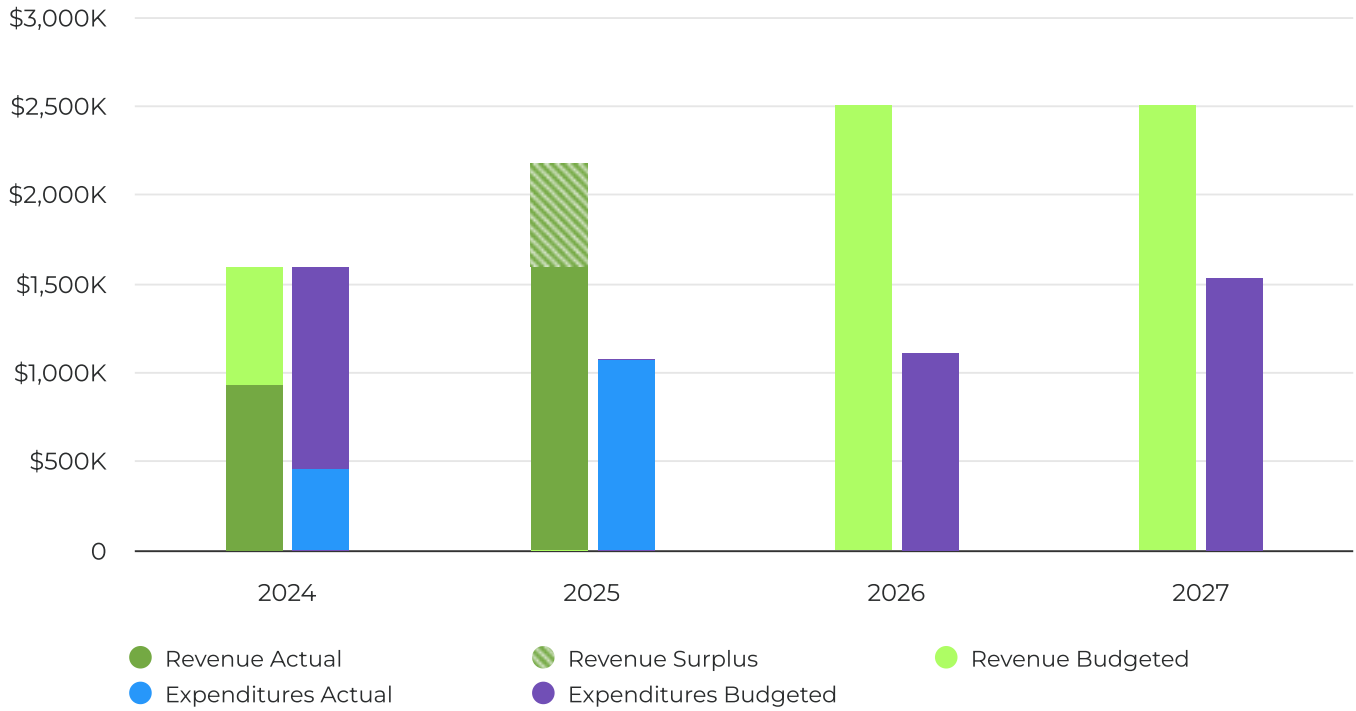
### **Permit Program Maintenance Fee (Fund 271)**

The Permit Program Maintenance Fee supports the development, enhancement, and maintenance of the City's permit processing systems, including software platforms that facilitate efficient service delivery. This fee is assessed on applicable permits to ensure that the permitting infrastructure remains current, secure, and user-friendly. Funds collected are deposited into Fund 271, which is earmarked for technology and programmatic improvements related to permit services.

### **General Plan Maintenance Fee (Fund 272)**

The General Plan Maintenance Fee is a charge imposed on development projects to fund the ongoing maintenance and periodic updates of the City's General Plan. This fee ensures that the City can adapt to evolving community needs, comply with state mandates, and implement long-term planning goals. The fee is calculated as a percentage of the project's construction valuation and is collected at the time of building permit issuance. Revenues from this fee are allocated to Fund 272, dedicated exclusively to General Plan-related activities.

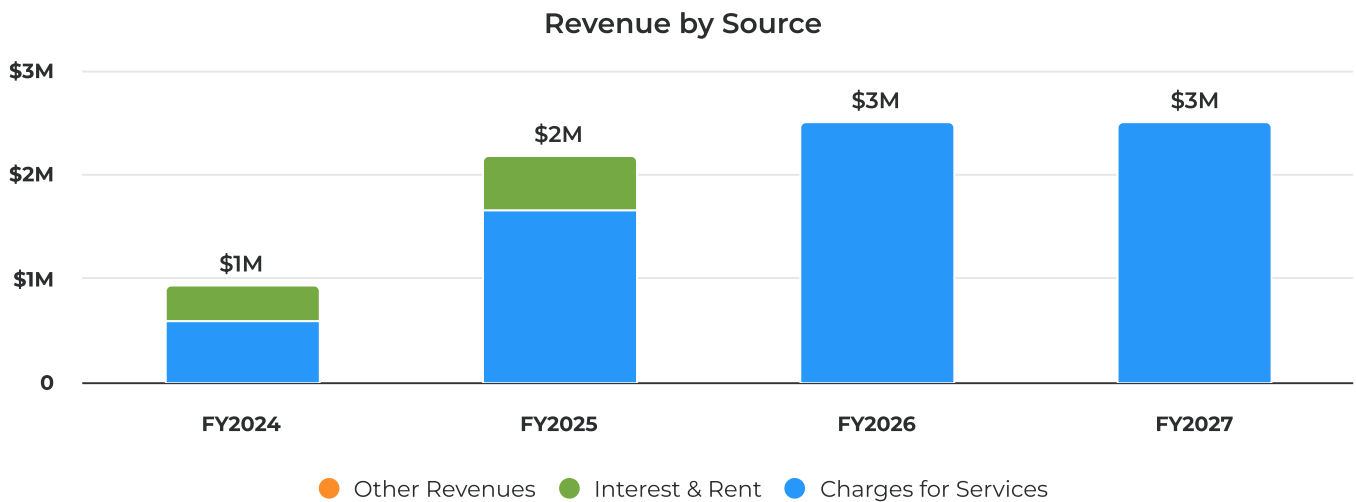
### Revenues vs Expenditures Summary



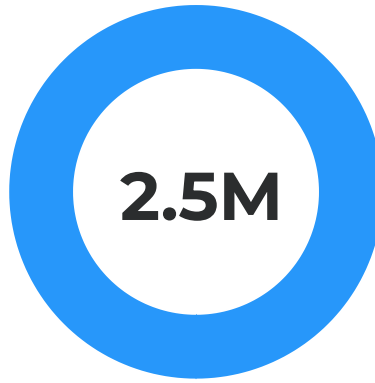
In 2027, the budgeted expenditures for Developer Deposits / Contributions, Permit Program Maint Fee, General Plan Maint Fee (270/271/272) are \$1.5 million, representing a 38.03% increase from the 2026 budgeted expenditures of \$1.1 million. This marks a significant rise compared to the previous year's 3.41% increase.

The budgeted revenue for 2027 remains steady at \$2.5 million, showing no change from the 2026 budgeted revenue, which had previously increased by 56.87% from its prior period. This indicates that while expenditures are expected to grow substantially, revenue projections are maintained at the same level as the previous year.

### Revenues by Source



### FY27 Revenues by Source



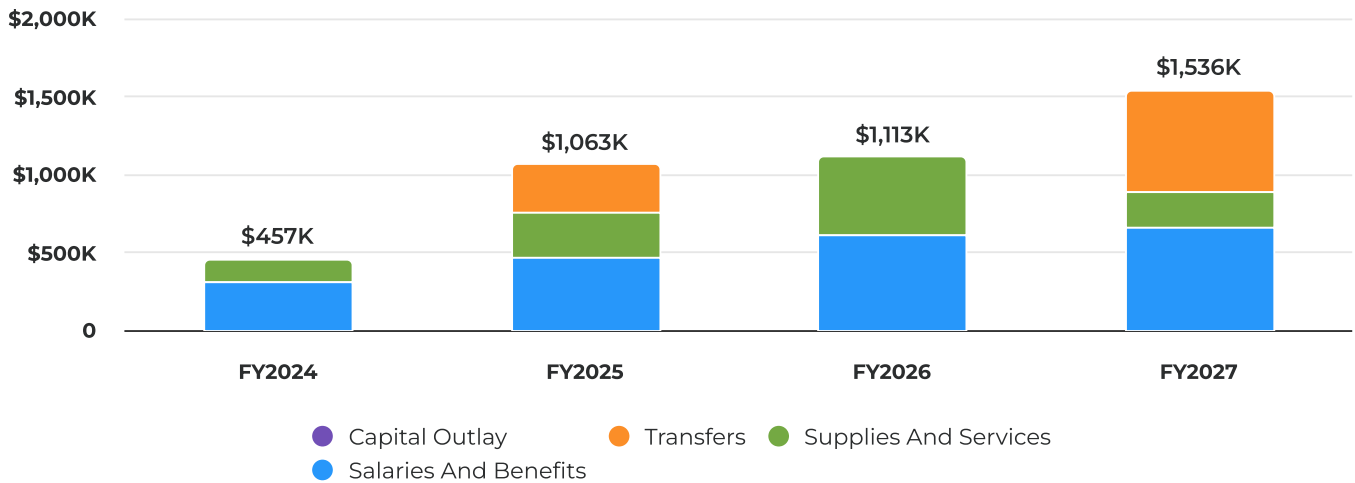
● Charges for Services **\$2,500,000** 100.00%

### Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Charges for Services  | \$ 1,662,576        | \$ 2,500,000           | \$ 2,500,000            | \$ 2,500,000        | -  |
| Interest & Rent       | \$ 507,873          | -                      | -                       | -                   | -  |
| Other Revenues        | \$ 2,544            | -                      | -                       | -                   | -  |
| <b>Total Revenues</b> | <b>\$ 2,172,993</b> | <b>\$ 2,500,000</b>    | <b>\$ 2,500,000</b>     | <b>\$ 2,500,000</b> | <b>-</b>   |

### Expenditures by Category

#### Expenditures by Category



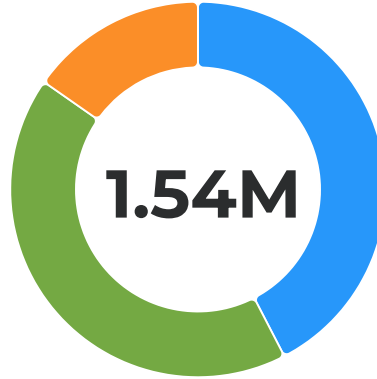
In FY2027, total expenditures for Developer Deposits / Contributions, Permit Program Maint Fee, General Plan Maint Fee increased by 38.03% to \$1.5 million compared to FY2026's \$1.1 million. The largest expenditure category shifted from Salaries and Benefits to a near equal split between Salaries and Benefits and Transfers.

Salaries and Benefits rose by \$37,365, a 6.09% increase, reaching \$651,258 and representing 42.39% of the total budget, down from 55.16% in FY2026. Transfers, which had no allocation in FY2026, increased significantly to \$650,000,

accounting for 42.31% of the total expenditures in FY2027. The salary transfer represents an adjustment to account for system constraints where salary, while budgeted, is not being charged to the fund correctly.

Supplies and Services experienced a substantial decrease of \$264,100, or 52.92%, falling to \$235,000 and making up 15.3% of the total budget, down from 44.84% in the previous year. Capital Outlay remained at zero for both years.

### FY27 Expenditures by Category



|   |                  |        |
|---|------------------|--------|
| <span style="color: blue;">●</span> Salaries And Benefits   | <b>\$651,258</b> | 42.39% |
| <span style="color: green;">●</span> Transfers              | <b>\$650,000</b> | 42.31% |
| <span style="color: orange;">●</span> Supplies And Services | <b>\$235,000</b> | 15.30% |

### Expenditures by Object

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 460,236          | \$ 613,894             | \$ 613,894              | \$ 651,258          | 6.09%  |
| Supplies And Services     | \$ 295,180          | \$ 499,100             | \$ 240,213              | \$ 235,000          | -52.92%  |
| Transfers                 | \$ 308,000          | -                      | \$ 674,541              | \$ 650,000          | -  |
| <b>Total Expenditures</b> | <b>\$ 1,063,416</b> | <b>\$ 1,112,994</b>    | <b>\$ 1,528,647</b>     | <b>\$ 1,536,258</b> | <b>38.03%</b>  |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2025             | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 6,062,122        | \$ 6,509,000        | \$ 7,473,000        | 14.81%                         | \$ 964,000                      |
| <b>Total Fund Balance</b> | <b>\$ 6,062,122</b> | <b>\$ 6,509,000</b> | <b>\$ 7,473,000</b> | <b>14.81%</b>                  | <b>\$ 964,000</b>               |

# Capital Improvements (510)

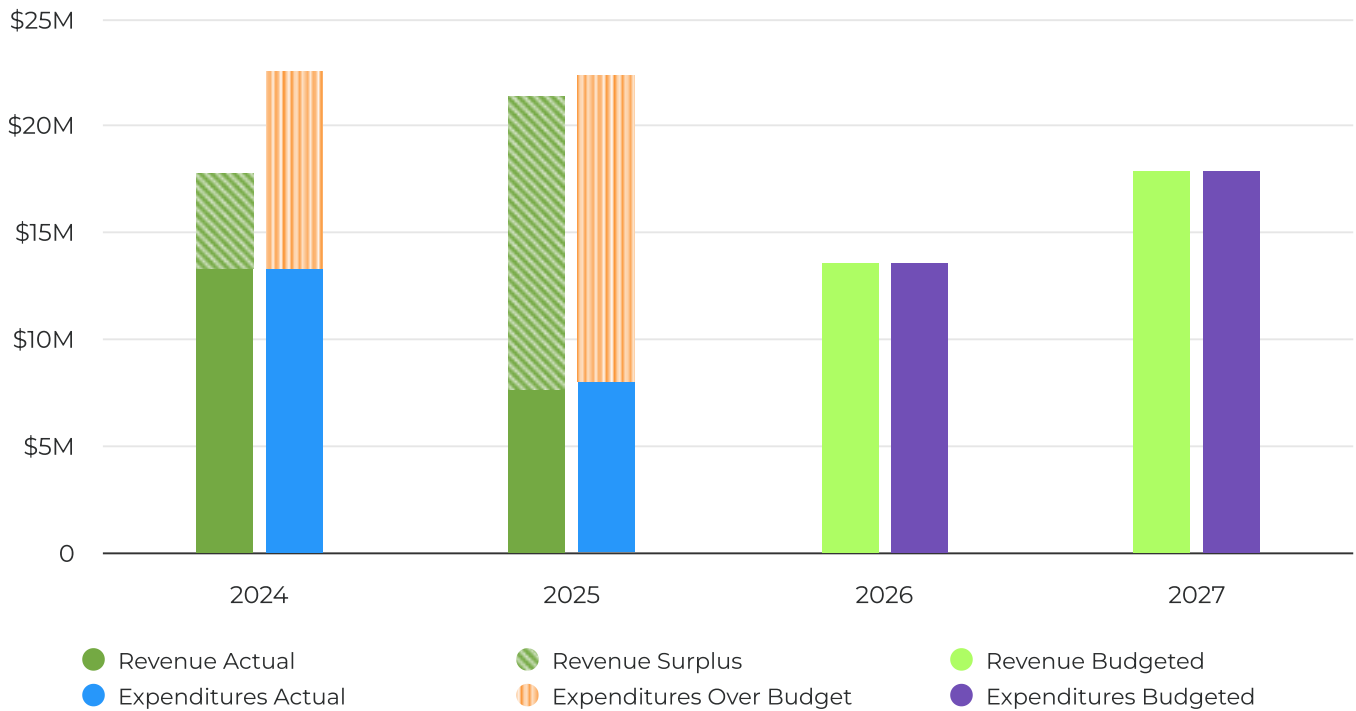
The Capital Improvement Program (CIP) Fund (Fund 510) is the main CIP fund where the majority of CIP project expenditures are recorded. CIP projects are appropriated on a multi-year basis; therefore, any unspent budget in one year can be carried forward into the next. This fund does not include capital projects that are bond-funded - these projects have their own individual funds.

The new budget reflects new appropriations only, with no carryforward appropriations from the prior year. The final actual amount of carryforward appropriations will be determined during the year-end closing process and will be reflected in the new year's adjusted budget.

Expenditures in this fund are offset by either transfers from other funds or external funding sources (frequently grants). There should be no budgeted fund balance at year end.

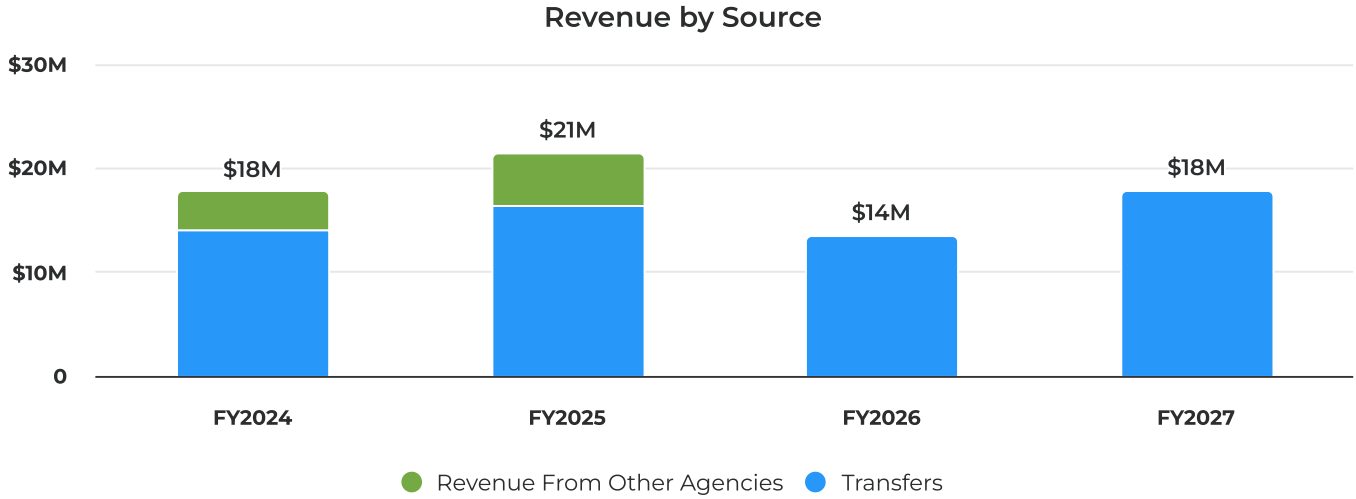
## Summary

**Revenues vs Expenditures Summary**



In the 2027 budget for Capital Improvements (510), both expenditures and revenues are budgeted at \$17.9 million, reflecting a 32.25% increase from the 2026 budgeted amounts of \$13.5 million for each category. This continues the upward trend from the previous period, where expenditures and revenues had increased by 68.34% and 75.92%, respectively. The equal growth rate in both expenditures and revenues maintains a balanced budget approach for 2027.

## Revenues by Source



### FY27 Revenues by Source

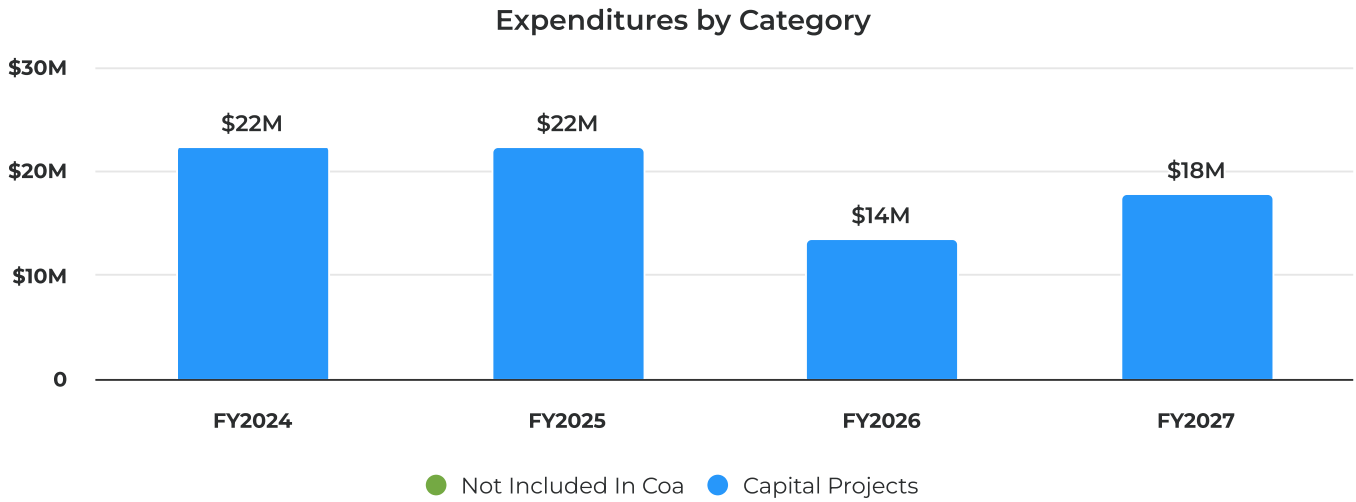


● Transfers **\$17,875,000** 100.00%

## Revenues by Source

| Category                    | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Revenue From Other Agencies | \$ 5,113,138         | -                      | \$ 28,937,634           | -                    | -  |
| Charges for Services        | -                    | -                      | \$ 3,796,384            | -                    | -  |
| Transfers                   | \$ 16,313,307        | \$ 13,516,279          | \$ 73,017,884           | \$ 17,875,000        | 32.25%   |
| <b>Total Revenues</b>       | <b>\$ 21,426,444</b> | <b>\$ 13,516,279</b>   | <b>\$ 105,751,902</b>   | <b>\$ 17,875,000</b> | <b>32.25%</b>  |

## Expenditures by Category



### FY27 Expenditures by Category



● Capital Projects **\$17,875,000** 100.00%

### Expenditures by Program

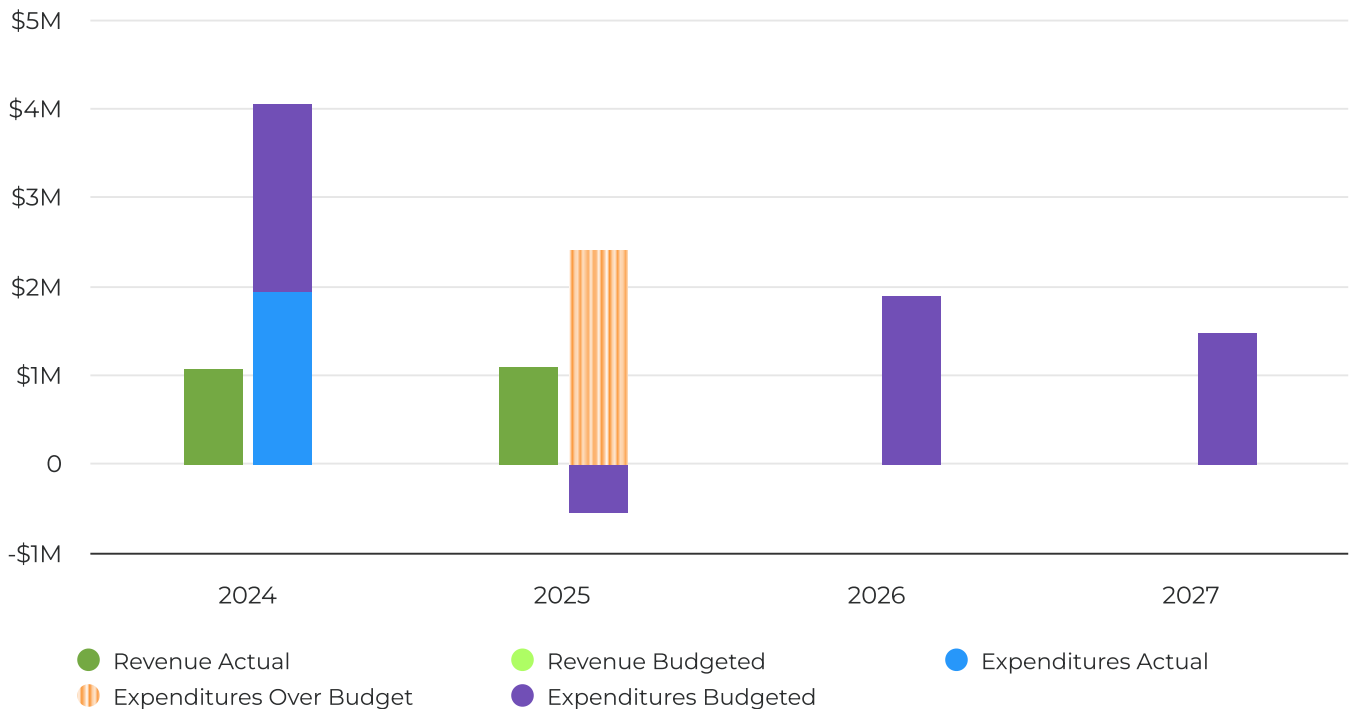
| Category                  | FY 2026 Adopted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|------------------------|----------------------|--|
| Capital Projects          | \$ 13,516,279          | \$ 17,875,000        | 32.25%   |
| <b>Total Expenditures</b> | <b>\$ 13,516,279</b>   | <b>\$ 17,875,000</b> | <b>32.25%</b>  |

# Capital Infrastructure Reserve Fund (513)

The City employed a number of strategies to mitigate the financial impact of the Great Recession; one of which was to defer building and facility maintenance. A recent analysis indicated that city-wide infrastructure liabilities were created as a result of the recession mitigation strategy. The Capital Infrastructure Reserve was created at the end of Fiscal Year 2013-14 to address these city-wide infrastructure maintenance liabilities. The reserve is funded by surplus General Fund revenue that is allocated by City Council.

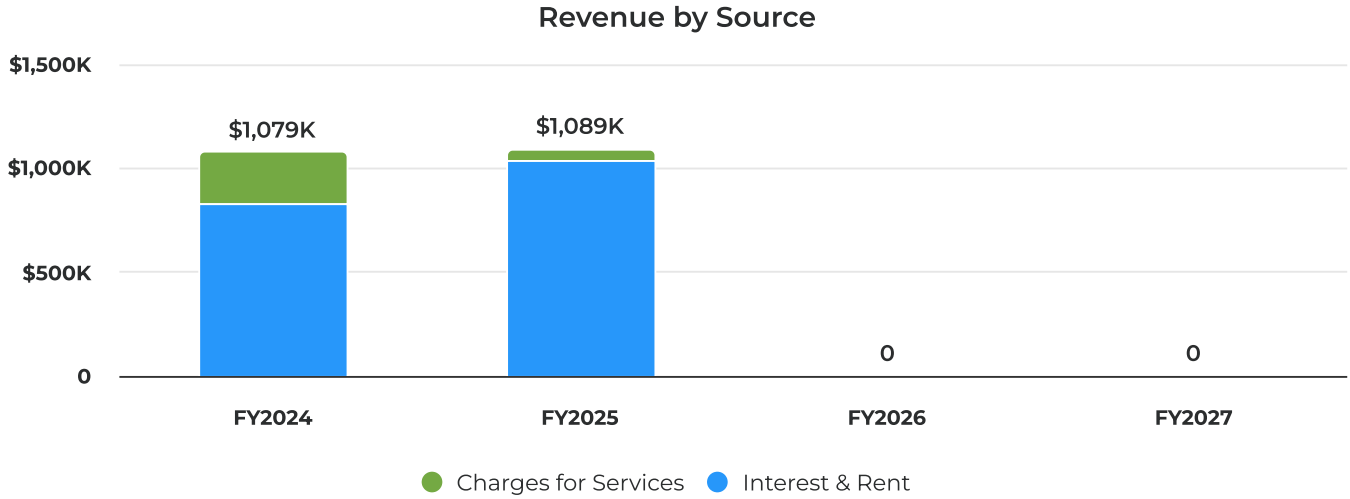
## Summary

**Revenues vs Expenditures Summary**



In the Capital Infrastructure Reserve Fund (513), the expenditures budgeted for 2027 are \$1.5 million, representing a decrease of 22.37% from the previous year's budgeted expenditures of \$1.9 million. Revenue budgeted remains at \$0 for 2027, consistent with the prior year.

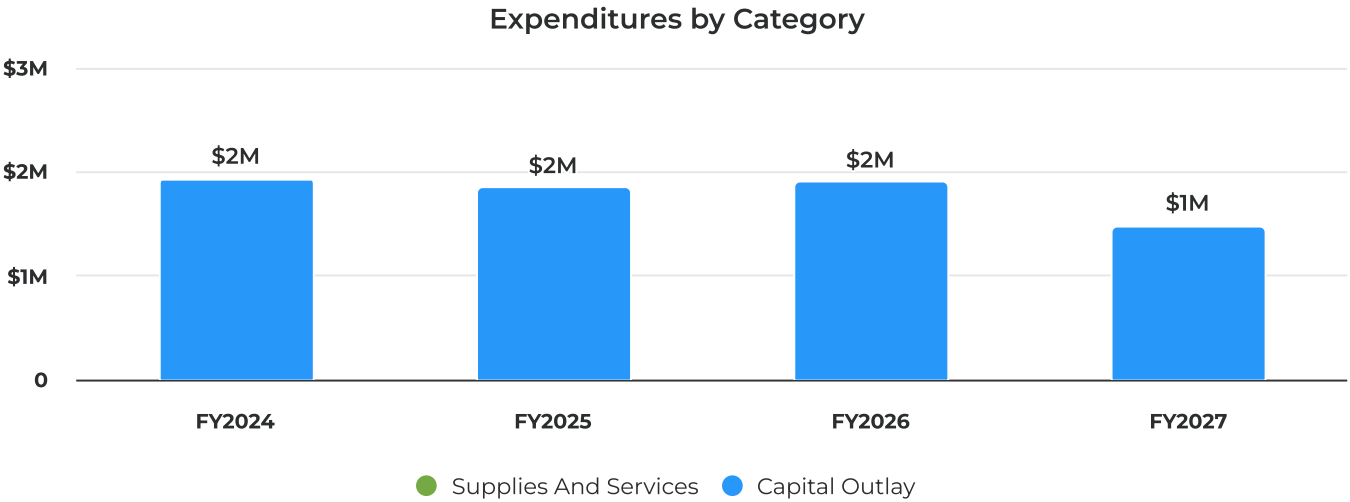
## Revenues by Source



## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|------------------|--|
| Charges for Services  | \$ 54,000           | -                      | -                       | -                | -  |
| Interest & Rent       | \$ 1,035,204        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 1,089,204</b> | -                      | -                       | -                | -  |

## Expenditures by Category



### FY27 Expenditures by Category



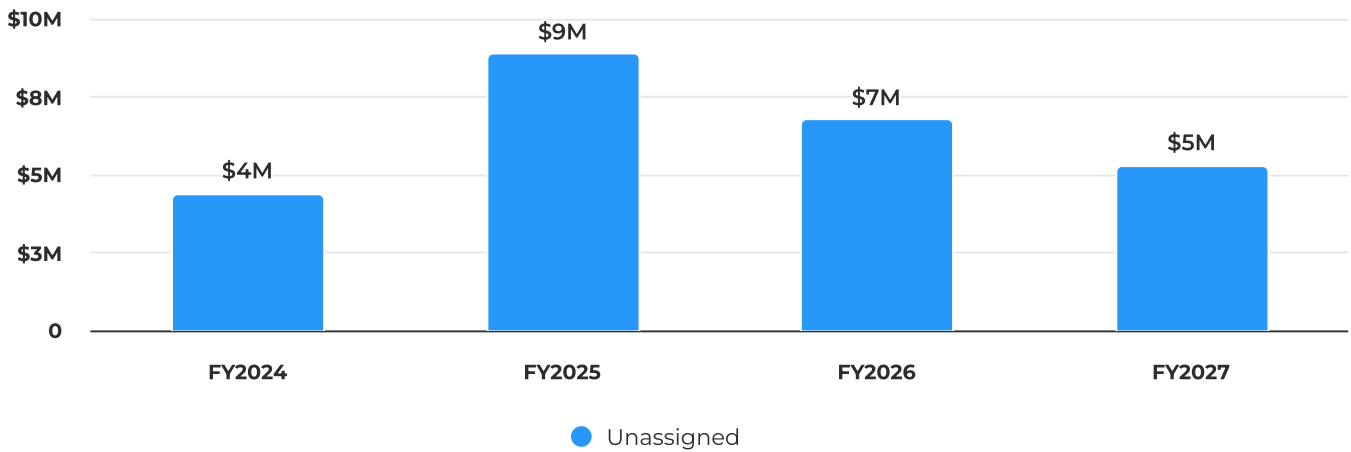
● Capital Outlay **\$1,475,000** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Supplies And Services     | -                   | -                      | \$ 1,612,169            | -                   | -  |
| Capital Outlay            | \$ 1,848,694        | \$ 1,900,000           | \$ 10,193,659           | \$ 1,475,000        | -22.37%  |
| <b>Total Expenditures</b> | <b>\$ 1,848,694</b> | <b>\$ 1,900,000</b>    | <b>\$ 11,805,827</b>    | <b>\$ 1,475,000</b> | <b>-22.37%</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2025             | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Unassigned                | \$ 8,879,508        | \$ 6,775,000        | \$ 5,300,000        | -21.77%                        | \$ -1,475,000                   |
| <b>Total Fund Balance</b> | <b>\$ 8,879,508</b> | <b>\$ 6,775,000</b> | <b>\$ 5,300,000</b> | <b>-21.77%</b>                 | <b>\$ -1,475,000</b>            |



## Changes and Highlights

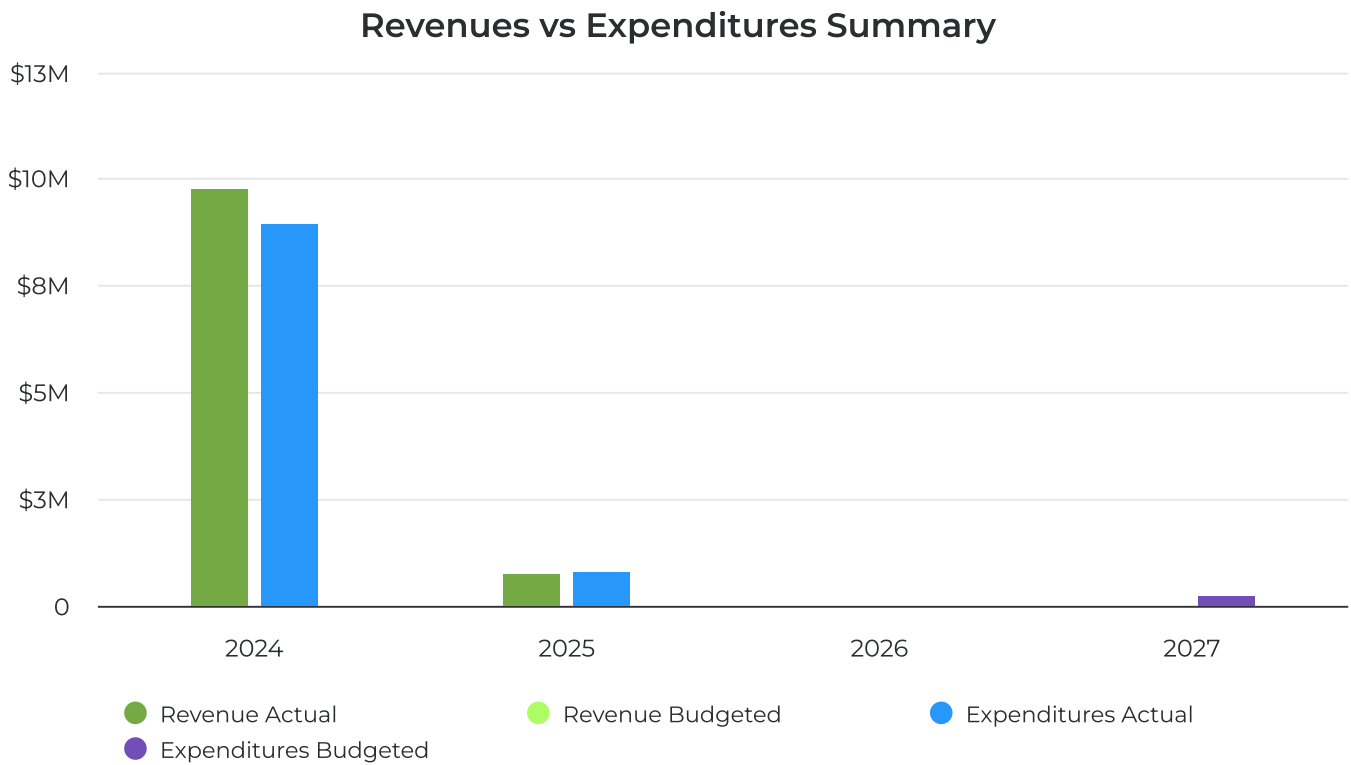
### **FY 2026-27 Capital Projects**

| <b>Amount</b>       | <b>Project Name</b>   | <b>Project#</b> |
|---------------------|---|-----------------|
| <b>\$ 100,000</b>   | Fire Station 61 Dorm Reconfiguration (480 North Canal Street) | pf2701          |
| <b>125,000</b>      | Fire Station 65 Roof Replacement (1151 SSF Drive)             | pf2702          |
| <b>75,000</b>       | Fire Station 65 HVAC Installation (1151 SSF Drive)            | pf2703          |
| <b>500,000</b>      | SSF Pedestrian Bridges Rehabilitation Project                 | st2702          |
| <b>60,000</b>       | Misc Traffic Improvements FY2022-23                           | tr2301          |
| <b>15,000</b>       | Citywide School Traffic Calming Improvement                   | tr2405          |
| <b>600,000</b>      | Streetlight Replacement Project                               | tr2701          |
| <b>\$ 1,475,000</b> | <b>Total CIP</b>  |                 |

# Capital Improvements - Civic Campus Phase I - Measure W-funded (516)

This fund was created to account for expenditures related to the Civic Campus Phase I project that were financed solely by Measure W revenues. Expenditures funded by bond financing are accounted for in a separate fund.

## Summary

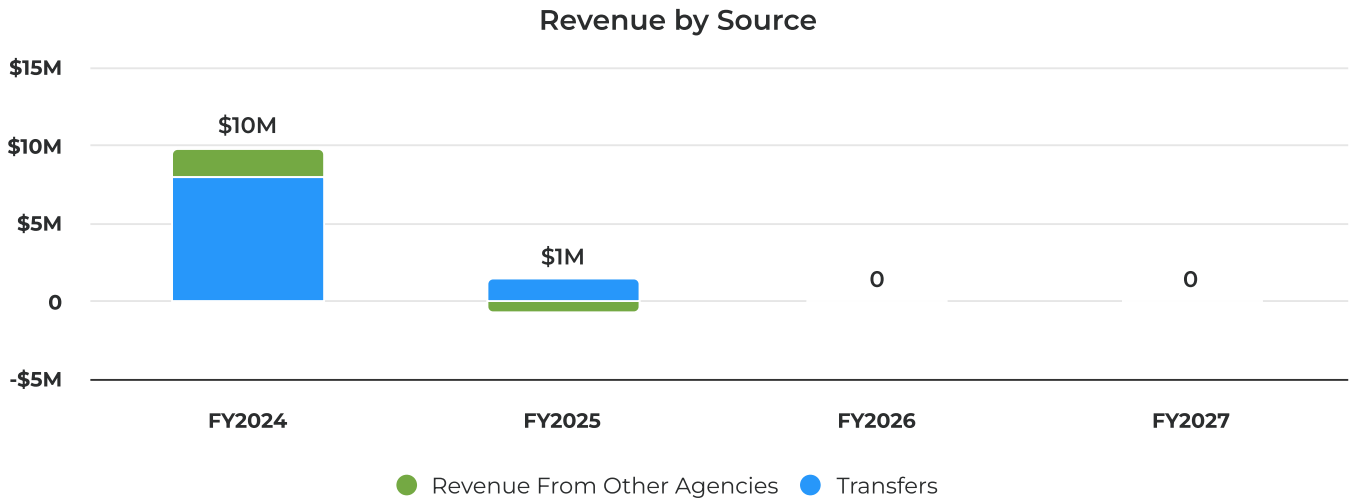


For the Capital Improvements - Civic Campus Phase I - Measure W-funded (516) project, the 2027 budget shows a significant change compared to 2026. In 2027, the expenditures budgeted amount to \$214,000, representing an increase from the previous year's budgeted expenditures of \$0. This marks the introduction of planned spending for this project in 2027.

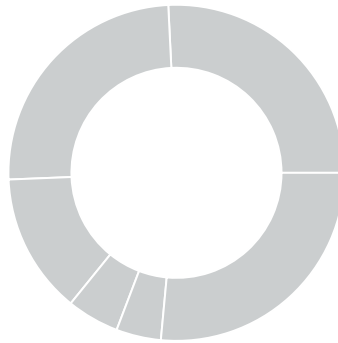
Revenue budgeted remains at \$0 in 2027, consistent with the previous year. There were no actual revenues or expenditures recorded in 2026, and no actuals are available yet for 2027.

Overall, the key trend is the initiation of budgeted expenditures in 2027, with no corresponding budgeted revenue, indicating planned investment without anticipated revenue for this fiscal year.

## Revenues by Source



### FY27 Revenues by Revenue Source Level 2

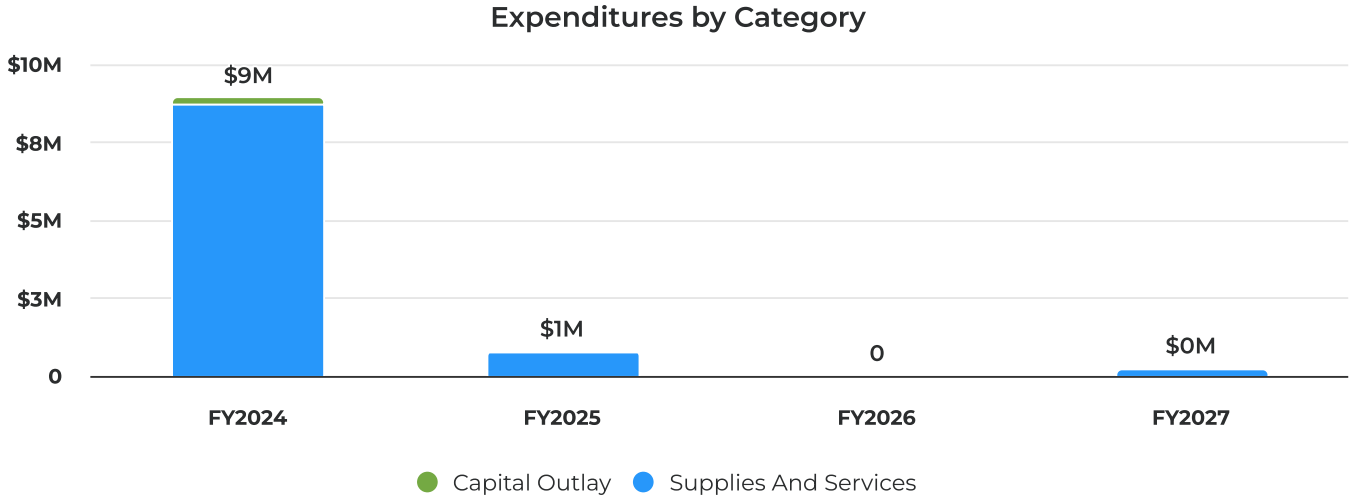


No data available

### Revenues by Revenue Source Level 2

| Category                    | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-------------------|------------------------|-------------------------|------------------|--|
| Revenue From Other Agencies | \$ -668,709       | - \$ 1,500,000         | -                       | -                | -  |
| Transfers                   | \$ 1,434,058      | - \$ 10,893,105        | -                       | -                | -  |
| <b>Total Revenues</b>       | <b>\$ 765,349</b> | <b>- \$ 12,393,105</b> | -                       | -                | -  |

## Expenditures by Category



### FY27 Expenditures by Object

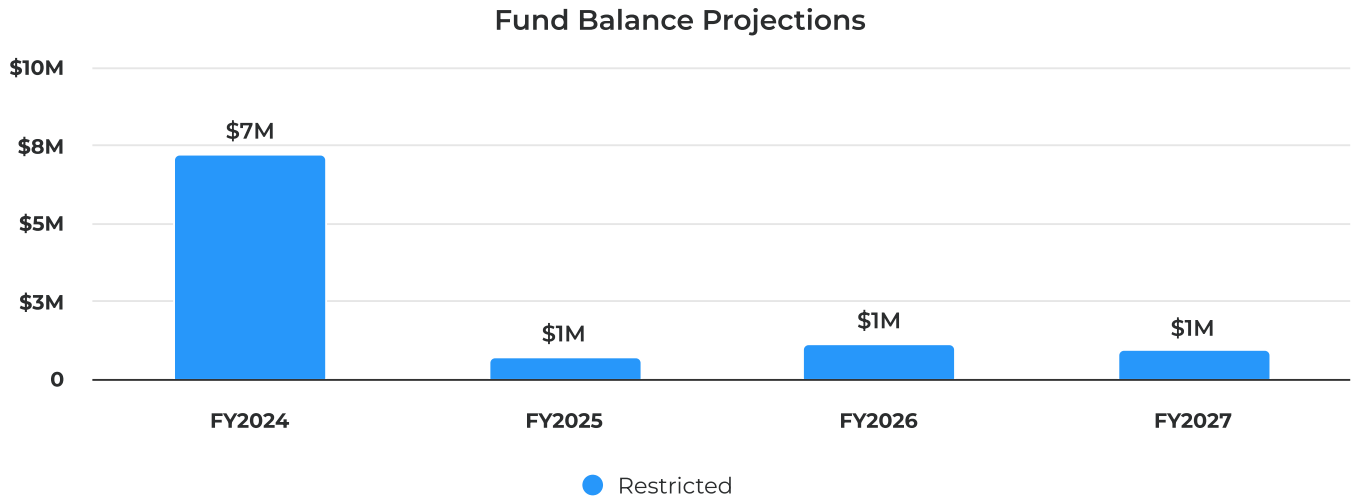


● Supplies And Services **\$214,000** 100.00%

### Expenditures by Object

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Supplies And Services     | \$ 725,925        | -                      | \$ 37,426,048           | \$ 214,000        | -  |
| Capital Outlay            | \$ 61,107         | -                      | -                       | -                 | -  |
| <b>Total Expenditures</b> | <b>\$ 787,032</b> | <b>-</b>               | <b>\$ 37,426,048</b>    | <b>\$ 214,000</b> | <b>-</b>   |

## Fund Balance



### Financial Summary

| Fund Balance              | FY 2026             | FY 2027           | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|-------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 1,118,000        | \$ 904,000        | -19.14%                        | \$ -214,000                     |
| <b>Total Fund Balance</b> | <b>\$ 1,118,000</b> | <b>\$ 904,000</b> | <b>-19.14%</b>                 | <b>\$ -214,000</b>              |

## Changes and Highlights

### FY 2026-27 Capital Projects

| Amount            | Project Name                                   | Project# |
|-------------------|--|----------|
| <b>\$ 214,000</b> | Library, Parks & Recreation - Phase II (Bonds) | pf2207   |
| <b>\$ 214,000</b> | <b>Total CIP</b>                               |          |

# Capital Improvements - Bond-funded (515/517/518/519/522/523/524/525)

These funds were created to account for the funding of specific capital projects through the issuance of municipal bonds, as follows:

515 - Capital Improvements - Police Station

517 - Capital Improvements - City Street Paving Program

518 - Capital Improvements - Solar Rooves Installation (City Corp Yard & LPR)

519 - Capital Improvements - Civic Center Campus - Phase II

522 - Capital Improvements - Orange Memorial Park Ballfield

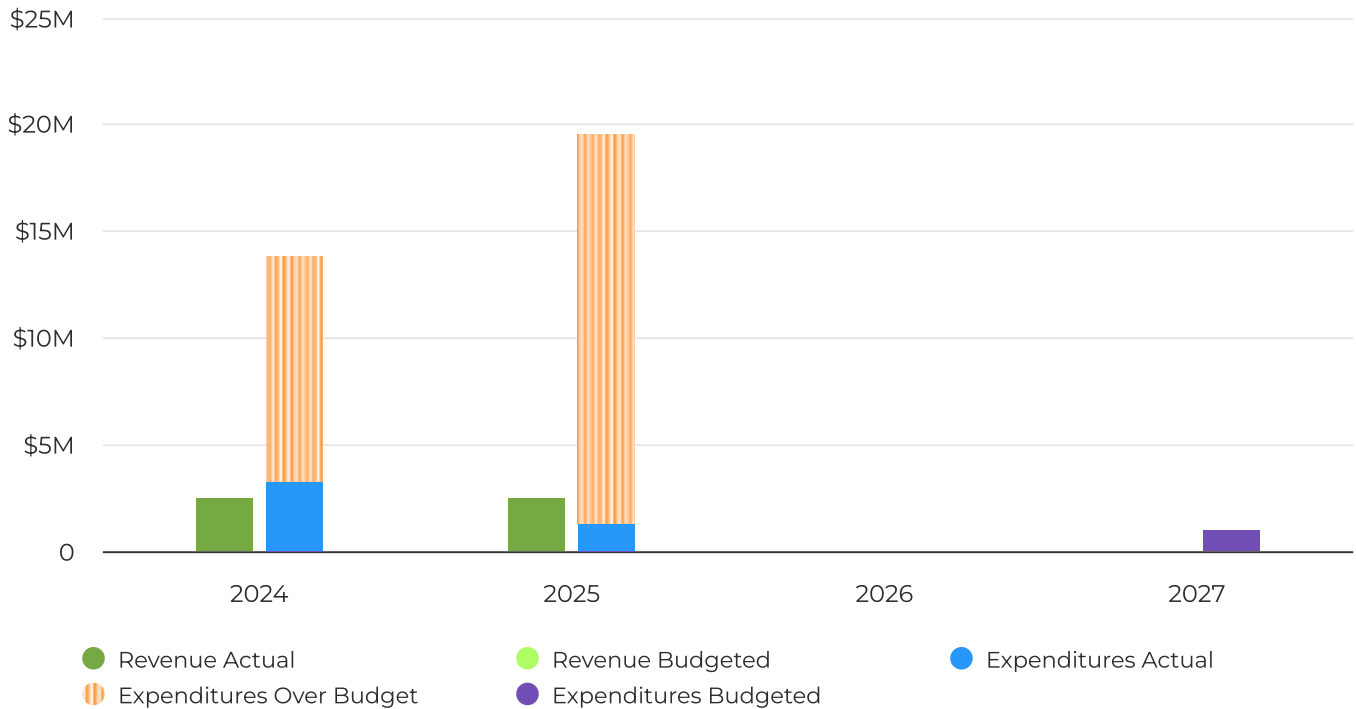
523 - Capital Improvements - Orange Memorial Park Playground Replacement

524 - Capital Improvements - New Aquatics Center

525 - Capital Improvements - Colma Creek Bridge Replacement

## Summary

**Revenues vs Expenditures Summary**

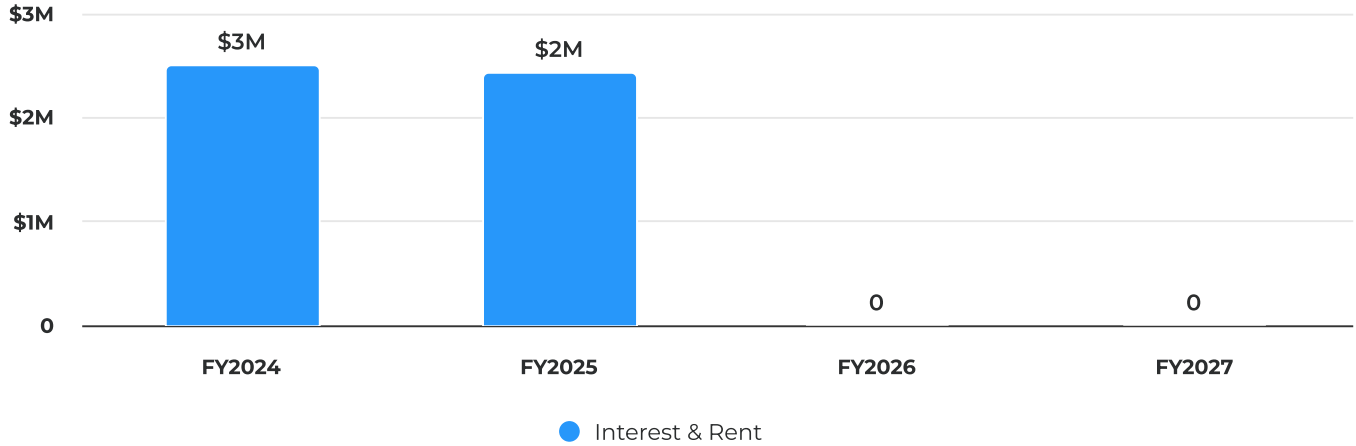


For the Capital Improvements - Bond-funded category in 2027, the budgeted expenditures are \$965,073, representing a significant increase from the previous year 2026, which had no budgeted expenditures. The revenue budget remains

at \$0 for 2027, consistent with the previous year. This indicates that while no new revenue is anticipated, there is a substantial planned increase in expenditures for capital improvements funded by bonds in 2027 compared to 2026.

## Revenues by Source

Historical Revenue by Revenue Source Level 2

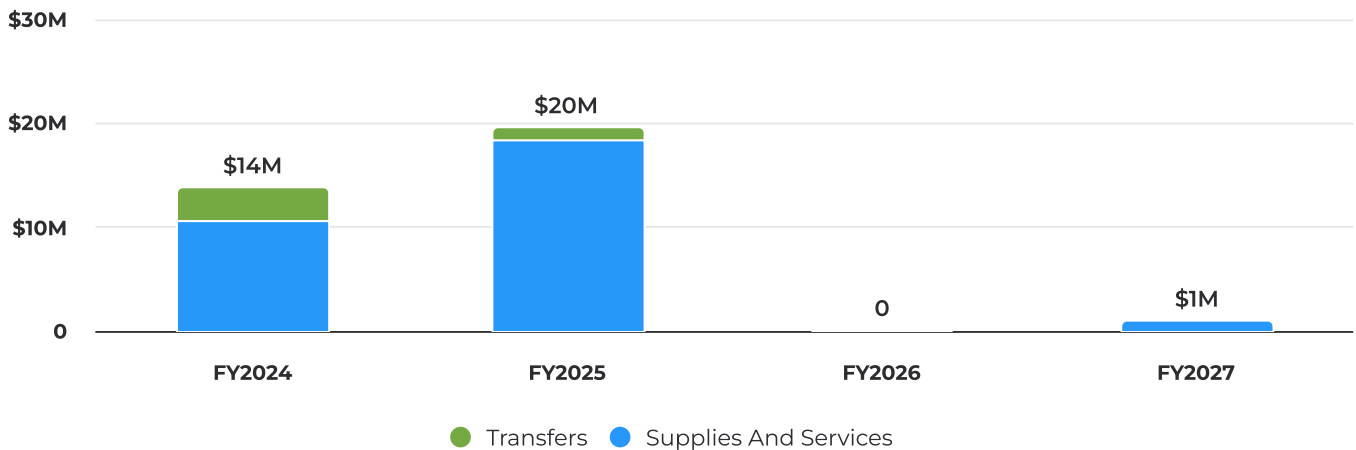


## Revenues by Revenue Source Level 2

| Category                | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-------------------------|---------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent         | \$ 2,438,306        | -                      | -                       | -                | -  |
| Other Financing Sources | -                   | - \$                   | 960,000                 | -                | -  |
| <b>Total Revenues</b>   | <b>\$ 2,438,306</b> | <b>- \$</b>            | <b>960,000</b>          | <b>-</b>         | <b>-</b>   |

## Expenditures by Category

Expenditures by Category



### FY27 Expenditures by Category



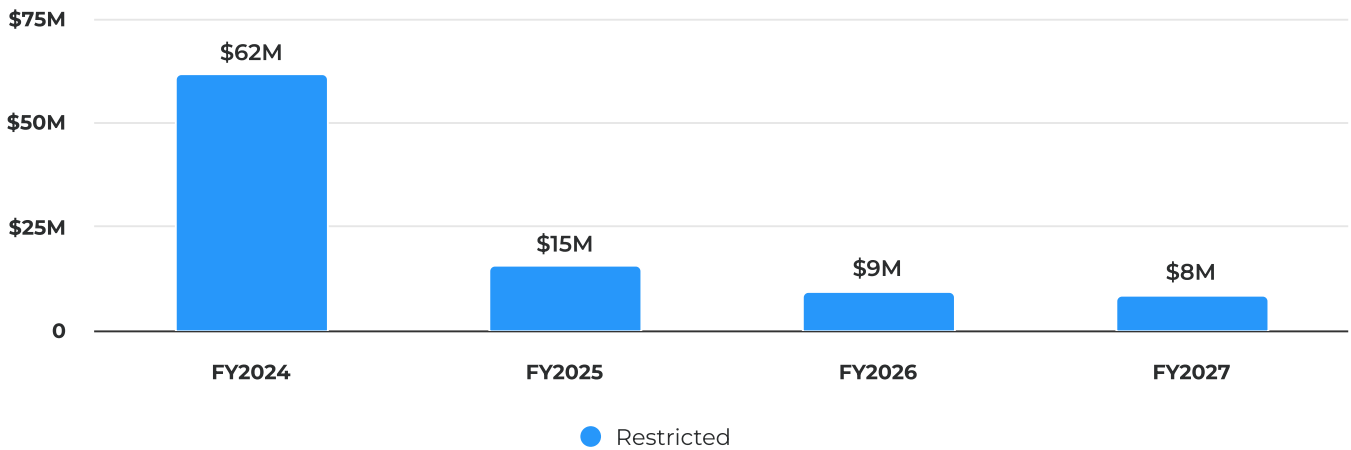
● Supplies And Services **\$965,073** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|-------------------|--|
| Supplies And Services     | \$ 18,348,039        | -                      | \$ 34,721,362           | \$ 965,073        | -  |
| Transfers                 | \$ 1,211,820         | -                      | -                       | -                 | -  |
| <b>Total Expenditures</b> | <b>\$ 19,559,859</b> | <b>-</b>               | <b>\$ 34,721,362</b>    | <b>\$ 965,073</b> | <b>-</b>   |

### Fund Balance

#### Fund Balance Projections



In FY2027, the total fund balance projection for Capital Improvements - Bond-funded is \$8.4 million, representing a decrease of 10.27% from the FY2026 total of \$9.4 million. The entire fund balance remains classified as Restricted, accounting for 100% of the total in both years.

The Restricted category decreased by \$965,000, or 10.27%, from \$9.4 million in FY2026 to \$8.4 million in FY2027. This decrease in the Restricted fund balance is the largest change observed within the fund balance projections for FY2027.

## Financial Summary

| Fund Balance              | FY 2026   |                  | FY 2027   |                  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|------------------|-----------|------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 9,396,000        | \$        | 8,431,000        | -10.27%                        | \$ -965,000                     |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>9,396,000</b> | <b>\$</b> | <b>8,431,000</b> | <b>-10.27%</b>                 | <b>\$ -965,000</b>              |

## Changes and Highlights

### FY 2026-27 Capital Projects

| Amount               | Project Name  | Project# |
|----------------------|---|----------|
| <b>\$ 100,000.00</b> | Fund 519 - EV Chargers at LPR and Orange Memorial Park Pool | pk2704   |
| <b>865,073.40</b>    | Fund 522 - Aquatic Center - Bond Portion                    | pk2310   |
| <b>\$ 965,073.40</b> | <b>Total CIP</b>  |          |

# Governmental - non-Major Funds

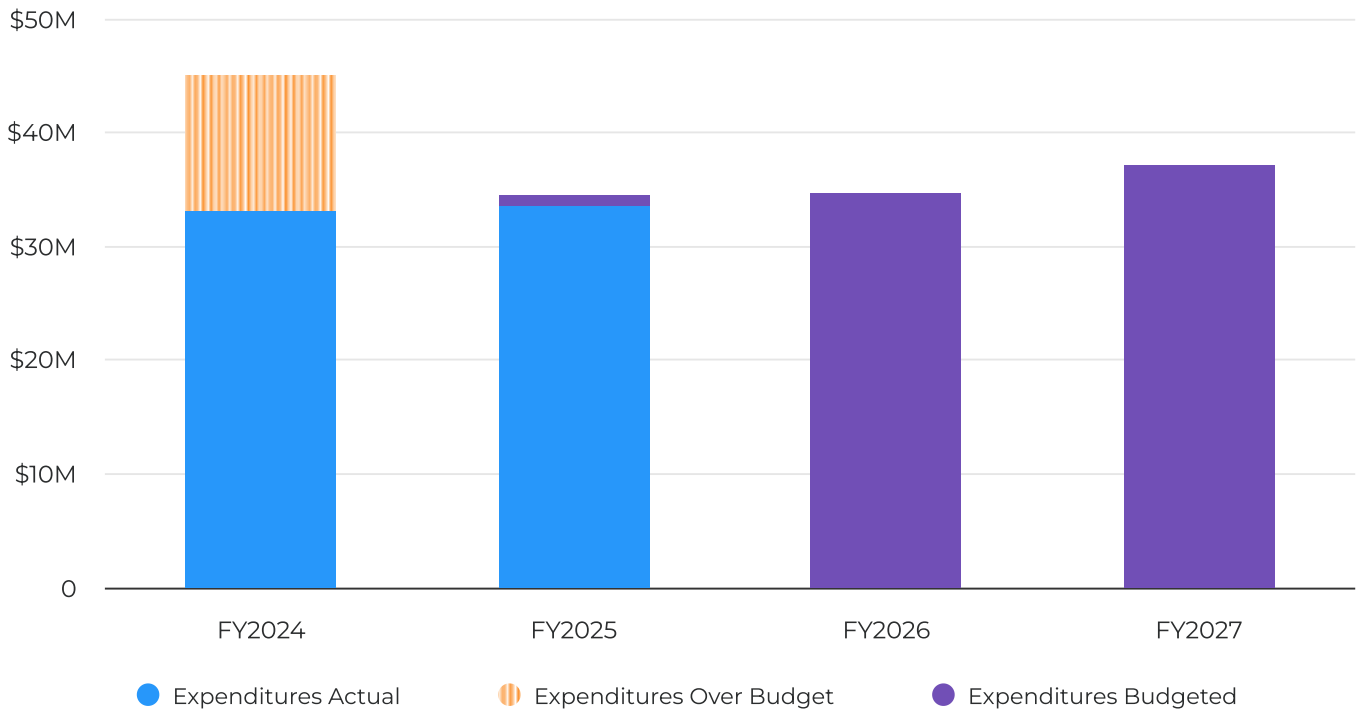
Governmental Funds are designated for revenues and expenditures that are classified as government-type activities. These activities, which are financed primarily through taxes, provide infrastructure improvements including housing rehabilitation, traffic improvements, land improvements, park facilities and public facility improvements.

Governmental Funds have been divided into Major and non-Major classifications. The Governmental non-Major funds consists of the Park-In-Lieu funds, Gas Tax Fund, Measure A Fund, Road Maintenance & Rehabilitation Act (SB1) Fund, Measure W Fund, Community Development Block Grant Fund, Common Greens Maintenance District funds, Solid waste Reduction Fund, Supplemental Law Enforcement Fund, City Programs Fund, Sewer Capacity Charge Fund, and Consolidated Impact Fees Fund.

The graphs in this section compare *Adopted* Budgets year-over-year, while *Actuals* reflect all revenues or expenditures authorized during the year, including adjustments such as carry-forwards, grants received, and Council-approved appropriations. Because actuals are authorized using the final *Adjusted* budget, they may exceed the *Adopted* Budget.

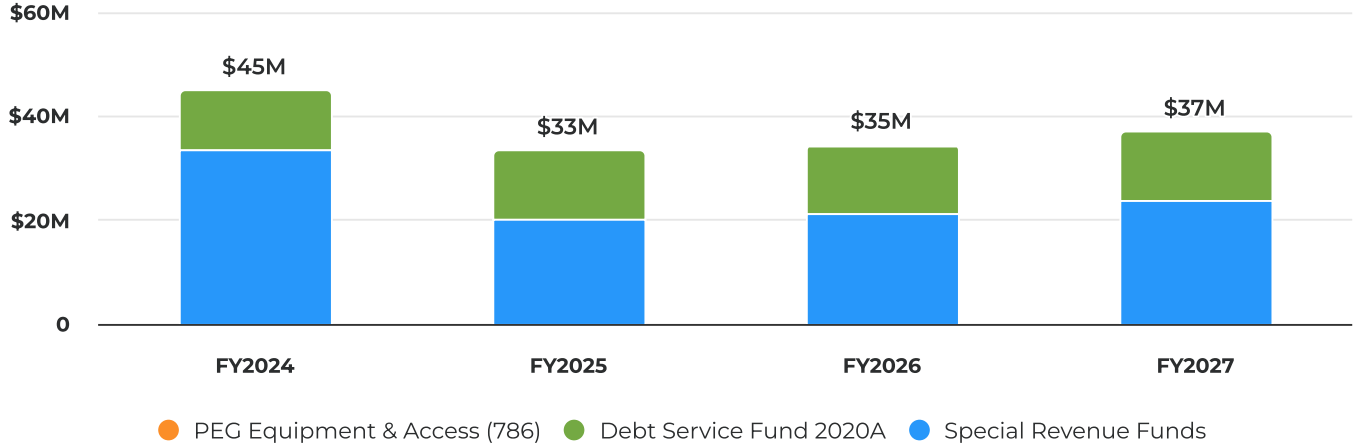
## Expenditure Summary

Historical Expenditures Across Fund Group



# Expenditures by Fund

Historical Expenditures by Fund



FY27 Expenditures by Fund



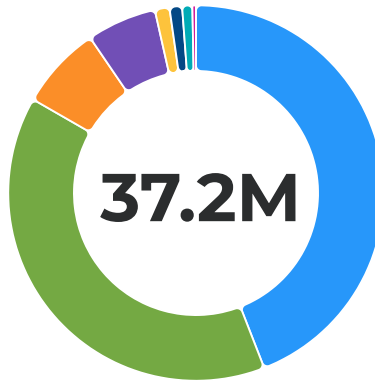
|                              |              |        |
|------------------------------|--------------|--------|
| Special Revenue Funds        | \$23,652,621 | 63.57% |
| Debt Service Fund 2020A      | \$13,230,288 | 35.56% |
| PEG Equipment & Access (786) | \$325,000    | 0.87%  |

## Expenditures by Fund

| Category                     | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Proposed Budget (% Change) |
|------------------------------|----------------------|------------------------|-------------------------|----------------------|---|
| Special Revenue Funds        | \$ 20,222,924        | \$ 21,029,453          | \$ 109,181,994          | \$ 23,652,621        | 12.47%  |
| Debt Service Fund 2020A      | \$ 13,231,738        | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288        | -0.05%  |
| PEG Equipment & Access (786) | -                    | \$ 325,000             | \$ 25,000               | \$ 325,000           | -   |
| <b>Total Expenditures</b>    | <b>\$ 33,454,662</b> | <b>\$ 34,590,991</b>   | <b>\$ 122,443,532</b>   | <b>\$ 37,207,909</b> | <b>7.57%</b>  |

# Expenditures by Department

FY27 Expenditures by Department



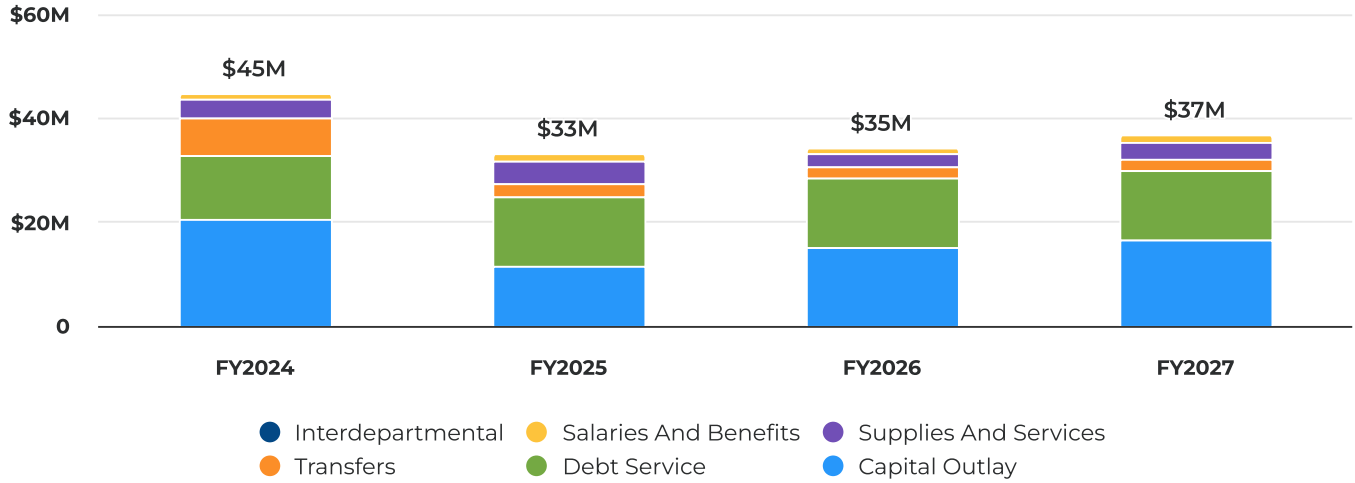
|                                  |              |        |
|----------------------------------|--------------|--------|
| Capital Improvement Plan         | \$16,400,000 | 44.08% |
| Non Expense                      | \$14,594,674 | 39.22% |
| Parks & Recreation               | \$2,666,772  | 7.17%  |
| Transfers                        | \$2,234,712  | 6.01%  |
| Economic & Community Development | \$469,197    | 1.26%  |
| Public Works                     | \$402,554    | 1.08%  |
| Information Technology           | \$325,000    | 0.87%  |
| Fire                             | \$115,000    | 0.31%  |

## Expenditures by Department

| Category                         | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|----------------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Transfers                        | \$ 1,842,000         | \$ 2,162,847           | \$ 15,993,132           | \$ 2,234,712         | 3.32%  |
| Economic & Community Development | \$ 210,919           | -                      | \$ 1,304,629            | \$ 469,197           | -  |
| Fire                             | -                    | -                      | \$ 21,963               | \$ 115,000           | -  |
| Police                           | \$ 36,750            | -                      | -                       | -                    | -  |
| Public Works                     | \$ 334,923           | \$ 402,554             | \$ 877,469              | \$ 402,554           | -  |
| Information Technology           | -                    | \$ 325,000             | \$ 25,000               | \$ 325,000           | -  |
| Parks & Recreation               | \$ 2,557,254         | \$ 2,203,971           | \$ 2,203,971            | \$ 2,666,772         | 21.00%   |
| Capital Improvement Plan         | \$ 11,364,617        | \$ 15,016,279          | \$ 75,453,451           | \$ 16,400,000        | 9.21%  |
| Non Expense                      | \$ 17,108,199        | \$ 14,480,340          | \$ 26,563,917           | \$ 14,594,674        | 0.79%  |
| <b>Total Expenditures</b>        | <b>\$ 33,454,662</b> | <b>\$ 34,590,991</b>   | <b>\$ 122,443,532</b>   | <b>\$ 37,207,909</b> | <b>7.57%</b>   |

# Expenditures by Object

### Historical Expenditures by Object



### FY27 Expenditures by Object



| Category              | Amount       | Percentage |
|-----------------------|--------------|------------|
| Capital Outlay        | \$16,475,000 | 44.28%     |
| Debt Service          | \$13,230,288 | 35.56%     |
| Supplies And Services | \$3,371,425  | 9.06%      |
| Transfers             | \$2,234,712  | 6.01%      |
| Salaries And Benefits | \$1,378,903  | 3.71%      |
| Interdepartmental     | \$517,582    | 1.39%      |

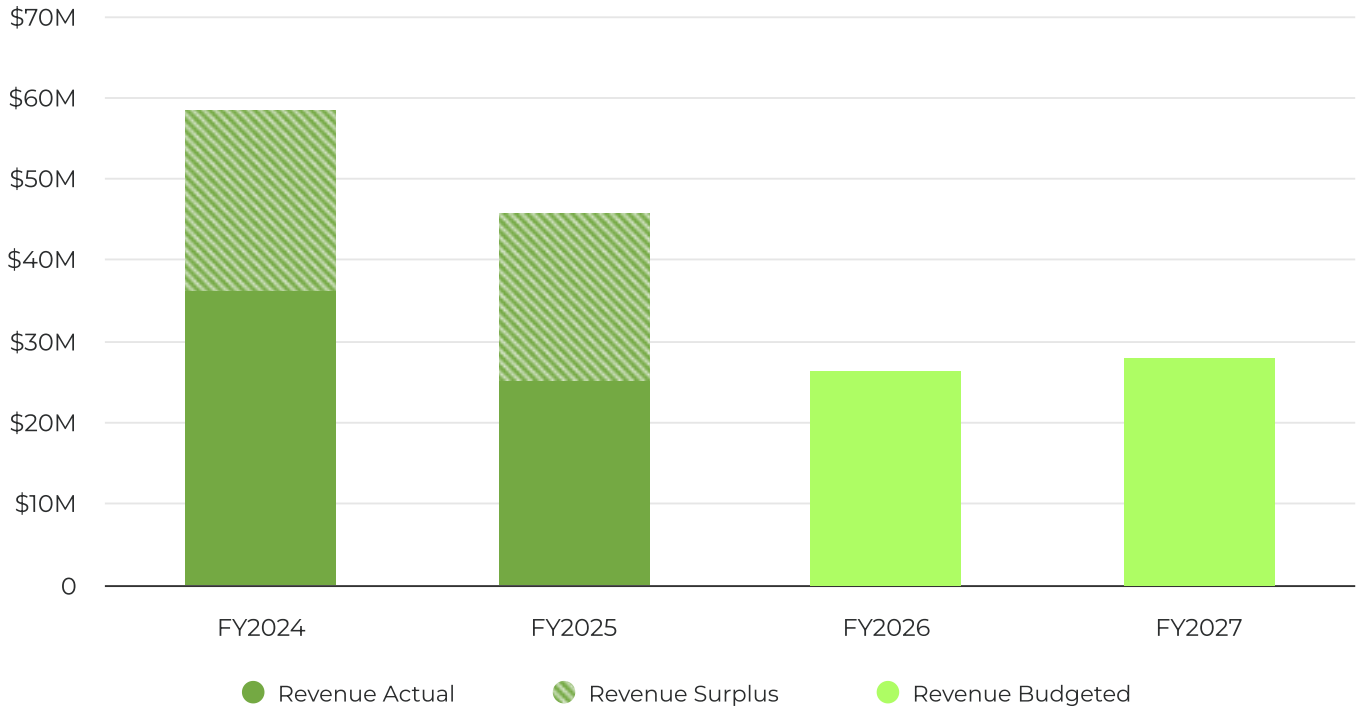
## Expenditures by Object

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 1,336,395         | \$ 910,266             | \$ 910,266              | \$ 1,378,903         | 51.48%   |
| Supplies And Services     | \$ 4,168,011         | \$ 2,687,228           | \$ 13,927,311           | \$ 3,371,425         | 25.46%   |
| Debt Service              | \$ 13,231,738        | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288        | -0.05%   |
| Capital Outlay            | \$ 11,373,684        | \$ 15,091,279          | \$ 77,873,451           | \$ 16,475,000        | 9.17%  |
| Interdepartmental         | \$ 502,834           | \$ 502,834             | \$ 502,834              | \$ 517,582           | 2.93%  |
| Transfers                 | \$ 2,842,000         | \$ 2,162,847           | \$ 15,993,132           | \$ 2,234,712         | 3.32%  |
| <b>Total Expenditures</b> | <b>\$ 33,454,662</b> | <b>\$ 34,590,991</b>   | <b>\$ 122,443,532</b>   | <b>\$ 37,207,909</b> | <b>7.57%</b>   |



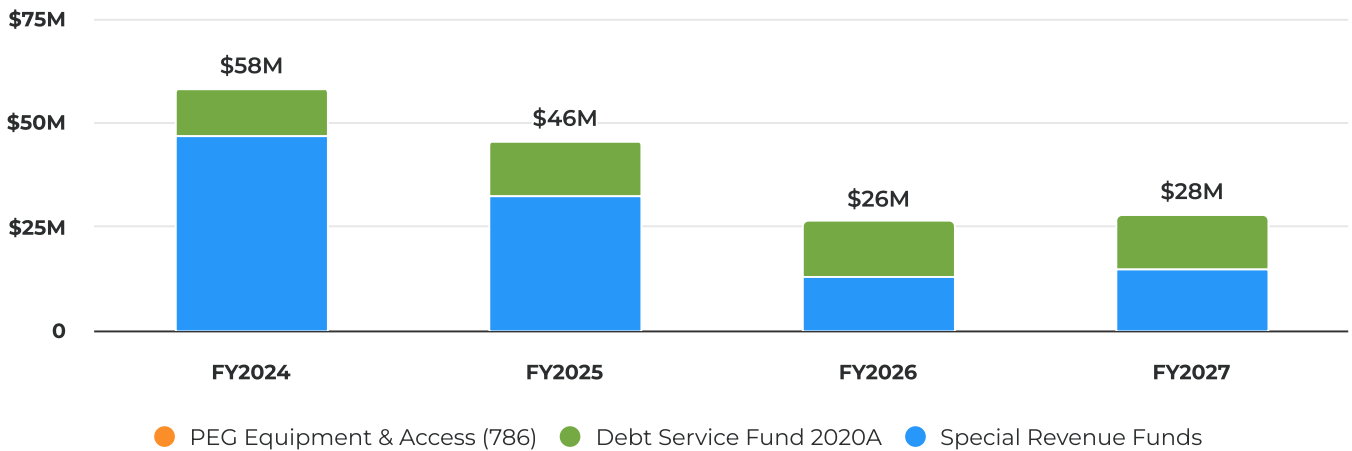
## Revenue Summary

### Historical Revenues Across Fund Group

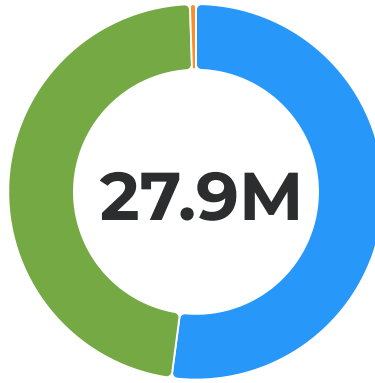


## Revenues by Fund

### Historical Revenues by Fund



### FY27 Revenues by Fund



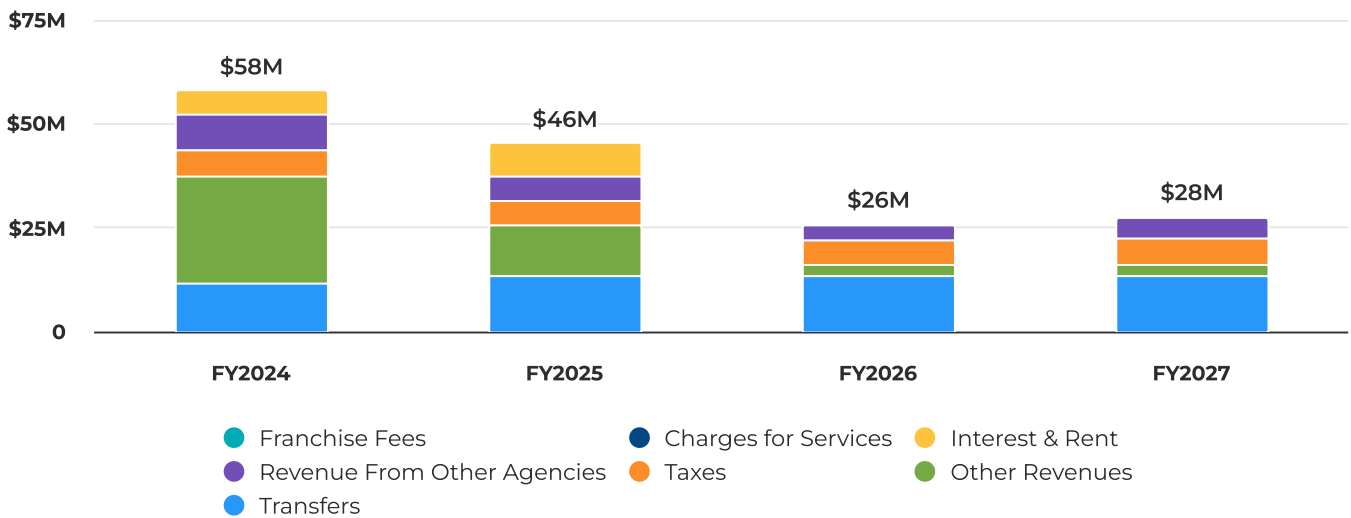
|                                |                     |        |
|--------------------------------|---------------------|--------|
| ● Special Revenue Funds        | <b>\$14,538,170</b> | 52.08% |
| ● Debt Service Fund 2020A      | <b>\$13,230,288</b> | 47.40% |
| ● PEG Equipment & Access (786) | <b>\$146,000</b>    | 0.52%  |

### Revenues by Fund

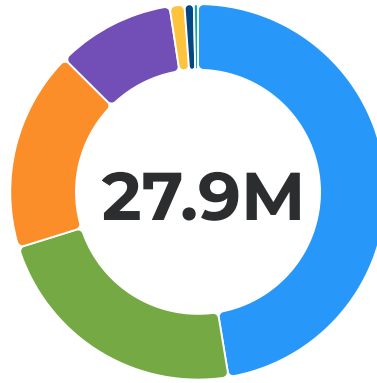
| Category                     | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|------------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Special Revenue Funds        | \$ 32,216,147        | \$ 12,980,826          | \$ 12,980,826           | \$ 14,538,170        | 12.00%   |
| Debt Service Fund 2020A      | \$ 13,231,738        | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288        | -0.05%   |
| PEG Equipment & Access (786) | \$ 228,573           | \$ 130,000             | \$ 130,000              | \$ 146,000           | 12.31%   |
| <b>Total Revenues</b>        | <b>\$ 45,676,458</b> | <b>\$ 26,347,364</b>   | <b>\$ 26,347,364</b>    | <b>\$ 27,914,457</b> | <b>5.95%</b>   |

### Revenues by Object Groups

#### Historical Revenues by Object Groups



### FY27 Revenues by Object Groups



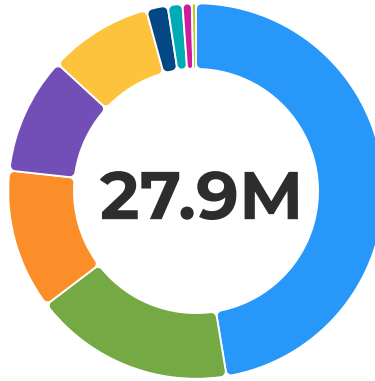
|                               |                     |        |
|-------------------------------|---------------------|--------|
| ● Transfers                   | <b>\$13,230,288</b> | 47.40% |
| ● Taxes                       | <b>\$6,367,373</b>  | 22.81% |
| ● Revenue From Other Agencies | <b>\$4,820,017</b>  | 17.27% |
| ● Other Revenues              | <b>\$2,817,700</b>  | 10.09% |
| ● Interest & Rent             | <b>\$359,000</b>    | 1.29%  |
| ● Charges for Services        | <b>\$220,080</b>    | 0.79%  |
| ● Franchise Fees              | <b>\$100,000</b>    | 0.36%  |

### Revenues by Object Groups

| Category                    | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Franchise Fees              | \$ 170,090           | \$ 125,000             | \$ 125,000              | \$ 100,000           | -20.00%  |
| Revenue From Other Agencies | \$ 5,716,179         | \$ 3,992,820           | \$ 3,992,820            | \$ 4,820,017         | 20.72%   |
| Charges for Services        | \$ 292,858           | \$ 220,080             | \$ 220,080              | \$ 220,080           | -  |
| Interest & Rent             | \$ 7,948,487         | \$ 310,000             | \$ 310,000              | \$ 359,000           | 15.81%   |
| Other Revenues              | \$ 12,307,659        | \$ 2,817,700           | \$ 2,817,700            | \$ 2,817,700         | -  |
| Transfers                   | \$ 13,231,738        | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288        | -0.05%   |
| Taxes                       | \$ 6,009,447         | \$ 5,645,226           | \$ 5,645,226            | \$ 6,367,373         | 12.79%   |
| <b>Total Revenues</b>       | <b>\$ 45,676,458</b> | <b>\$ 26,347,364</b>   | <b>\$ 26,347,364</b>    | <b>\$ 27,914,457</b> | <b>5.95%</b>   |

# Revenues by Revenue Source Level 2

## FY27 Revenues by Revenue Source Level 2



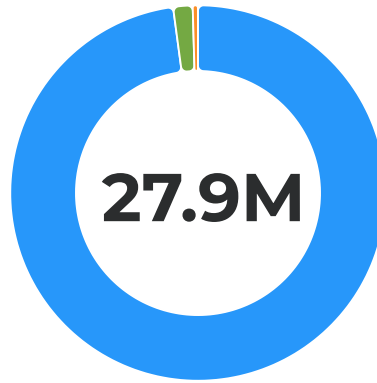
|                               |                     |        |
|-------------------------------|---------------------|--------|
| ● Transfers                   | <b>\$13,230,288</b> | 47.40% |
| ● Revenue From Other Agencies | <b>\$4,820,017</b>  | 17.27% |
| ● Sales Tax                   | <b>\$3,370,000</b>  | 12.07% |
| ● Other Revenues              | <b>\$2,817,700</b>  | 10.09% |
| ● Property Tax                | <b>\$2,485,903</b>  | 8.91%  |
| ● Other Taxes                 | <b>\$511,470</b>    | 1.83%  |
| ● Interest & Rent             | <b>\$359,000</b>    | 1.29%  |
| ● Charges for Services        | <b>\$220,080</b>    | 0.79%  |
| ● Franchise Fees              | <b>\$100,000</b>    | 0.36%  |

## Revenues by Revenue Source Level 2

| Category                    | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Other Taxes                 | \$ 203,006           | \$ 200,000             | \$ 200,000              | \$ 511,470           | 155.73%  |
| Sales Tax                   | \$ 3,238,737         | \$ 3,226,480           | \$ 3,226,480            | \$ 3,370,000         | 4.45%  |
| Property Tax                | \$ 2,567,704         | \$ 2,218,746           | \$ 2,218,746            | \$ 2,485,903         | 12.04%   |
| Franchise Fees              | \$ 170,090           | \$ 125,000             | \$ 125,000              | \$ 100,000           | -20.00%  |
| Revenue From Other Agencies | \$ 5,716,179         | \$ 3,992,820           | \$ 3,992,820            | \$ 4,820,017         | 20.72%   |
| Charges for Services        | \$ 292,858           | \$ 220,080             | \$ 220,080              | \$ 220,080           | -  |
| Interest & Rent             | \$ 7,948,487         | \$ 310,000             | \$ 310,000              | \$ 359,000           | 15.81%   |
| Other Revenues              | \$ 12,307,659        | \$ 2,817,700           | \$ 2,817,700            | \$ 2,817,700         | -  |
| Transfers                   | \$ 13,231,738        | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288        | -0.05%   |
| <b>Total Revenues</b>       | <b>\$ 45,676,458</b> | <b>\$ 26,347,364</b>   | <b>\$ 26,347,364</b>    | <b>\$ 27,914,457</b> | <b>5.95%</b>   |

# Revenues by Department

FY27 Revenues by Department



|   |                     |        |
|---|---------------------|--------|
| <span style="color: blue;">●</span> Non Expense                       | <b>\$27,320,440</b> | 97.87% |
| <span style="color: green;">●</span> Economic & Community Development | <b>\$469,197</b>    | 1.68%  |
| <span style="color: orange;">●</span> Public Works                    | <b>\$124,820</b>    | 0.45%  |

## Revenues by Department

| Category                         | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|----------------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Economic & Community Development | -                    | -                      | -                       | \$ 469,197           | -  |
| Public Works                     | \$ 174,647           | \$ 124,820             | \$ 124,820              | \$ 124,820           | -  |
| Non Expense                      | \$ 45,501,811        | \$ 26,222,544          | \$ 26,222,544           | \$ 27,320,440        | 4.19%  |
| <b>Total Revenues</b>            | <b>\$ 45,676,458</b> | <b>\$ 26,347,364</b>   | <b>\$ 26,347,364</b>    | <b>\$ 27,914,457</b> | <b>5.95%</b>   |

## Personnel Summary

## Summary of Goals

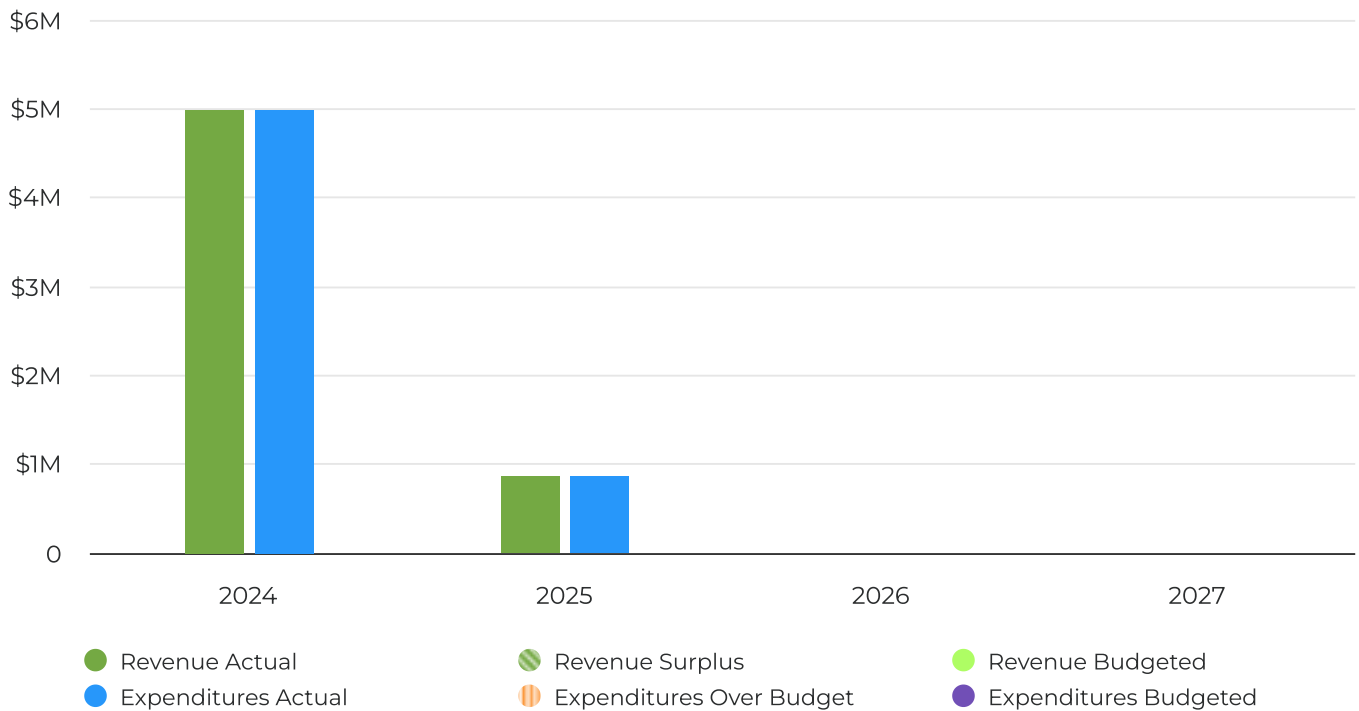
# American Rescue Plan Act Special Revenue Fund (201)

This Special Revenue fund was created to receive \$12.28 million allocated by the US Treasury to the City of South San Francisco as part of the American Rescue Plan Act passed in March 2021. Treasury has issued a Final Rule document which stipulates how these funds can be spent to help the City recover from the impacts of the COVID-19 pandemic.

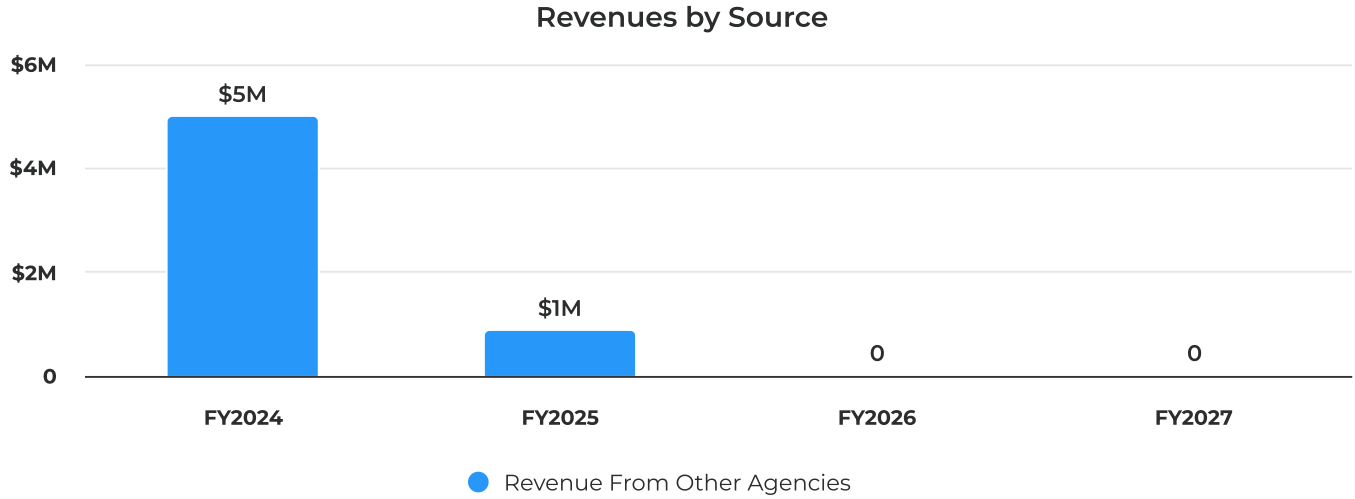
## Summary

This special revenue fund consists of one-time federal money received in FY 2020-21 and fully expended or obligated by FY 2023-24. As a result, there were no revenues nor expenditures in this fund for FY 2024-25, and none are expected in FY 2025-26. Of the total funds, \$1.2 million was obligated for the City's Fiber Optic Cable and Critical City Sites Network Design Project, which is expected to be completed prior to the end of 2026, as required.

### Revenues vs Expenditures Summary



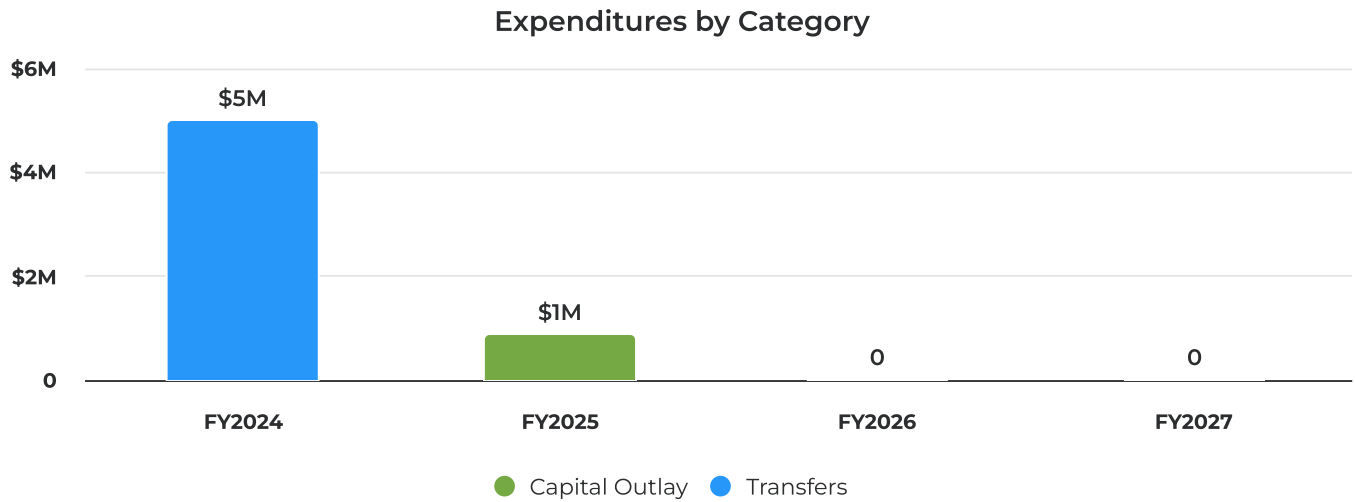
## Revenues by Source



### Revenues by Source

| Category                    | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-------------------|------------------------|-------------------------|------------------|--|
| Revenue From Other Agencies | \$ 869,988        | -                      | -                       | -                | -  |
| <b>Total Revenues</b>       | <b>\$ 869,988</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

## Expenditures by Category

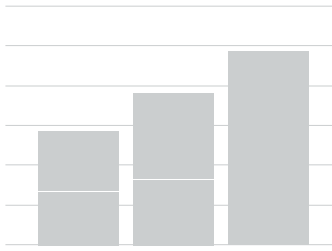


### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|------------------|--|
| Capital Outlay            | \$ 869,988        | -                      | \$ 408,953              | -                | -  |
| <b>Total Expenditures</b> | <b>\$ 869,988</b> | <b>-</b>               | <b>\$ 408,953</b>       | <b>-</b>         | <b>-</b>   |

# Fund Balance

## Fund Balance Projections



No data available

## Financial Summary

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# Affordable Housing Fund (205)

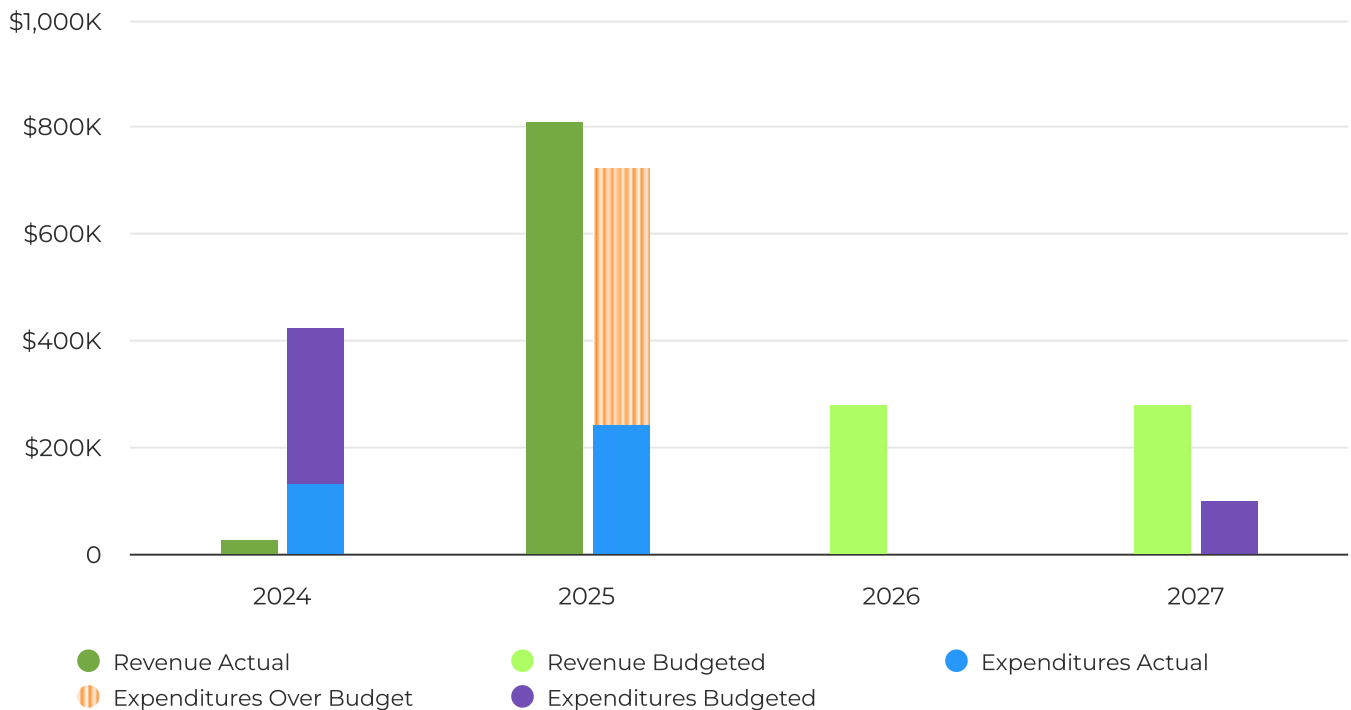
The housing requirement in the City provides that 20% of new residential housing units (for projects of four or more units) be affordable. The in-lieu fees accounted for in this fund (in-lieu of production of affordable housing units by the developer) provide new residential development's share of affordable housing units.

## Summary

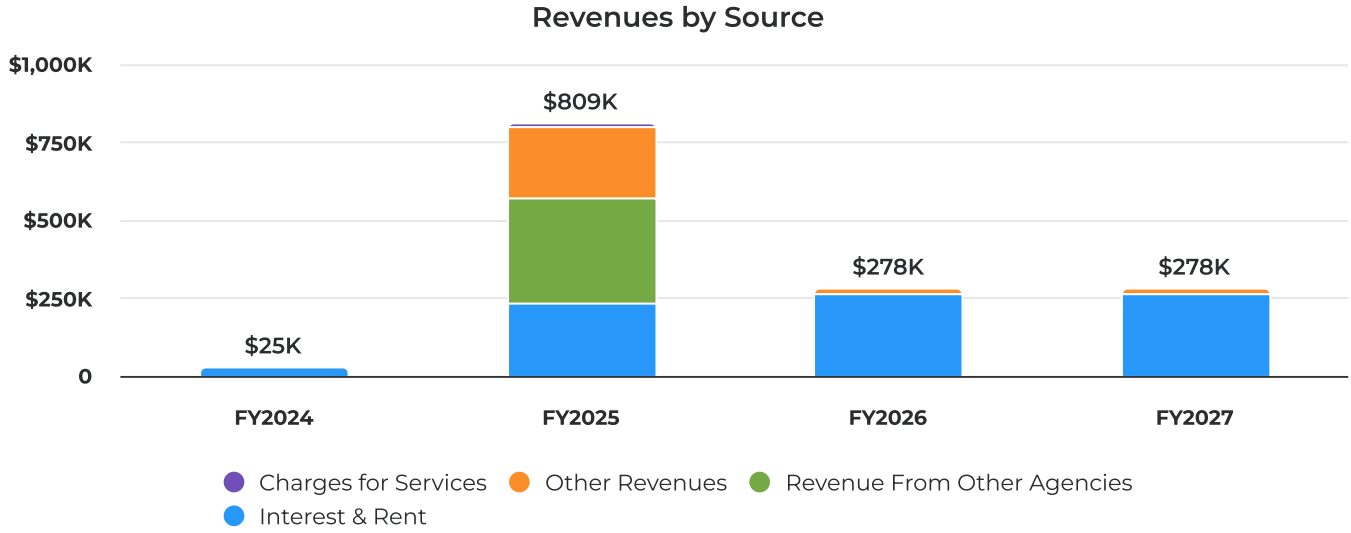
Expenditures in the Affordable Housing Trust Fund are typically appropriated concurrently with the acceptance of federal housing grant awards from HUD. Due to the timing of the grant award process this year, the associated revenues and expenditures are not reflected in the adopted FY 2025-26 budget. Instead, they will be incorporated through a budget amendment once the grant is awarded.

Historically, Fund 205 has been supported by irregular and unpredictable revenues, similar to an impact fee structure. As a result, these revenues are not budgeted in advance. However, beginning in FY 2024-25, a new ongoing revenue source has been added: rental income from City-owned property located at 226–246 Grand Avenue, which is expected to generate approximately \$260,000 annually and is included in the budget for FY 2025-26.

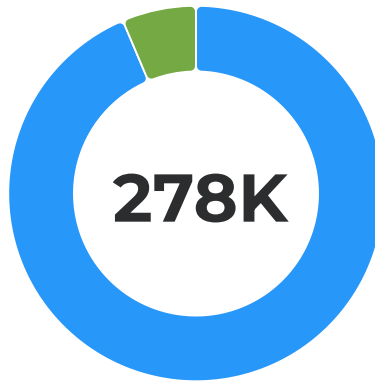
**Revenues vs Expenditures Summary**



## Revenues by Source



### FY27 Revenues by Source

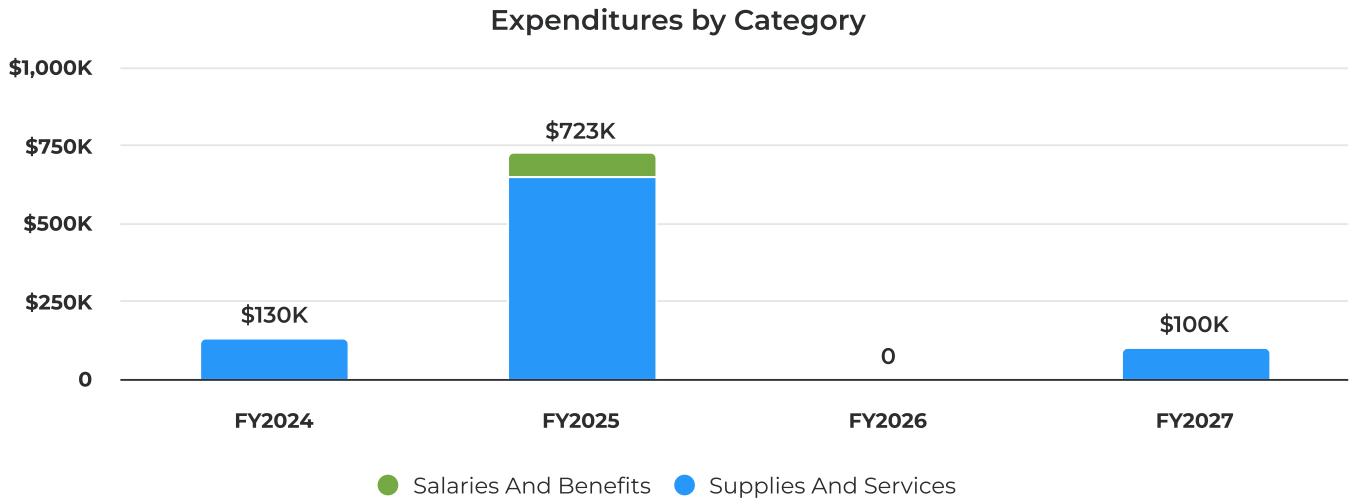


|   |                  |        |
|---|------------------|--------|
| <span style="color: blue;">●</span> Interest & Rent | <b>\$260,000</b> | 93.63% |
| <span style="color: green;">●</span> Other Revenues | <b>\$17,700</b>  | 6.37%  |

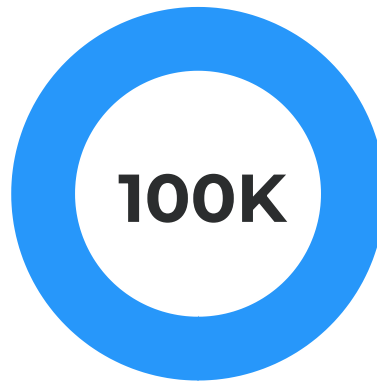
## Revenues by Source

| Category                    | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Revenue From Other Agencies | \$ 338,809        | -                      | -                       | -                 | -  |
| Charges for Services        | \$ 10,915         | -                      | -                       | -                 | -  |
| Interest & Rent             | \$ 232,242        | \$ 260,000             | \$ 260,000              | \$ 260,000        | -  |
| Other Revenues              | \$ 227,259        | \$ 17,700              | \$ 17,700               | \$ 17,700         | -  |
| <b>Total Revenues</b>       | <b>\$ 809,225</b> | <b>\$ 277,700</b>      | <b>\$ 277,700</b>       | <b>\$ 277,700</b> | <b>-</b>   |

## Expenditures by Category



### FY27 Expenditures by Category

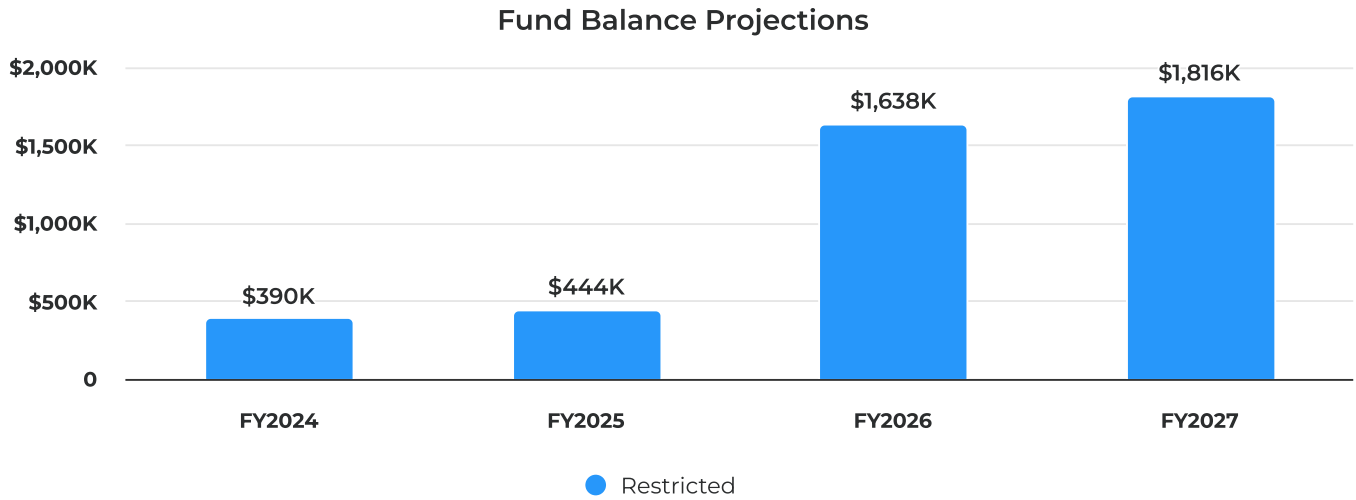


● Supplies And Services **\$100,000** 100.00%

## Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Salaries And Benefits     | \$ 72,438         | -                      | -                       | -                 | -  |
| Supplies And Services     | \$ 650,566        | -                      | \$ 267,723              | \$ 100,000        | -  |
| <b>Total Expenditures</b> | <b>\$ 723,004</b> | <b>-</b>               | <b>\$ 267,723</b>       | <b>\$ 100,000</b> | <b>-</b>   |

## Fund Balance



### Financial Summary

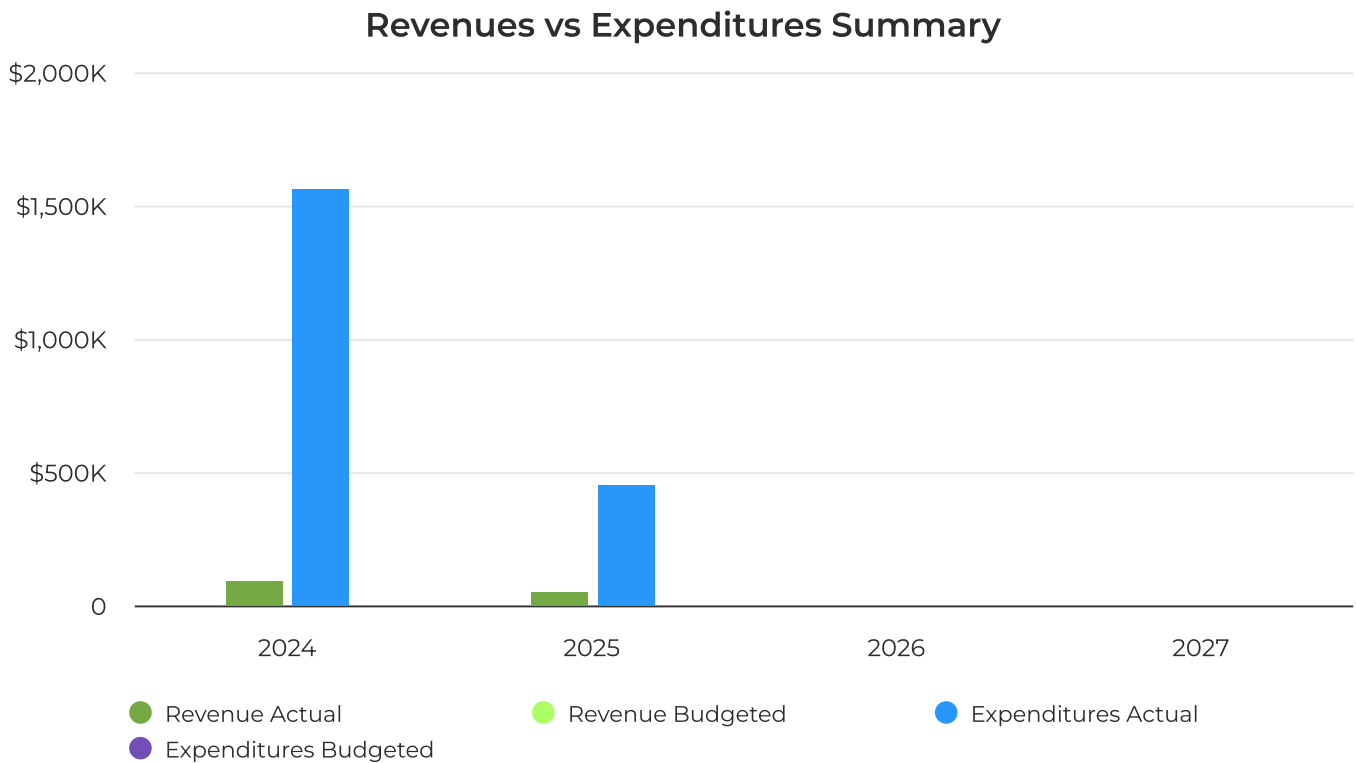
| Fund Balance              | FY 2026   |                  | FY 2027   |                  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|------------------|-----------|------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 1,638,000        | \$        | 1,815,700        | 10.85%                         | \$ 177,700                      |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>1,638,000</b> | <b>\$</b> | <b>1,815,700</b> | <b>10.85%</b>                  | <b>\$ 177,700</b>               |

# Park In-Lieu Fees Fund (206/207/209)

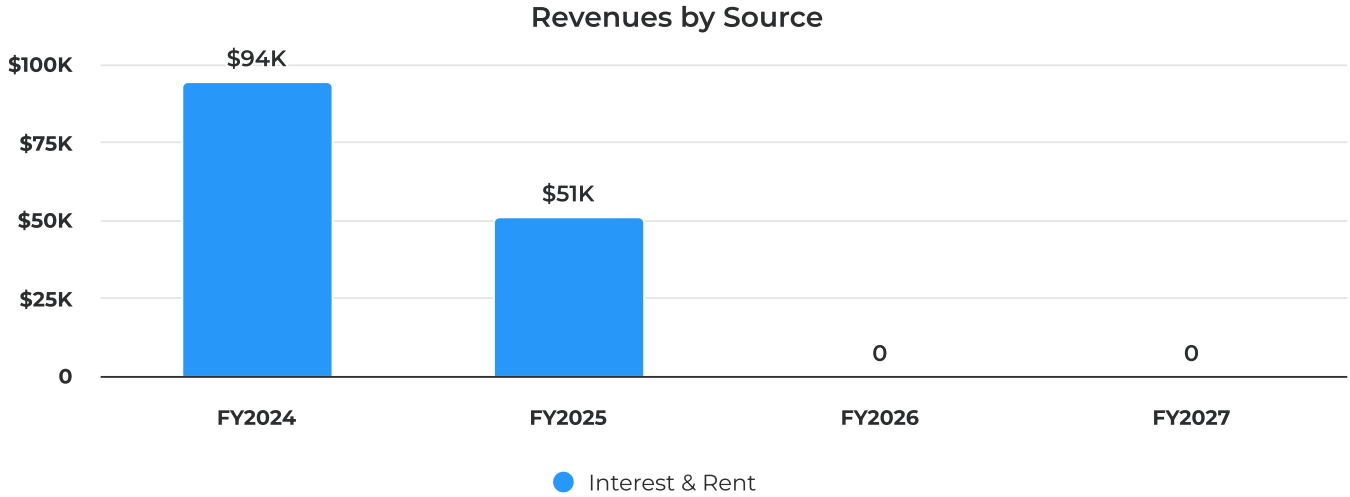
The City's ordinance, as authorized by the Quimby Act, requires park land dedication in proposed residential subdivision or payment of an in-lieu fee. In the event the proposed residential subdivision is less than 50 parcels, the City may only require the payment of an in-lieu fee. The fees may only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

## Summary

As with FY 2024-25, the FY 2025-26 budget includes no revenue or expenditures for these funds.



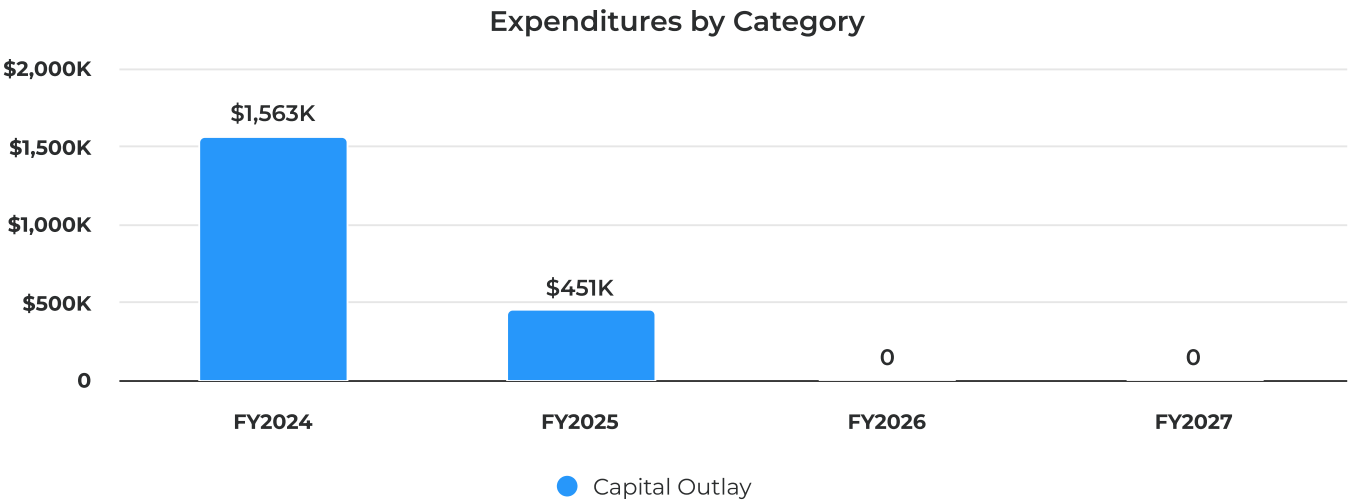
## Revenues by Source



### Revenues by Source

| Category              | FY 2025 Actual   | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 51,201        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 51,201</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

## Expenditures by Category

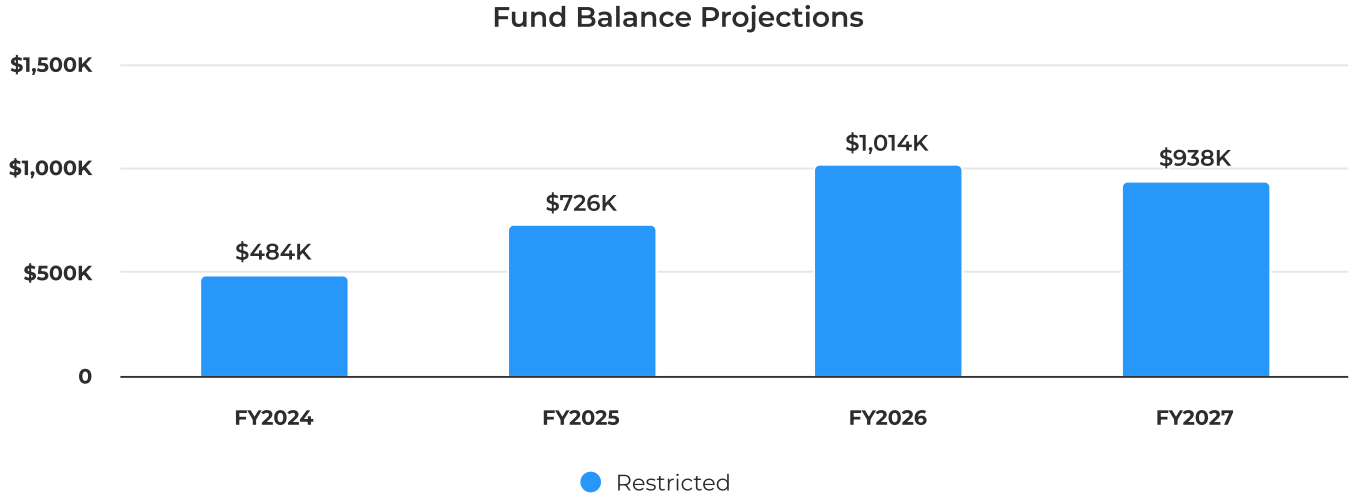


### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|------------------|--|
| Capital Outlay            | \$ 450,568        | -                      | \$ 10,928               | -                | -  |
| <b>Total Expenditures</b> | <b>\$ 450,568</b> | <b>-</b>               | <b>\$ 10,928</b>        | <b>-</b>         | <b>-</b>   |



# Fund Balance



## Financial Summary

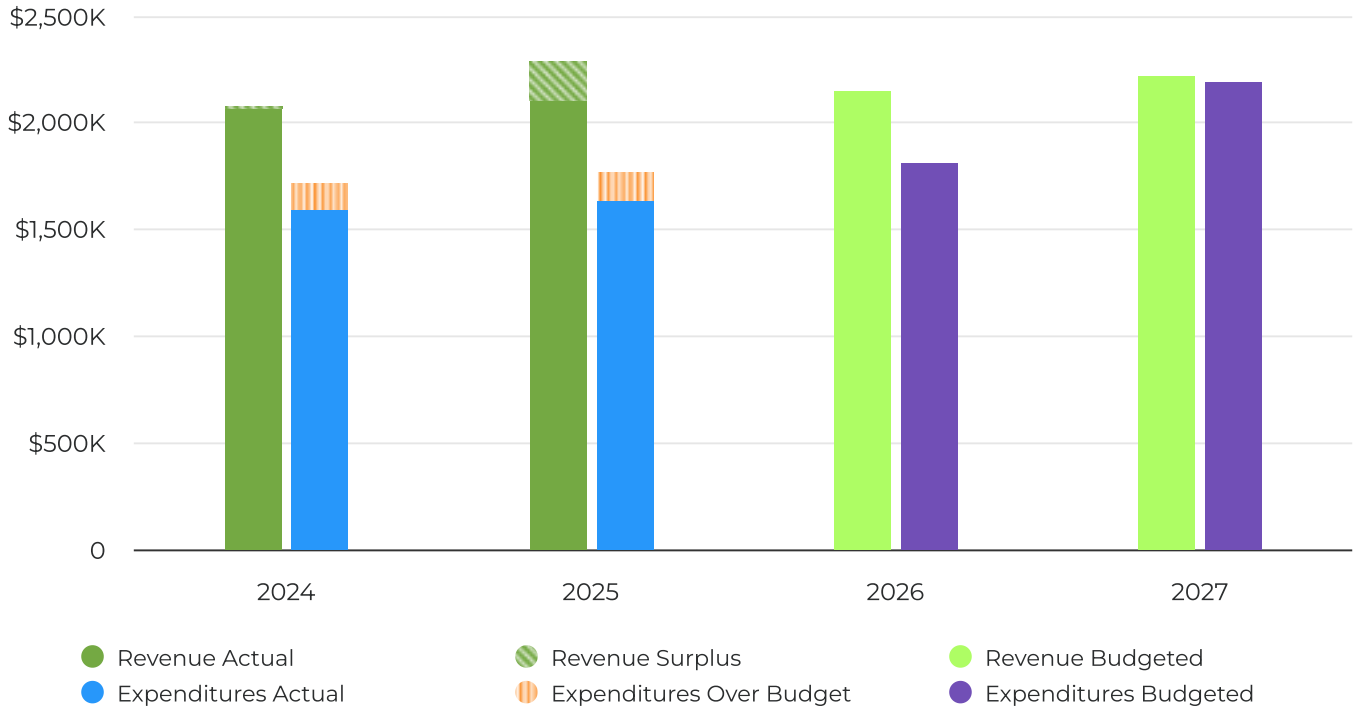
| Fund Balance              | FY 2026   |                  | FY 2027   |                | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|------------------|-----------|----------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 1,014,118        | \$        | 938,000        | -7.51%                         | \$ -76,118                      |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>1,014,118</b> | <b>\$</b> | <b>938,000</b> | <b>-7.51%</b>                  | <b>\$ -76,118</b>               |

# Gas Tax Fund (210)

The Gas Tax is the City's share of the state tax collected on gasoline purchases. Distributed by the State of California, these funds are used for the maintenance and improvement of streets, sidewalks, storm systems, and related infrastructure.

## Summary

### Revenues vs Expenditures Summary

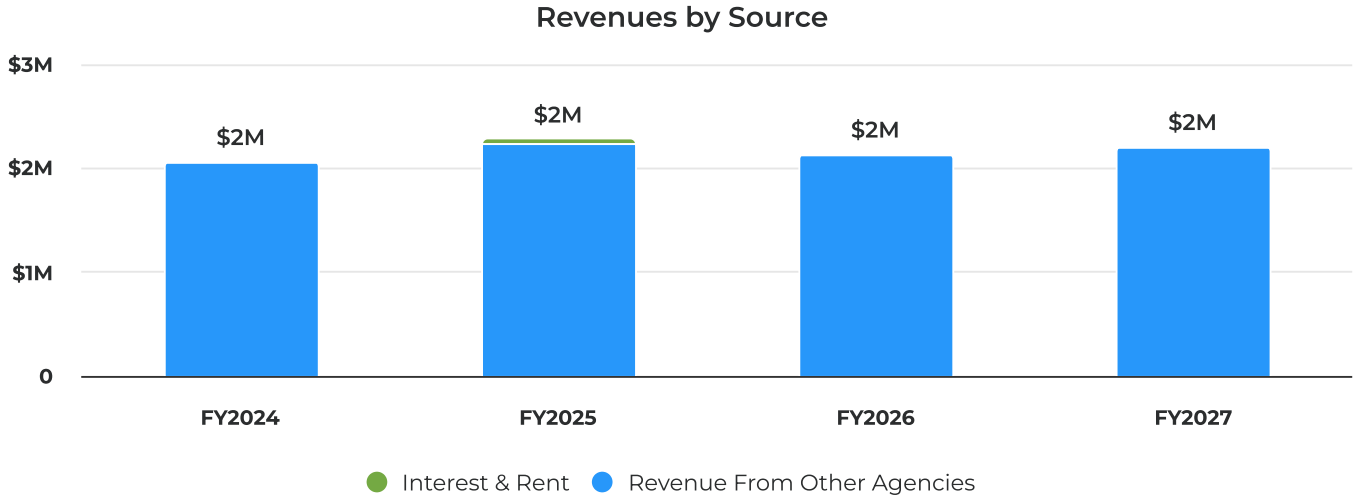


In the Gas Tax Fund (210) for the 2027 budget year, total expenditures are budgeted at \$2.2 million, representing a 20.99% increase from the previous year's budgeted expenditures of \$1.8 million. This marks a significant rise compared to the 10.7% increase seen in the prior period.

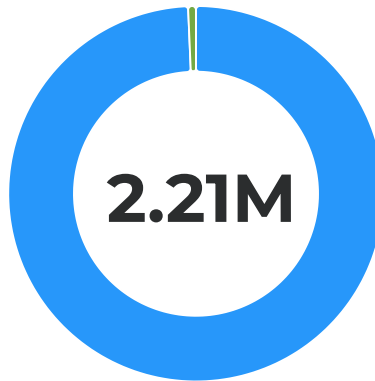
On the revenue side, the 2027 budget projects \$2.2 million, which is a 3.22% increase from the 2026 budgeted revenue of \$2.1 million. This growth in revenue is slightly higher than the 2.13% increase observed in the previous period.

Overall, both revenues and expenditures are budgeted to increase in 2027, with expenditures growing at a notably faster rate than revenues compared to the prior year.

## Revenues by Source



### FY27 Revenues by Source

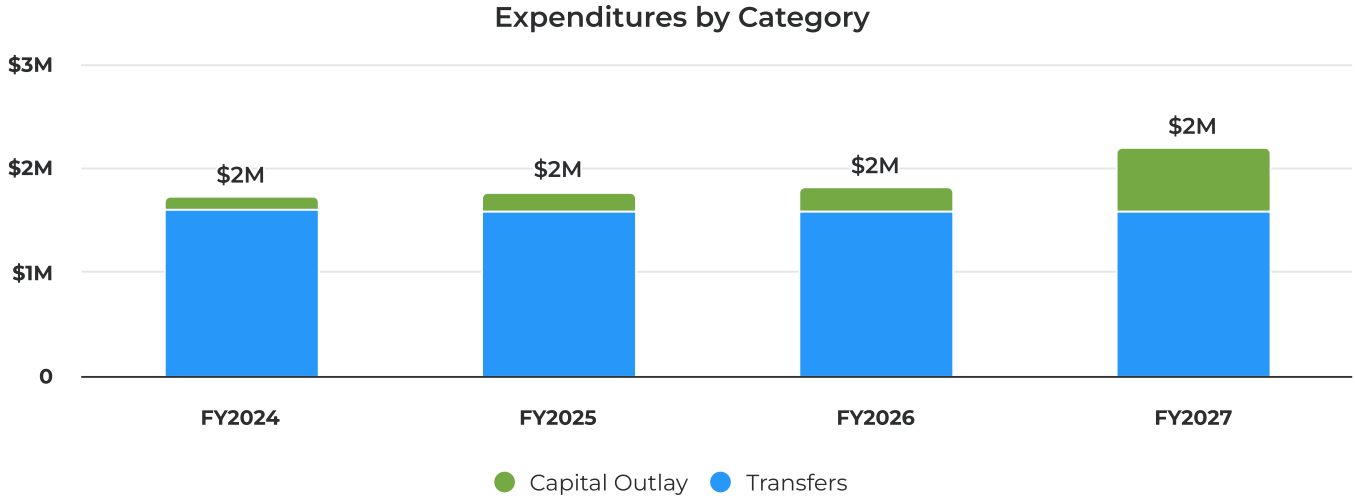


|                               |                    |        |
|-------------------------------|--------------------|--------|
| ● Revenue From Other Agencies | <b>\$2,199,000</b> | 99.32% |
| ● Interest & Rent             | <b>\$15,000</b>    | 0.68%  |

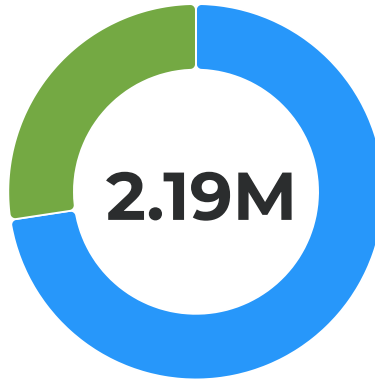
## Revenues by Source

| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Revenue From Other Agencies | \$ 2,231,669        | \$ 2,130,000           | \$ 2,130,000            | \$ 2,199,000        | 3.24%  |
| Interest & Rent             | \$ 57,265           | \$ 15,000              | \$ 15,000               | \$ 15,000           | -  |
| <b>Total Revenues</b>       | <b>\$ 2,288,934</b> | <b>\$ 2,145,000</b>    | <b>\$ 2,145,000</b>     | <b>\$ 2,214,000</b> | <b>3.22%</b>   |

## Expenditures by Category



### FY27 Expenditures by Category



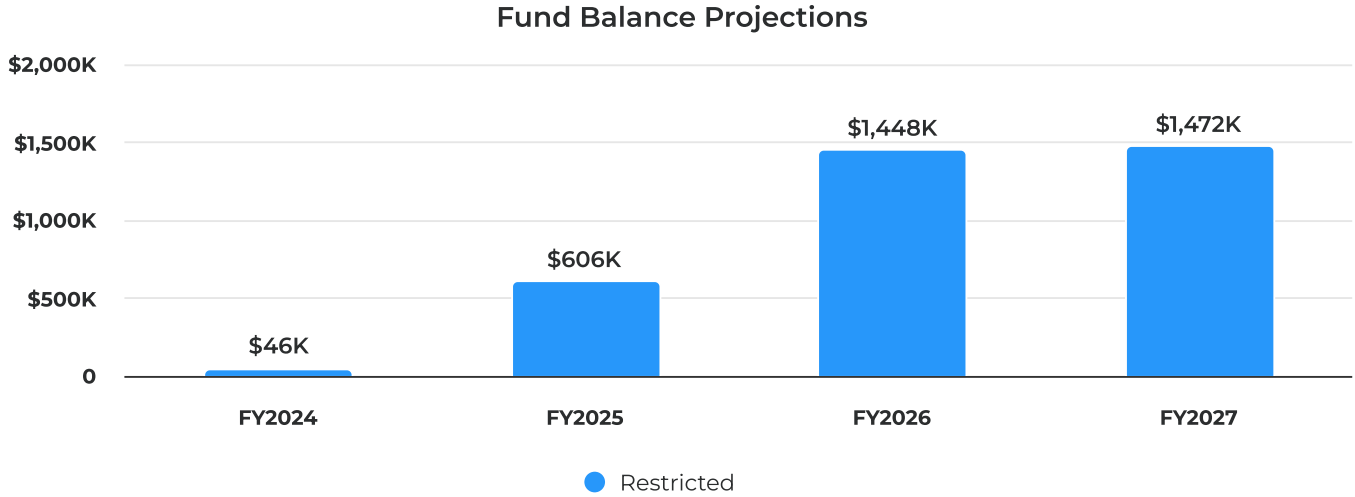
|   |                    |        |
|---|--------------------|--------|
| <span style="color: blue;">●</span> Transfers       | <b>\$1,590,000</b> | 72.60% |
| <span style="color: green;">●</span> Capital Outlay | <b>\$600,000</b>   | 27.40% |

Capital Outlay is to support Capital Projects. The transfers are to support the General Fund and the Stormwater allowed operating activity, primarily maintenance.

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Capital Outlay            | \$ 179,538          | \$ 220,000             | \$ 476,867              | \$ 600,000          | 172.73%  |
| Transfers                 | \$ 1,590,000        | \$ 1,590,000           | \$ 1,590,000            | \$ 1,590,000        | -  |
| <b>Total Expenditures</b> | <b>\$ 1,769,538</b> | <b>\$ 1,810,000</b>    | <b>\$ 2,066,867</b>     | <b>\$ 2,190,000</b> | <b>20.99%</b>  |

# Fund Balance



In FY2027, the Gas Tax Fund (210) projects a total fund balance of \$1.5 million, representing a 1.66% increase from the FY2026 total of \$1.4 million. The entire fund balance remains categorized as Restricted, maintaining 100% of the total fund balance in both years.

The Restricted category shows a modest increase of \$24,000, or 1.66%, rising from \$1.4 million in FY2026 to \$1.5 million in FY2027. This follows a significant increase in the previous year, where the Restricted balance grew by \$841,533, or 138.76%.

Overall, the fund balance in FY2027 continues to be fully restricted, with a slight growth compared to the prior year, indicating stability in the fund's financial position.

## Financial Summary

| Fund Balance              | FY 2026   |                  | FY 2027   |                  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|------------------|-----------|------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 1,448,000        | \$        | 1,472,000        | 1.66%                          | \$ 24,000                       |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>1,448,000</b> | <b>\$</b> | <b>1,472,000</b> | <b>1.66%</b>                   | <b>\$ 24,000</b>                |

## Changes and Highlights

### FY 2026-27 Capital Projects

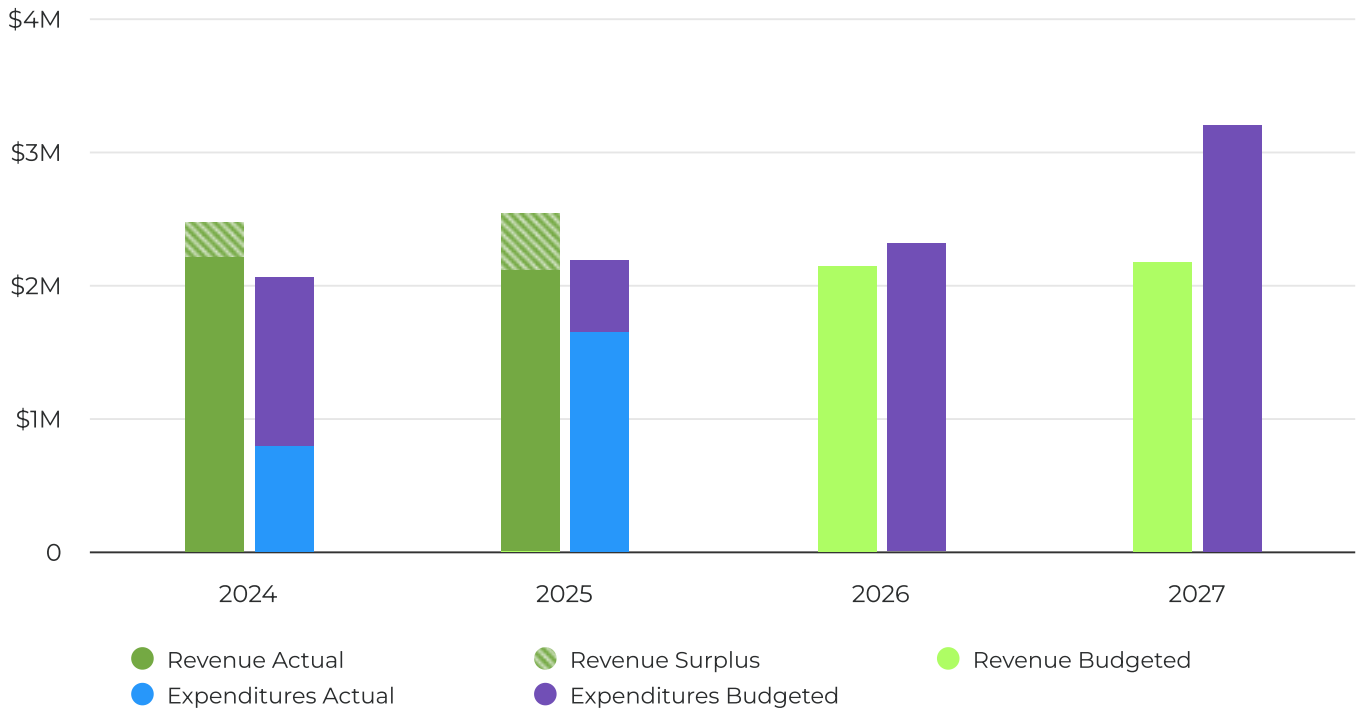
| Amount            | Project Name                 | Project# |
|-------------------|------------------------------|----------|
| \$ 500,000        | Tanforan Ave Reconstruction  | st2601   |
| 100,000           | 2028 Pavement Rehabilitation | st2703   |
| <b>\$ 600,000</b> | <b>Total CIP</b>             |          |

# Measure A - 1/2 Cent Transportation Sales Tax (211)

Measure A is a voter-approved half-cent sales tax in San Mateo County. Originally approved in 1988, and set to expire in 2008, the measure was reauthorized by voters in 2004 to continue through 2033. The sales tax revenue is distributed by the County and is used to fund road and traffic improvements, as well as the South City Shuttle.

## Summary

### Revenues vs Expenditures Summary

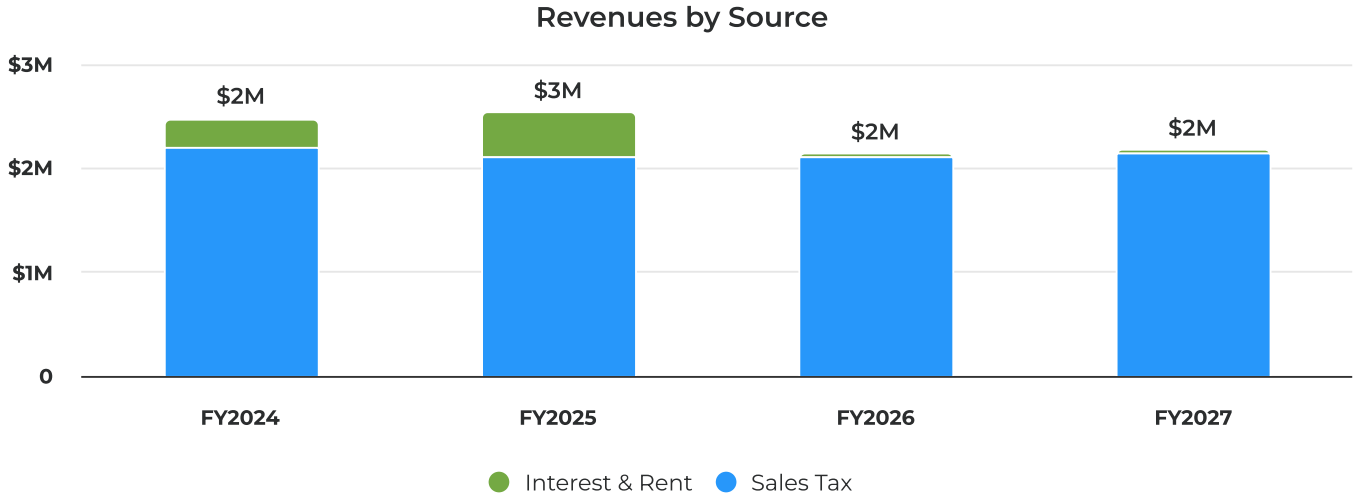


In the 2027 budget for Measure A - 1/2 Cent Transportation Sales Tax (211), total expenditures are budgeted at \$3.2 million, representing a significant increase of 38.59% compared to the previous year's \$2.3 million. This marks a notable rise in spending within this fund.

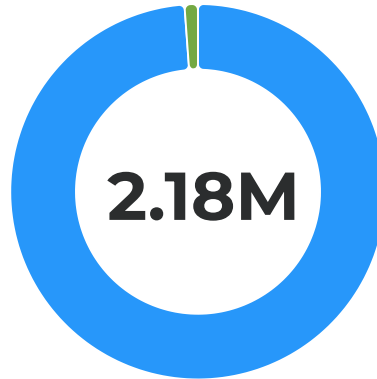
On the revenue side, the 2027 budget projects \$2.2 million, which is a modest increase of 1.89% from the prior year's \$2.1 million. This indicates a slight growth in expected revenue, though it remains substantially lower than the budgeted expenditures for the same year.

Overall, the 2027 budget shows a widening gap between expenditures and revenues, with expenditures growing at a much faster rate than revenues compared to the previous year.

## Revenues by Source



### FY27 Revenues by Source

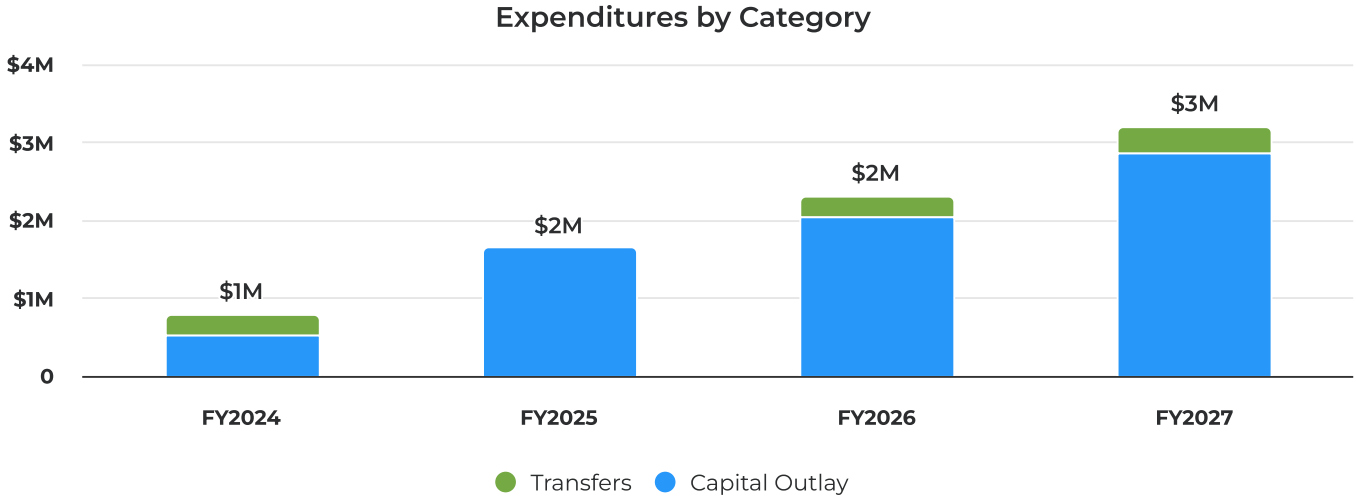


|                   |                    |        |
|-------------------|--------------------|--------|
| ● Sales Tax       | <b>\$2,150,000</b> | 98.85% |
| ● Interest & Rent | <b>\$25,000</b>    | 1.15%  |

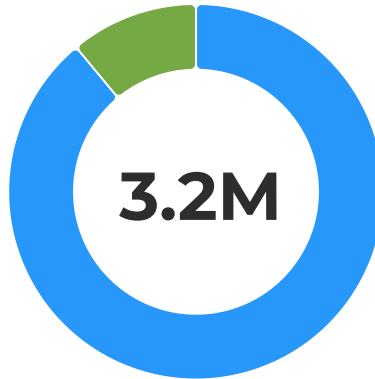
## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Sales Tax             | \$ 2,114,343        | \$ 2,109,700           | \$ 2,109,700            | \$ 2,150,000        | 1.91%  |
| Interest & Rent       | \$ 417,719          | \$ 25,000              | \$ 25,000               | \$ 25,000           | -  |
| <b>Total Revenues</b> | <b>\$ 2,532,062</b> | <b>\$ 2,134,700</b>    | <b>\$ 2,134,700</b>     | <b>\$ 2,175,000</b> | <b>1.89%</b>   |

## Expenditures by Category



### FY27 Expenditures by Category



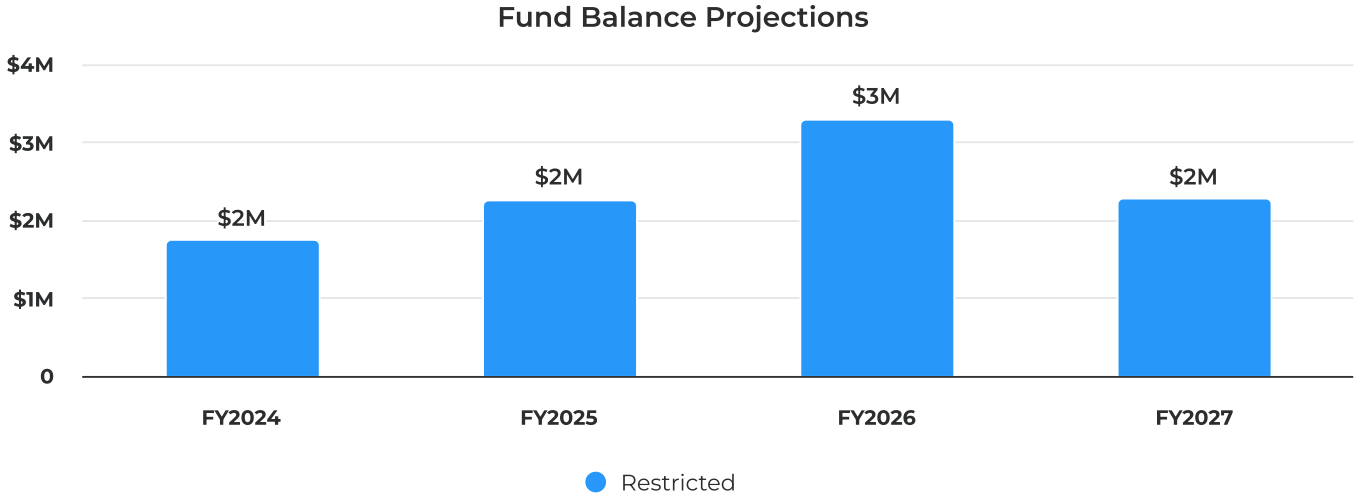
|  |                    |        |
|--|--------------------|--------|
| <span style="color: blue;">●</span> Capital Outlay | <b>\$2,850,000</b> | 88.99% |
| <span style="color: green;">●</span> Transfers     | <b>\$352,712</b>   | 11.01% |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Capital Outlay            | \$ 1,646,626        | \$ 2,030,000           | \$ 6,735,055            | \$ 2,850,000        | 40.39%   |
| Transfers                 | -                   | \$ 280,847             | \$ 323,175              | \$ 352,712          | 25.59%   |
| <b>Total Expenditures</b> | <b>\$ 1,646,626</b> | <b>\$ 2,310,847</b>    | <b>\$ 7,058,230</b>     | <b>\$ 3,202,712</b> | <b>38.59%</b>  |

Capital Outlay is to support Capital Improvement Projects. Transfers are to support the City's Free Shuttle Program.

## Fund Balance



In FY2027, the total fund balance projection for Measure A - 1/2 Cent Transportation Sales Tax is \$2.3 million, representing a decrease of 31.18% from the previous year's total of \$3.3 million in FY2026.

The entire fund balance in FY2027 remains categorized as Restricted, accounting for 100% of the total at \$2.3 million. This reflects a decrease of \$1 million, or 31.18%, compared to the Restricted balance of \$3.3 million in FY2026, which also comprised 100% of the total fund balance.

Overall, the fund balance projection shows a significant reduction in the Restricted category, which is the largest and only category, driving the total decrease in the fund balance from FY2026 to FY2027.

### Financial Summary

| Fund Balance              | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 3,294,000        | \$ 2,267,000        | -31.18%                        | \$ -1,027,000                   |
| <b>Total Fund Balance</b> | <b>\$ 3,294,000</b> | <b>\$ 2,267,000</b> | <b>-31.18%</b>                 | <b>\$ -1,027,000</b>            |

## Changes and Highlights

### FY 2026-27 Capital Projects

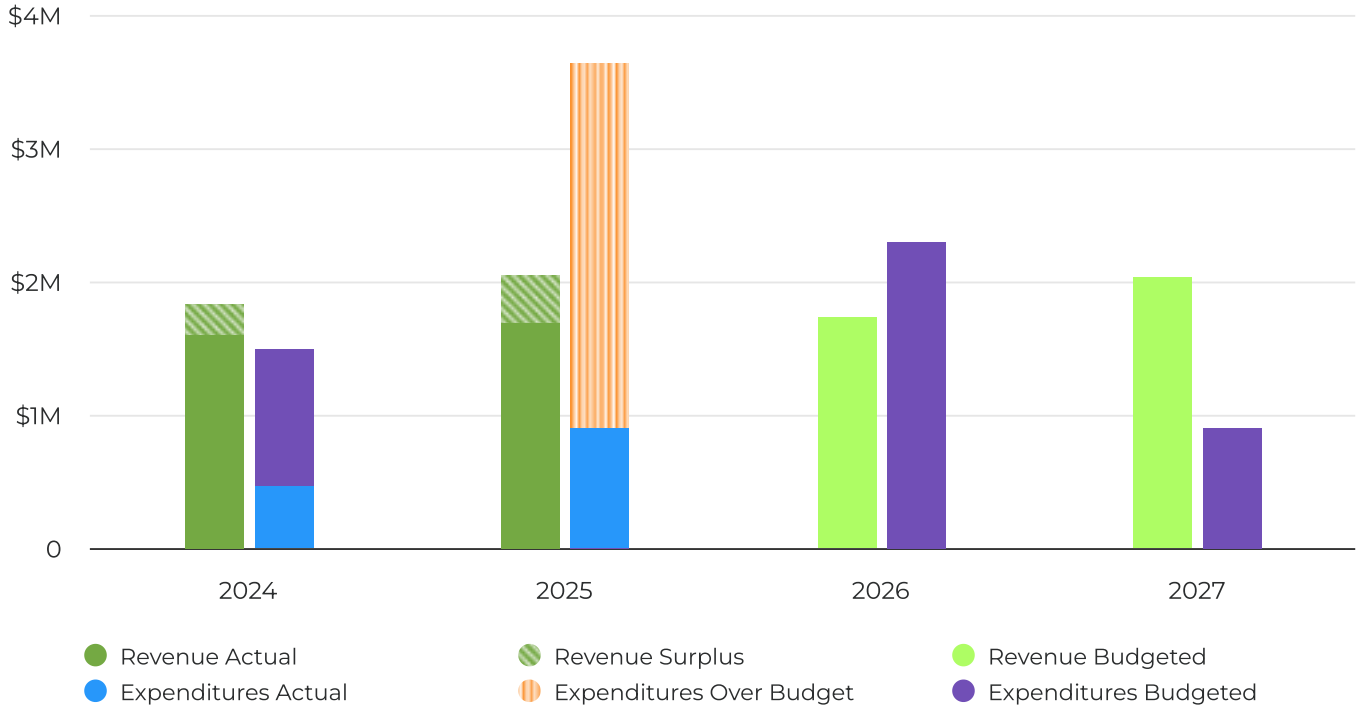
| Amount              | Project Name                | Project# |
|---------------------|-----------------------------|----------|
| <b>\$ 2,100,000</b> | 2027 Surface Seal Project   | st2604   |
| <b>500,000</b>      | Tanforan Ave Reconstruction | st2601   |
| <b>250,000</b>      | 2028 Surface Seal Project   | st2701   |
| <b>\$ 2,850,000</b> | <b>Total CIP</b>            |          |

# Road Maintenance & Rehab (SBI) (212)

Senate Bill (SB) 1, Chapter 5, Statutes of 2017, created the Road Maintenance and Rehabilitation Program to address deferred maintenance of the California State Highway system and the local street and road system. These funds may be used for basic road maintenance, rehabilitation, and critical safety projects within the local streets and roads system.

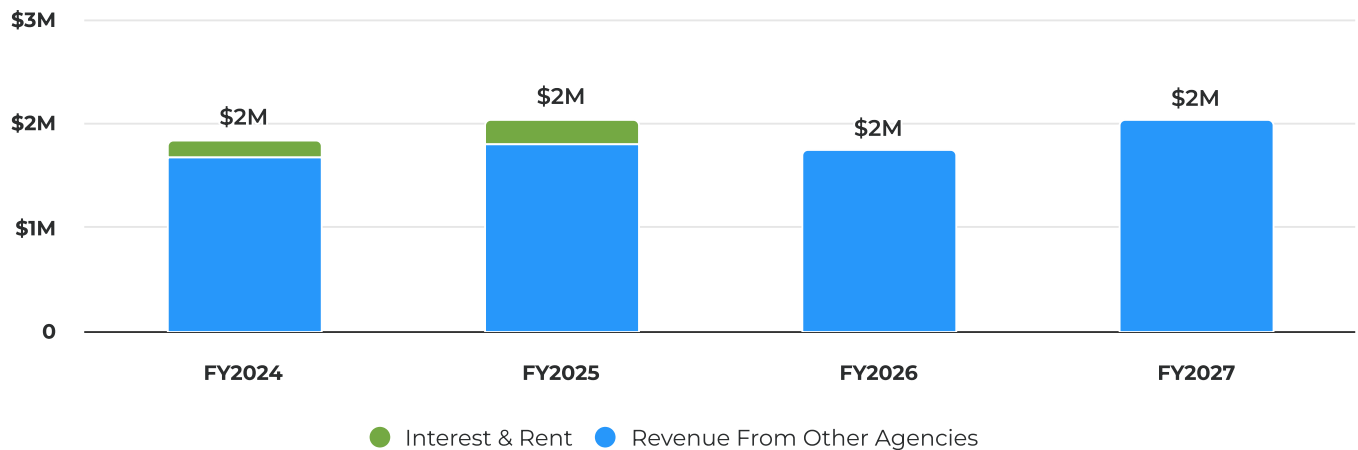
## Summary

Revenues vs Expenditures Summary

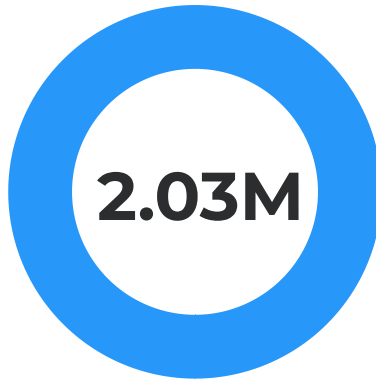


## Revenues by Source

Revenues by Source



### FY27 Revenues by Source

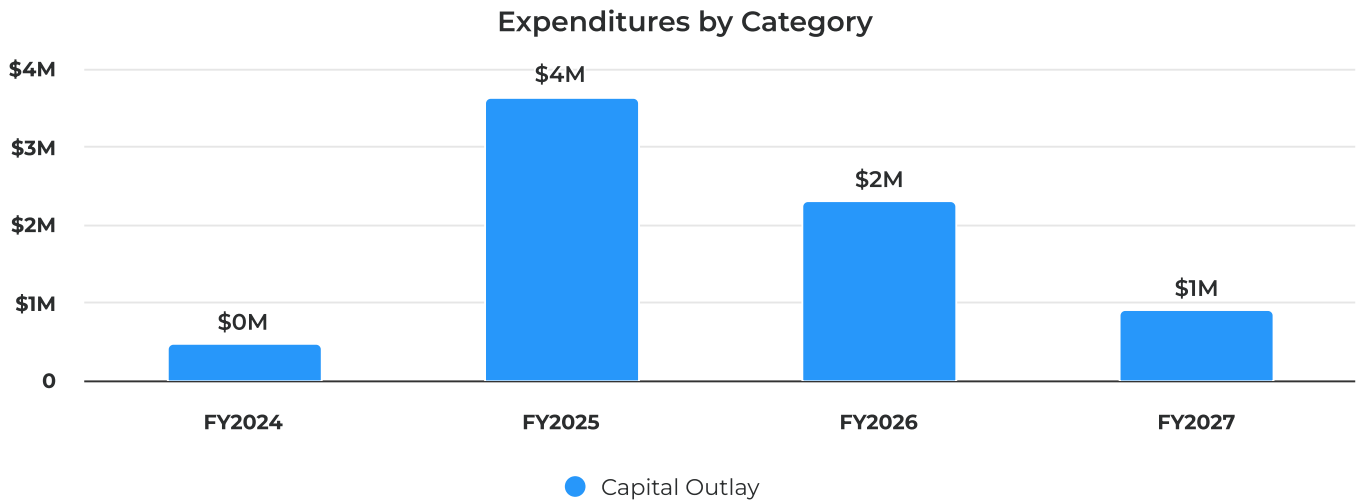


● Revenue From Other Agencies **\$2,027,000** 100.00%

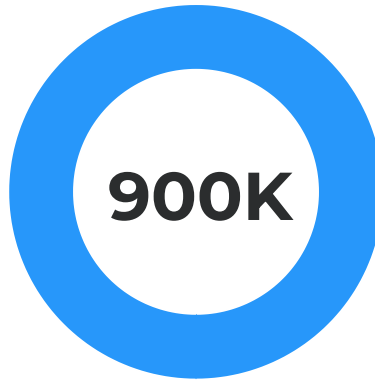
### Revenues by Source

| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Revenue From Other Agencies | \$ 1,801,152        | \$ 1,738,000           | \$ 1,738,000            | \$ 2,027,000        | 16.63%   |
| Interest & Rent             | \$ 235,064          | -                      | -                       | -                   | -  |
| <b>Total Revenues</b>       | <b>\$ 2,036,216</b> | <b>\$ 1,738,000</b>    | <b>\$ 1,738,000</b>     | <b>\$ 2,027,000</b> | <b>16.63%</b>  |

### Expenditures by Category



### FY27 Expenditures by Category



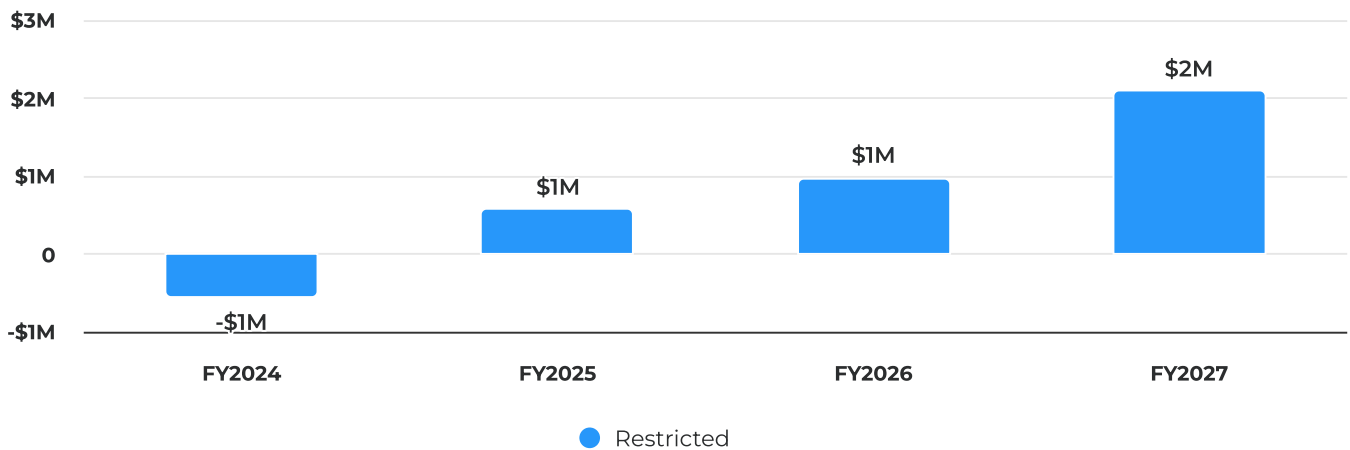
● Capital Outlay **\$900,000** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|-------------------|--|
| Capital Outlay            | \$ 3,633,188        | \$ 2,300,000           | \$ 3,432,616            | \$ 900,000        | -60.87%  |
| <b>Total Expenditures</b> | <b>\$ 3,633,188</b> | <b>\$ 2,300,000</b>    | <b>\$ 3,432,616</b>     | <b>\$ 900,000</b> | <b>-60.87%</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026           | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 968,000        | \$ 2,095,000        | 116.43%                        | \$ 1,127,000                    |
| <b>Total Fund Balance</b> | <b>\$ 968,000</b> | <b>\$ 2,095,000</b> | <b>116.43%</b>                 | <b>\$ 1,127,000</b>             |



## Changes and Highlights

### **FY 2026-27 Capital Projects**

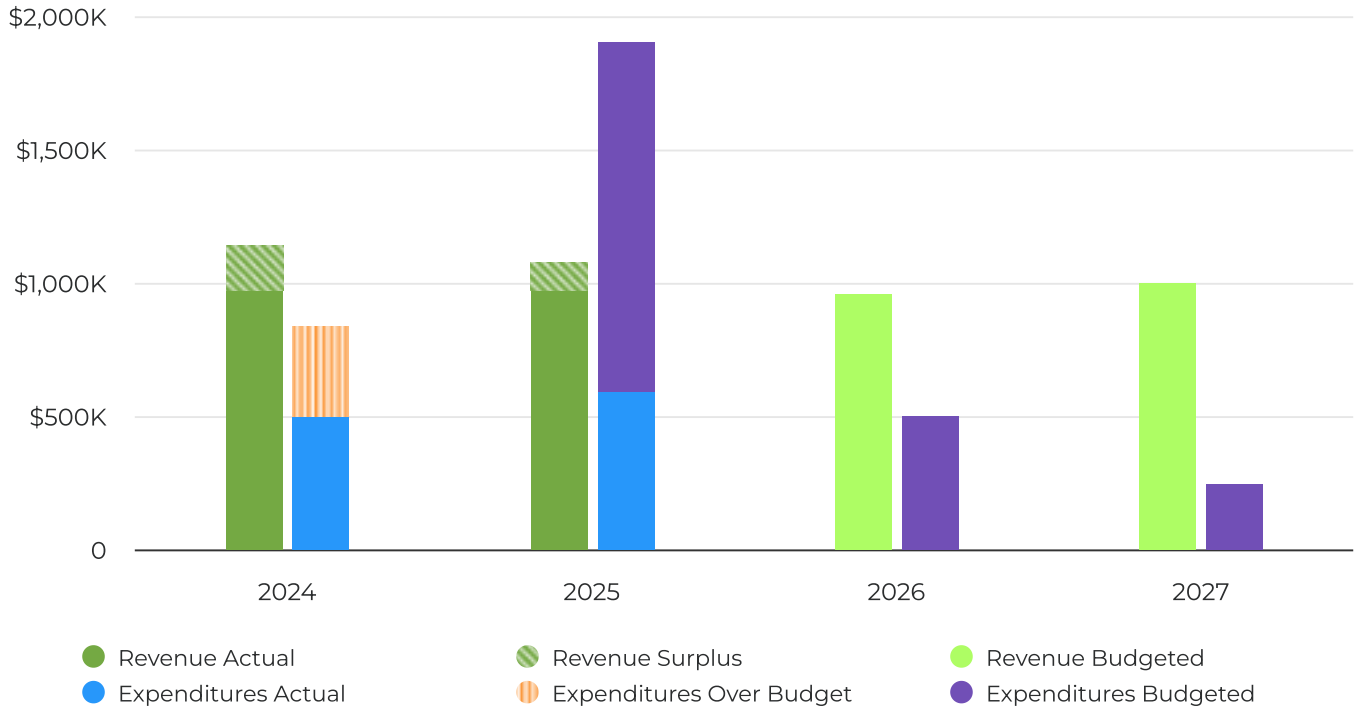
| <b>Amount</b>     | <b>Project Name</b>       | <b>Project#</b> |
|-------------------|---------------------------|-----------------|
| <b>\$ 900,000</b> | 2027 Surface Seal Project | st2604          |
| <b>\$ 900,000</b> | <b>Total CIP</b>          |                 |

# SMC Measure W - 1/2 Cent Sales Tax (213)

San Mateo County Measure W is a half-cent sales tax for congestion relief and road repair. The measure was approved by San Mateo County voters in November 2018. The sales tax revenues generated are distributed by the County, with a portion allocated to cities based on a specific formula.

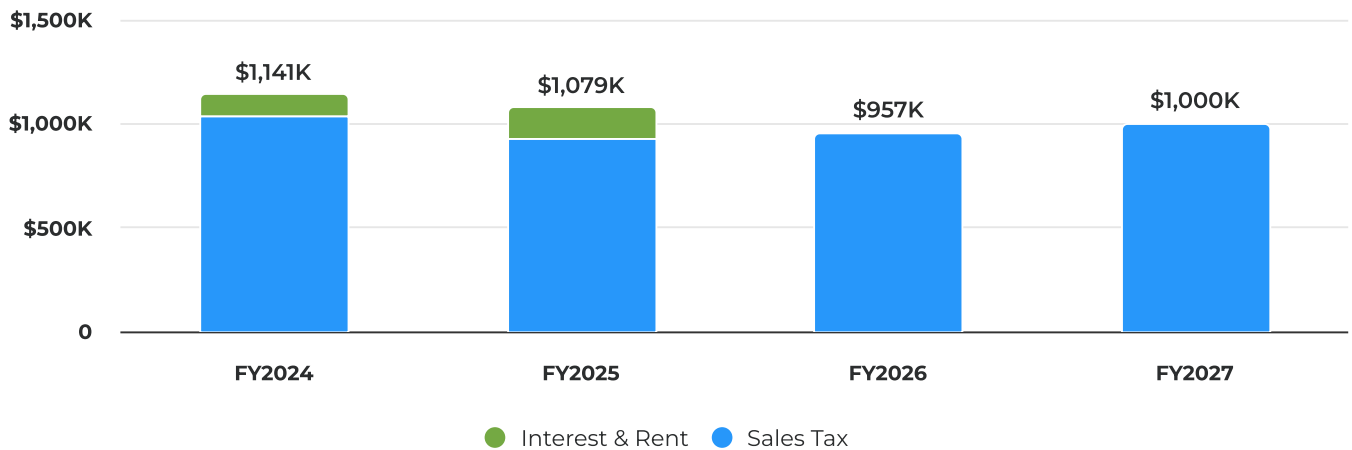
## Summary

Revenues vs Expenditures Summary

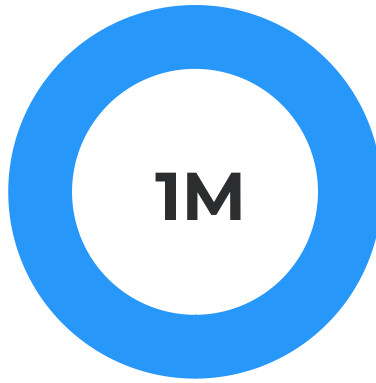


## Revenues by Source

Revenues by Source



### FY27 Revenues by Source



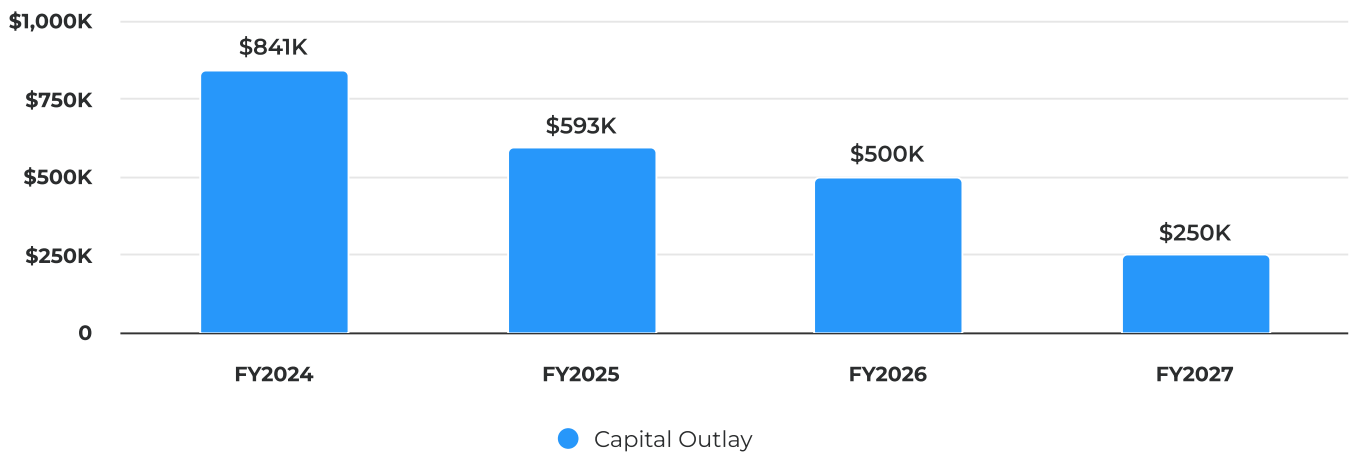
● Sales Tax **\$1,000,000** 100.00%

### Revenues by Source

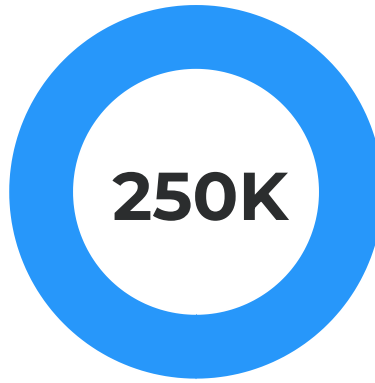
| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Sales Tax             | \$ 929,721          | \$ 956,780             | \$ 956,780              | \$ 1,000,000        | 4.52%  |
| Interest & Rent       | \$ 149,298          | -                      | -                       | -                   | -  |
| <b>Total Revenues</b> | <b>\$ 1,079,019</b> | <b>\$ 956,780</b>      | <b>\$ 956,780</b>       | <b>\$ 1,000,000</b> | <b>4.52%</b>   |

### Expenditures by Category

#### Expenditures by Category



### FY27 Expenditures by Category



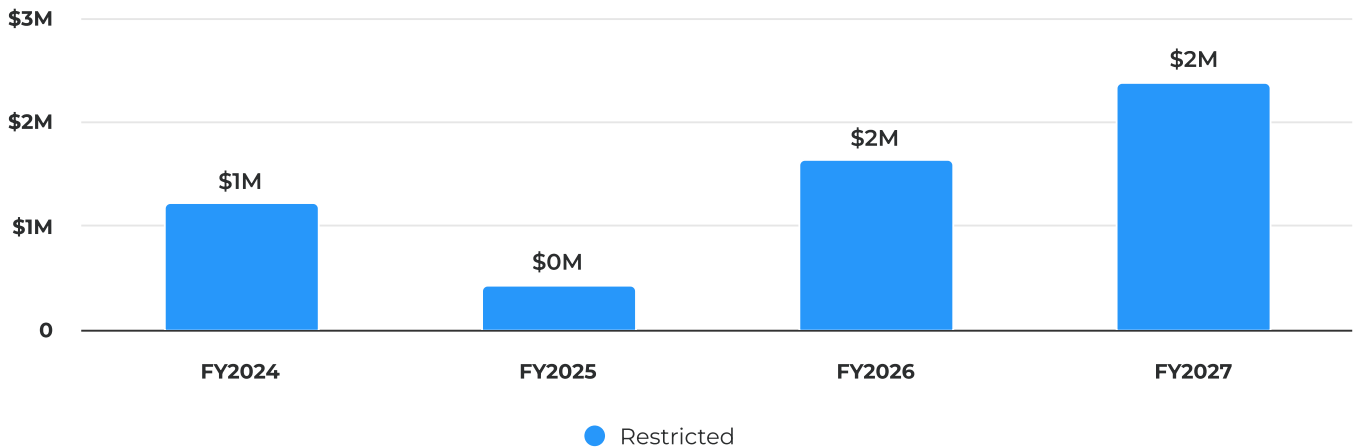
● Capital Outlay **\$250,000** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Capital Outlay            | \$ 592,559        | \$ 500,000             | \$ 2,198,798            | \$ 250,000        | -50.00%  |
| <b>Total Expenditures</b> | <b>\$ 592,559</b> | <b>\$ 500,000</b>      | <b>\$ 2,198,798</b>     | <b>\$ 250,000</b> | <b>-50.00%</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 1,634,000        | \$ 2,384,000        | 45.90%                         | \$ 750,000                      |
| <b>Total Fund Balance</b> | <b>\$ 1,634,000</b> | <b>\$ 2,384,000</b> | <b>45.90%</b>                  | <b>\$ 750,000</b>               |

## Changes and Highlights

### **FY 2026-27 Capital Projects**

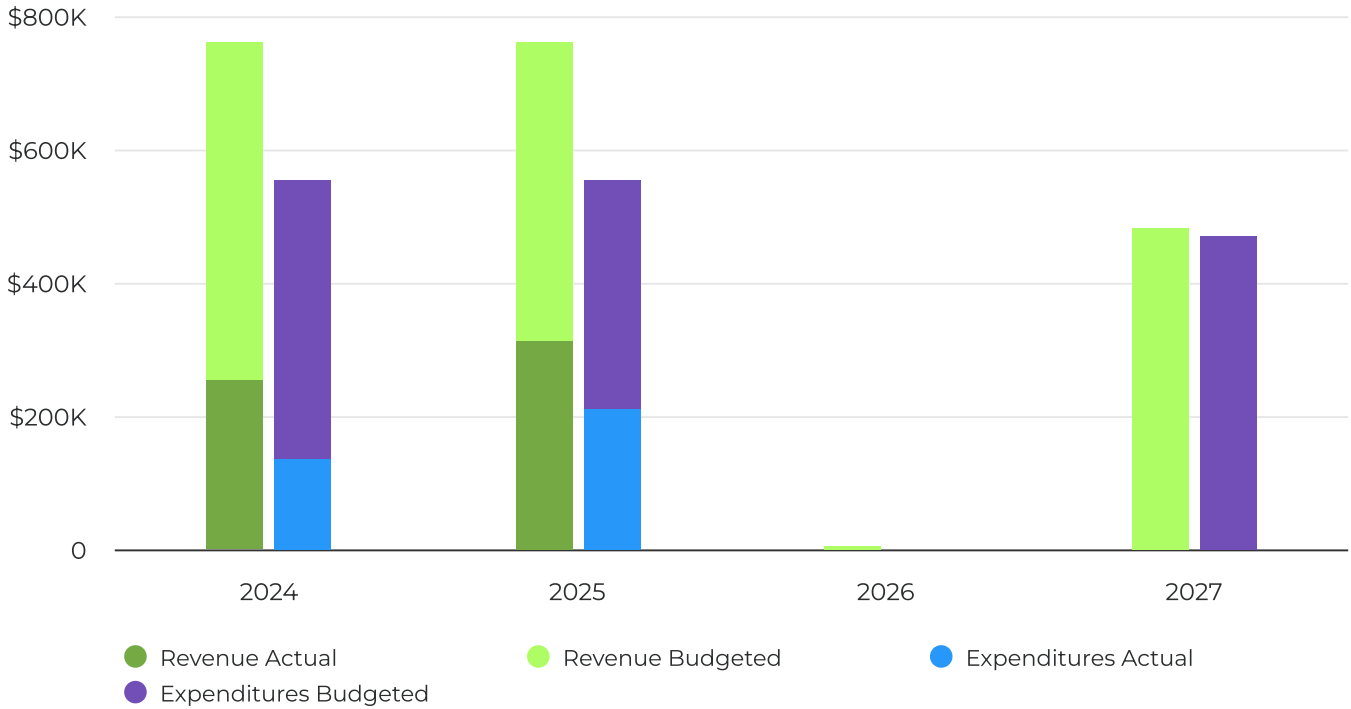
| <b>Amount</b>     | <b>Project Name</b>       | <b>Project#</b> |
|-------------------|---------------------------|-----------------|
| <b>\$ 250,000</b> | 2028 Surface Seal Project | st2701          |
| <b>\$ 250,000</b> | <b>Total CIP</b>          |                 |

# Community Development Block Grant (222)

The Community Development Block Grant (CDBG) is a federally funded program administered by the Department of Housing and Urban Development (HUD). This program supports the improvement of housing and commercial facilities and provides grants to local nonprofit agencies.

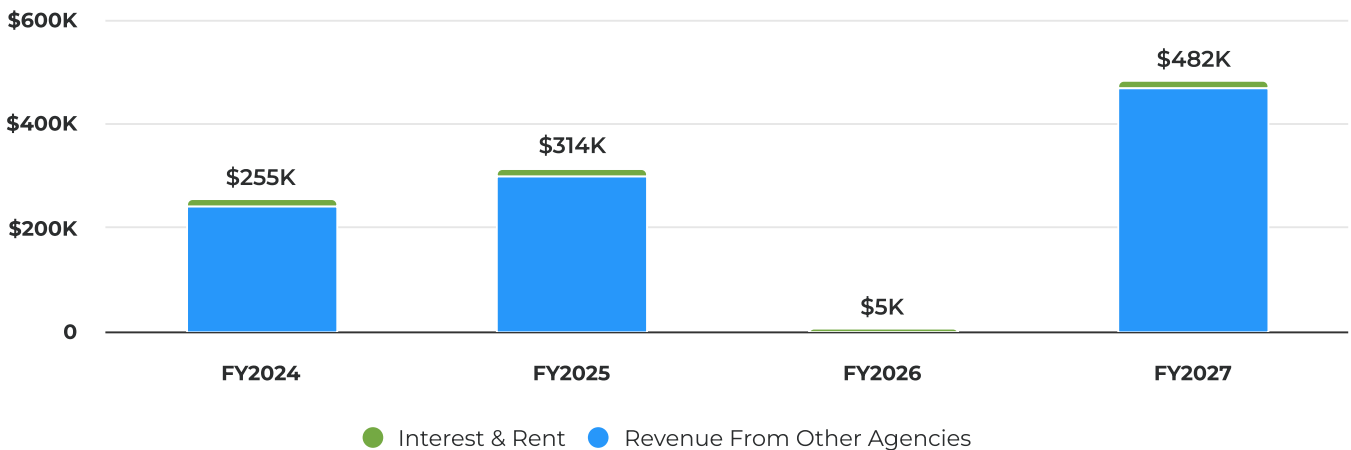
## Summary

Revenues vs Expenditures Summary

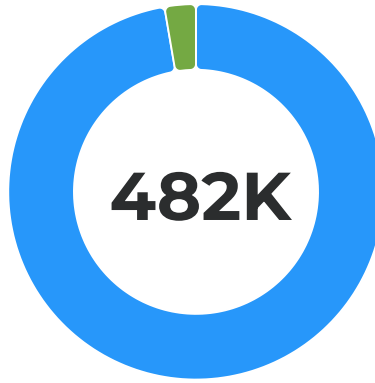


## Revenues by Source

Revenues by Source



### FY27 Revenues by Source



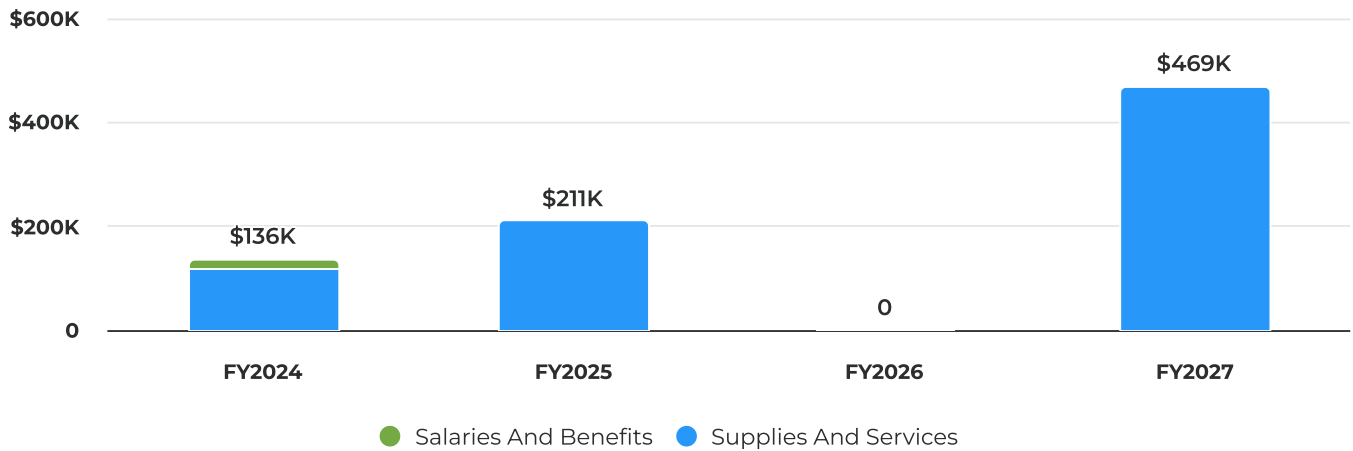
|                               |                  |        |
|-------------------------------|------------------|--------|
| ● Revenue From Other Agencies | <b>\$469,197</b> | 97.30% |
| ● Interest & Rent             | <b>\$13,000</b>  | 2.70%  |

### Revenues by Source

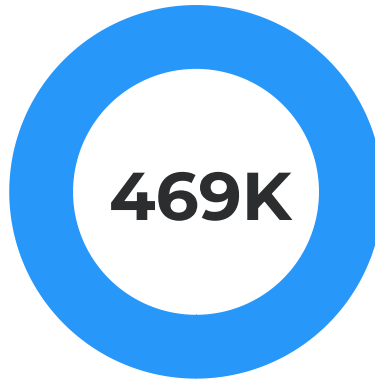
| Category                    | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Revenue From Other Agencies | \$ 299,915        | -                      | -                       | \$ 469,197        | -  |
| Interest & Rent             | \$ 13,625         | \$ 5,000               | \$ 5,000                | \$ 13,000         | 160.00%  |
| <b>Total Revenues</b>       | <b>\$ 313,540</b> | <b>\$ 5,000</b>        | <b>\$ 5,000</b>         | <b>\$ 482,197</b> | <b>9,543.94%</b>                                       |

### Expenditures by Category

#### Expenditures by Category



### FY27 Expenditures by Object



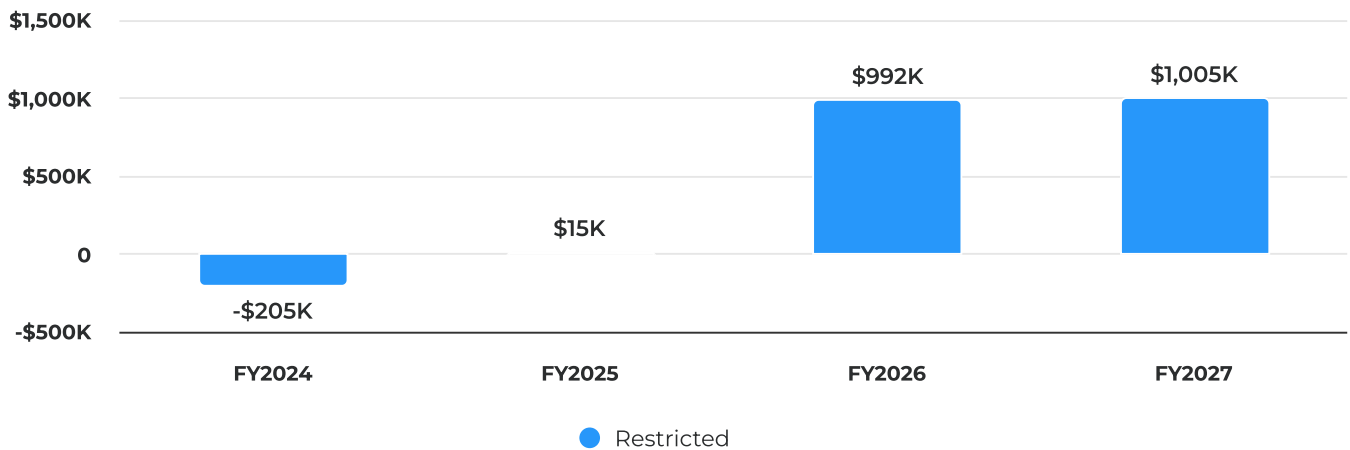
● Supplies And Services **\$469,197** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Supplies And Services     | \$ 210,851        | -                      | \$ 1,304,629            | \$ 469,197        | -  |
| <b>Total Expenditures</b> | <b>\$ 210,851</b> | <b>-</b>               | <b>\$ 1,304,629</b>     | <b>\$ 469,197</b> | <b>-</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026           | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 992,000        | \$ 1,005,000        | 1.31%                          | \$ 13,000                       |
| <b>Total Fund Balance</b> | <b>\$ 992,000</b> | <b>\$ 1,005,000</b> | <b>1.31%</b>                   | <b>\$ 13,000</b>                |

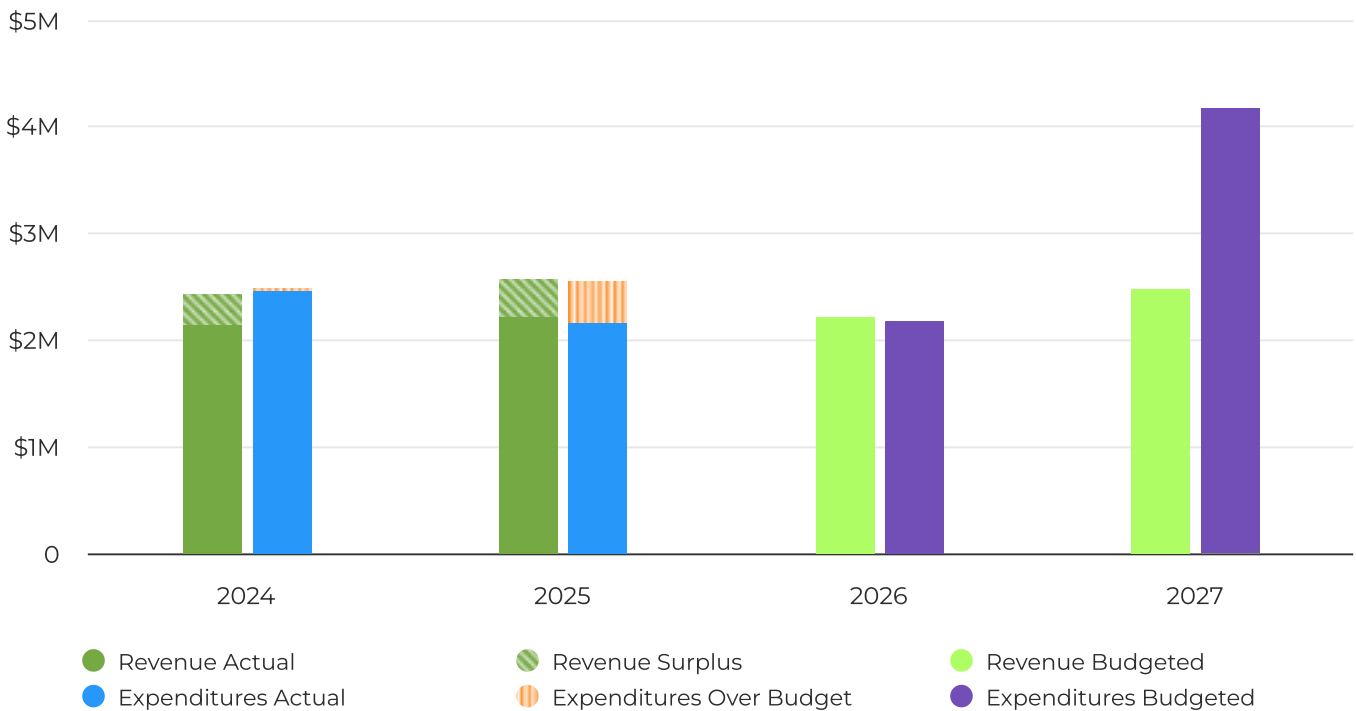


# Common Greens Maintenance Districts (231/232/233/234)

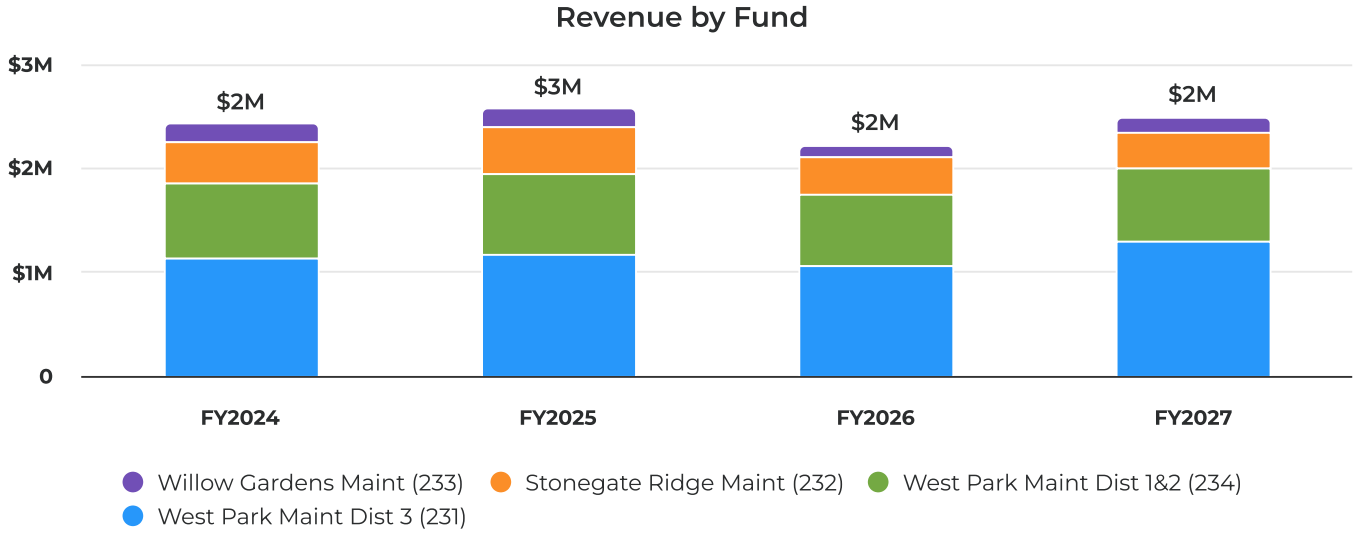
There are four Common Greens Maintenance Districts within the City: West Park 3 (Fund 231), Stonegate Ridge (Fund 232), Willow Gardens (Fund 233), and West Park 1 & 2 (Fund 234). The funding for these maintenance districts comes from a portion of the 1% property tax levy on the assessed value paid by 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. These funds provide for sidewalk, parks, and tree maintenance within each of the maintenance districts.

## Summary

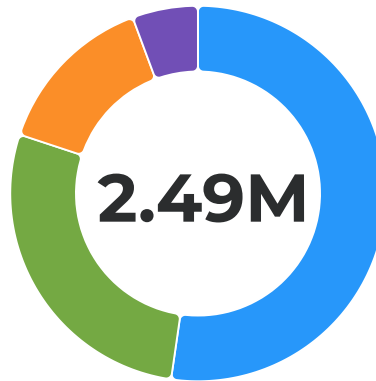
**Revenues vs Expenditures Summary**



## Revenues by Fund



### FY27 Revenues by Fund

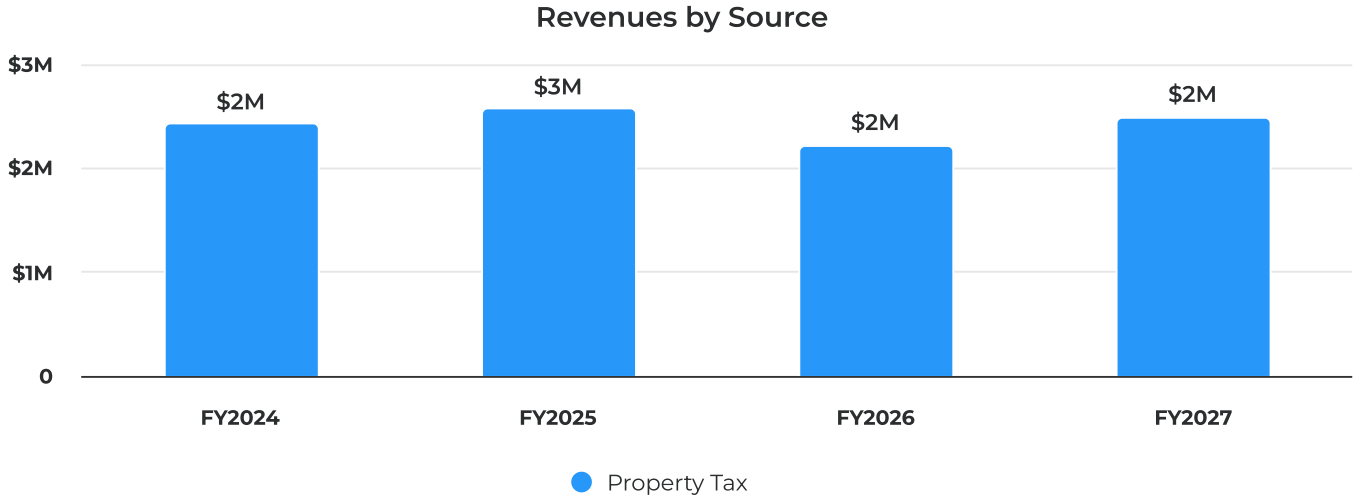


|   |                    |        |
|---|--------------------|--------|
| <span style="color: blue;">●</span> West Park Maint Dist 3 (231)    | <b>\$1,300,000</b> | 52.29% |
| <span style="color: green;">●</span> West Park Maint Dist 1&2 (234) | <b>\$690,973</b>   | 27.80% |
| <span style="color: orange;">●</span> Stonegate Ridge Maint (232)   | <b>\$354,310</b>   | 14.25% |
| <span style="color: purple;">●</span> Willow Gardens Maint (233)    | <b>\$140,620</b>   | 5.66%  |

## Revenues by Fund

| Category                       | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|--------------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| West Park Maint Dist 3 (231)   | \$ 1,172,279        | \$ 1,057,877           | \$ 1,057,877            | \$ 1,300,000        | 22.89%   |
| Stonegate Ridge Maint (232)    | \$ 444,451          | \$ 354,310             | \$ 354,310              | \$ 354,310          | -  |
| Willow Gardens Maint (233)     | \$ 177,413          | \$ 115,586             | \$ 115,586              | \$ 140,620          | 21.66%   |
| West Park Maint Dist 1&2 (234) | \$ 773,560          | \$ 690,973             | \$ 690,973              | \$ 690,973          | -  |
| <b>Total Revenues</b>          | <b>\$ 2,567,704</b> | <b>\$ 2,218,746</b>    | <b>\$ 2,218,746</b>     | <b>\$ 2,485,903</b> | <b>12.04%</b>  |

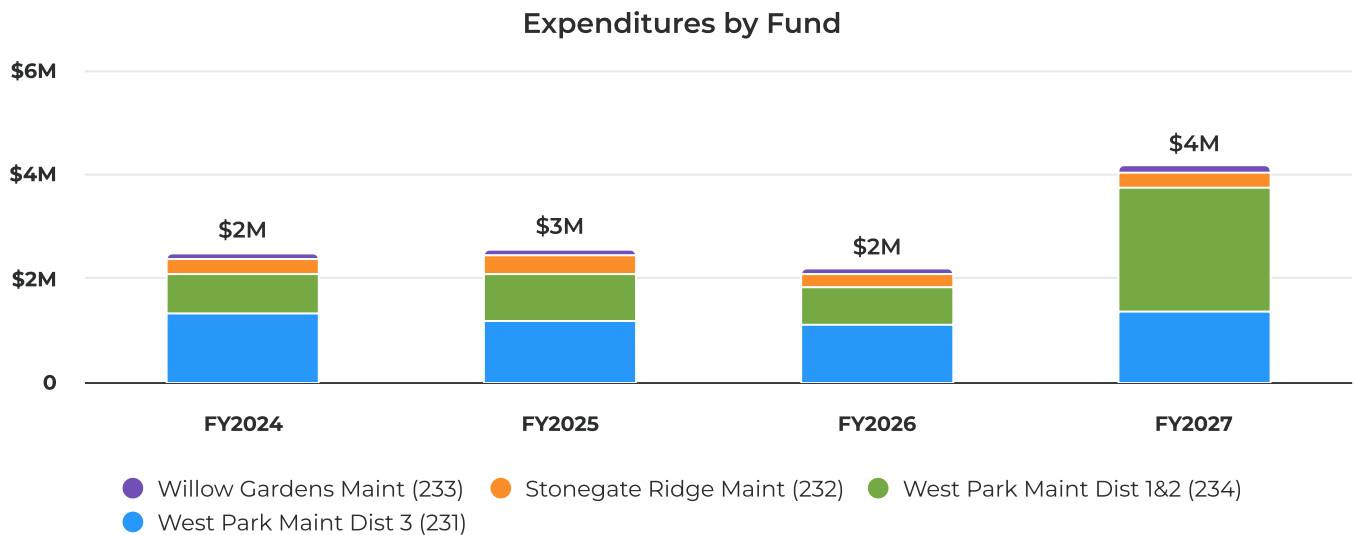
## Revenues by Source



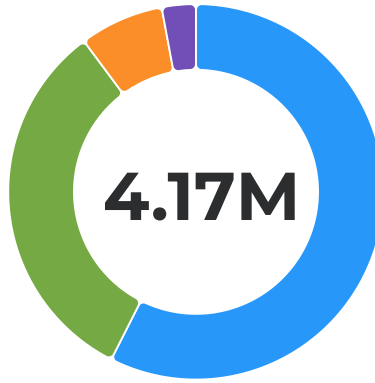
## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Property Tax          | \$ 2,567,704        | \$ 2,218,746           | \$ 2,218,746            | \$ 2,485,903        | 12.04%   |
| <b>Total Revenues</b> | <b>\$ 2,567,704</b> | <b>\$ 2,218,746</b>    | <b>\$ 2,218,746</b>     | <b>\$ 2,485,903</b> | <b>12.04%</b>  |

## Expenditures by Fund



### FY27 Expenditures by Fund



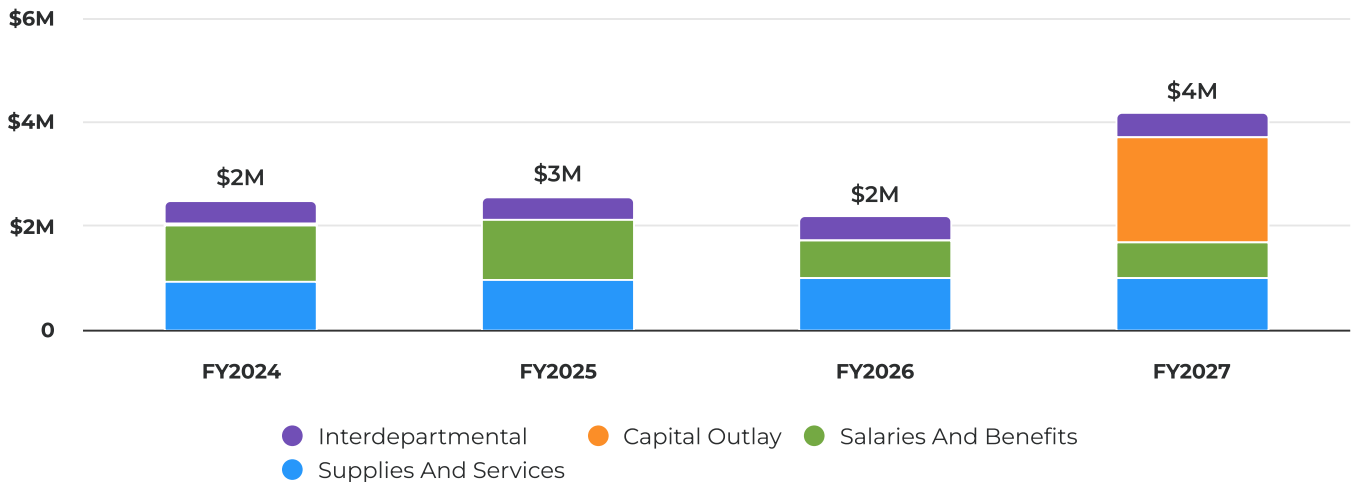
|                                  |                    |        |
|----------------------------------|--------------------|--------|
| ● West Park Maint Dist 1&2 (234) | <b>\$2,393,935</b> | 57.46% |
| ● West Park Maint Dist 3 (231)   | <b>\$1,348,422</b> | 32.36% |
| ● Stonegate Ridge Maint (232)    | <b>\$302,058</b>   | 7.25%  |
| ● Willow Gardens Maint (233)     | <b>\$122,135</b>   | 2.93%  |

### Expenditures by Fund

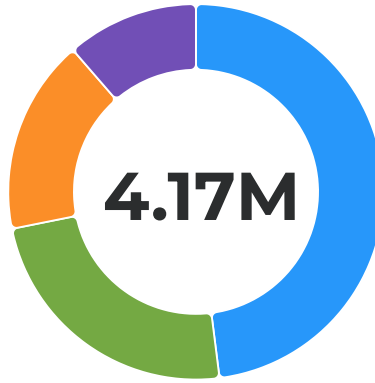
| Category                       | FY 2026 Adopted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|--------------------------------|------------------------|---------------------|--|
| West Park Maint Dist 3 (231)   | \$ 1,097,708           | \$ 1,348,422        | 22.84%   |
| Stonegate Ridge Maint (232)    | \$ 260,579             | \$ 302,058          | 15.92%   |
| Willow Gardens Maint (233)     | \$ 109,294             | \$ 122,135          | 11.75%   |
| West Park Maint Dist 1&2 (234) | \$ 714,652             | \$ 2,393,935        | 234.98%  |
| <b>Total Expenditures</b>      | <b>\$ 2,182,234</b>    | <b>\$ 4,166,549</b> | <b>90.93%</b>  |

### Expenditures by Category

#### Expenditures by Category



### FY27 Expenditures by Category



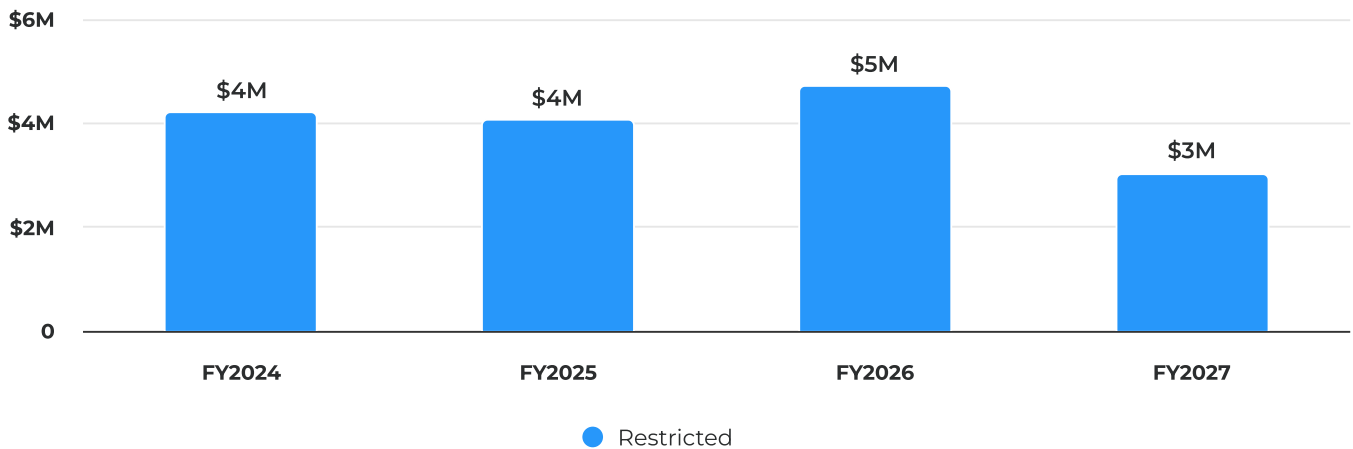
|                         |                    |        |
|-------------------------|--------------------|--------|
| ● Capital Outlay        | <b>\$2,000,000</b> | 48.00% |
| ● Supplies And Services | <b>\$993,078</b>   | 23.83% |
| ● Salaries And Benefits | <b>\$700,021</b>   | 16.80% |
| ● Interdepartmental     | <b>\$473,451</b>   | 11.36% |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 1,152,331        | \$ 730,453             | \$ 730,453              | \$ 700,021          | -4.17%   |
| Supplies And Services     | \$ 946,221          | \$ 993,078             | \$ 993,078              | \$ 993,078          | -  |
| Capital Outlay            | -                   | -                      | \$ 462,090              | \$ 2,000,000        | -  |
| Interdepartmental         | \$ 458,703          | \$ 458,703             | \$ 458,703              | \$ 473,451          | 3.22%  |
| <b>Total Expenditures</b> | <b>\$ 2,557,254</b> | <b>\$ 2,182,234</b>    | <b>\$ 2,644,324</b>     | <b>\$ 4,166,549</b> | <b>90.93%</b>  |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance | FY 2026      | FY 2027      | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|--------------|--------------|--------------|--------------------------------|---------------------------------|
| Restricted   | \$ 4,706,000 | \$ 3,025,000 | -35.72%                        | \$ -1,681,000                   |



| Fund Balance              | FY 2026 |                  | FY 2027 |                  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------|------------------|---------|------------------|--------------------------------|---------------------------------|
| <b>Total Fund Balance</b> | \$      | <b>4,706,000</b> | \$      | <b>3,025,000</b> | <b>-35.72%</b>                 | \$ <b>-1,681,000</b>            |

## Changes and Highlights

### FY 2026-27 Capital Projects

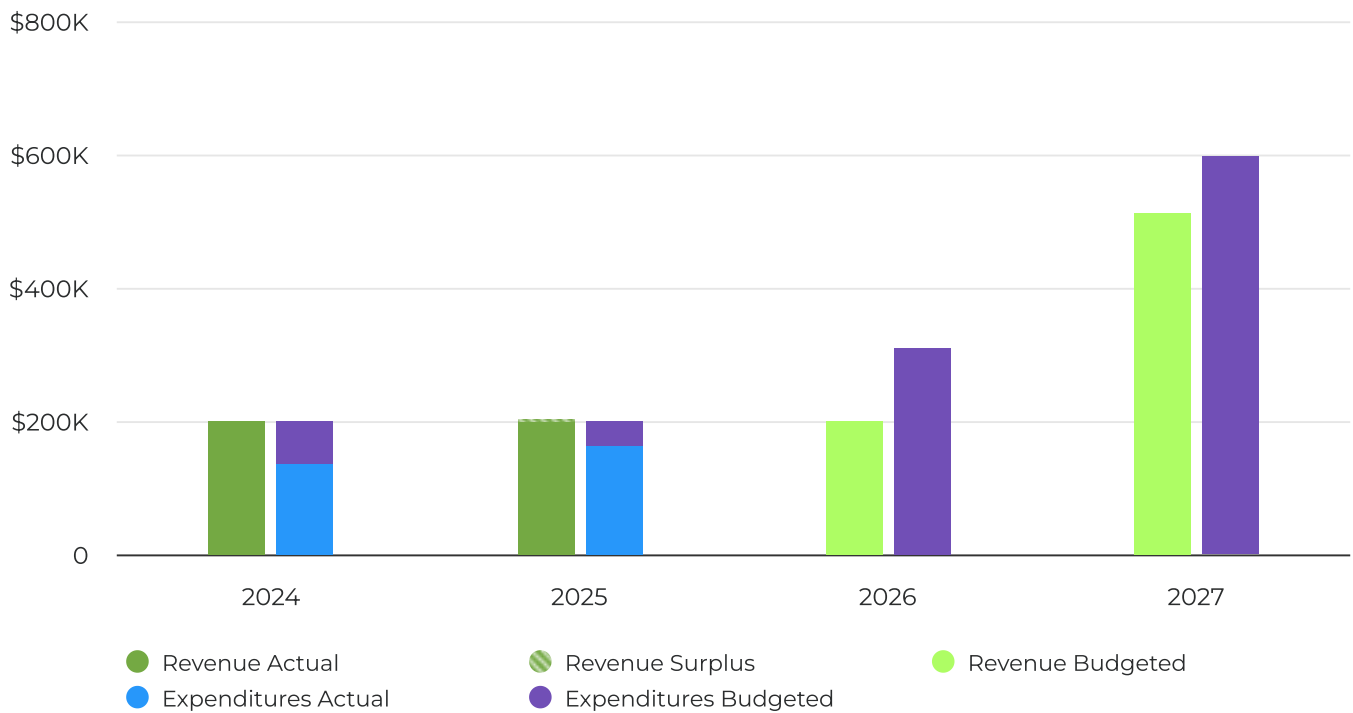
| Amount              | Project Name   | Project# |
|---------------------|--|----------|
| <b>\$ 318,000</b>   | Fund 231 - Common Green Rehab Study & Implementation | pk2404   |
| <b>1,682,000</b>    | Fund 234 - Common Green Rehab Study & Implementation | pk2404   |
| <b>\$ 2,000,000</b> | <b>Total CIP</b>                                     |          |

# Oyster Point CFD Special Tax B (236)

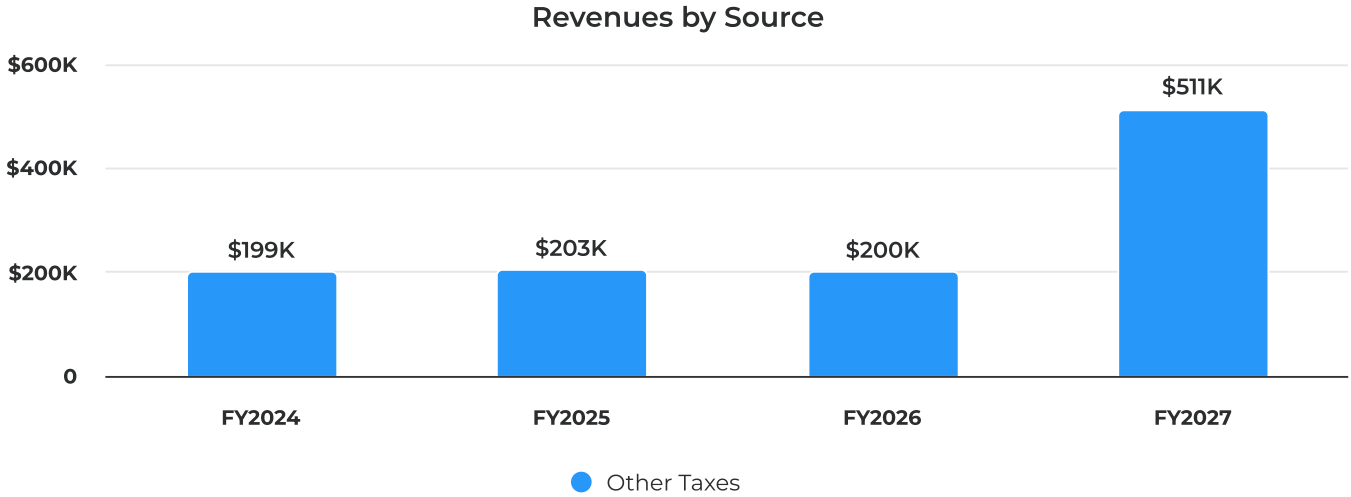
There are four Common Greens Maintenance Districts within the City: West Park 3 (Fund 231), Stonegate Ridge (Fund 232), Willow Gardens (Fund 233), and West Park 1 & 2 (Fund 234). The funding for these maintenance districts comes from a portion of the 1% property tax levy on the assessed value paid by 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. These funds provide for sidewalk, parks, and tree maintenance within each of the maintenance districts.

## Summary

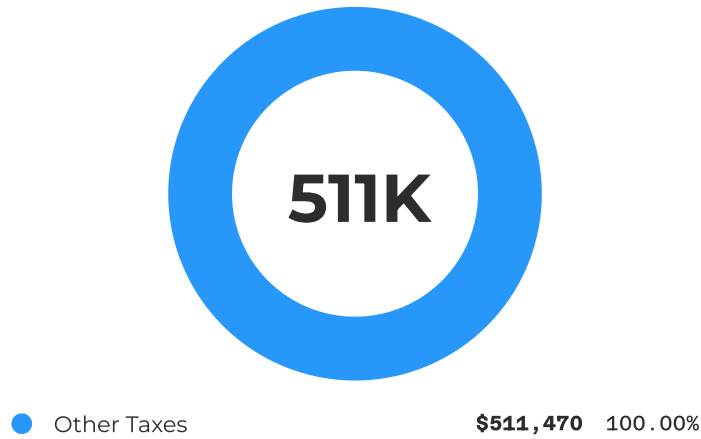
**Revenues vs Expenditures Summary**



## Revenues by Source



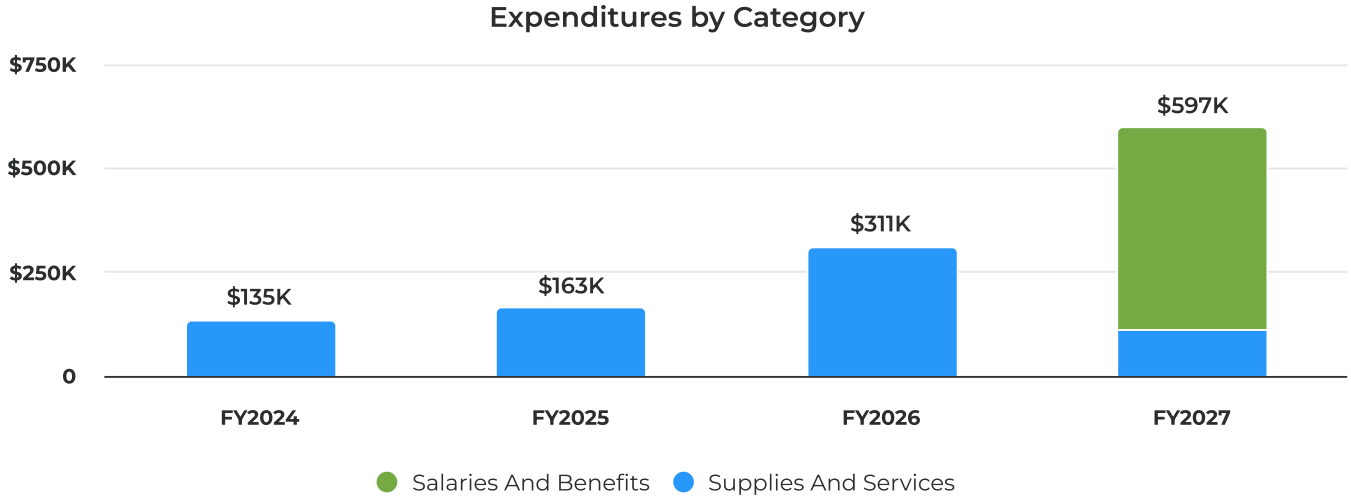
### FY27 Revenues by Source



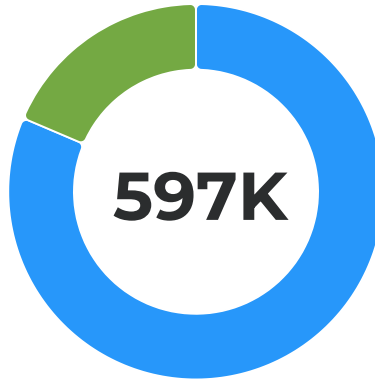
## Revenues by Source

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Other Taxes           | \$ 203,006        | \$ 200,000             | \$ 200,000              | \$ 511,470        | 155.73%  |
| <b>Total Revenues</b> | <b>\$ 203,006</b> | <b>\$ 200,000</b>      | <b>\$ 200,000</b>       | <b>\$ 511,470</b> | <b>155.73%</b>   |

# Expenditures by Category



## FY27 Expenditures by Category



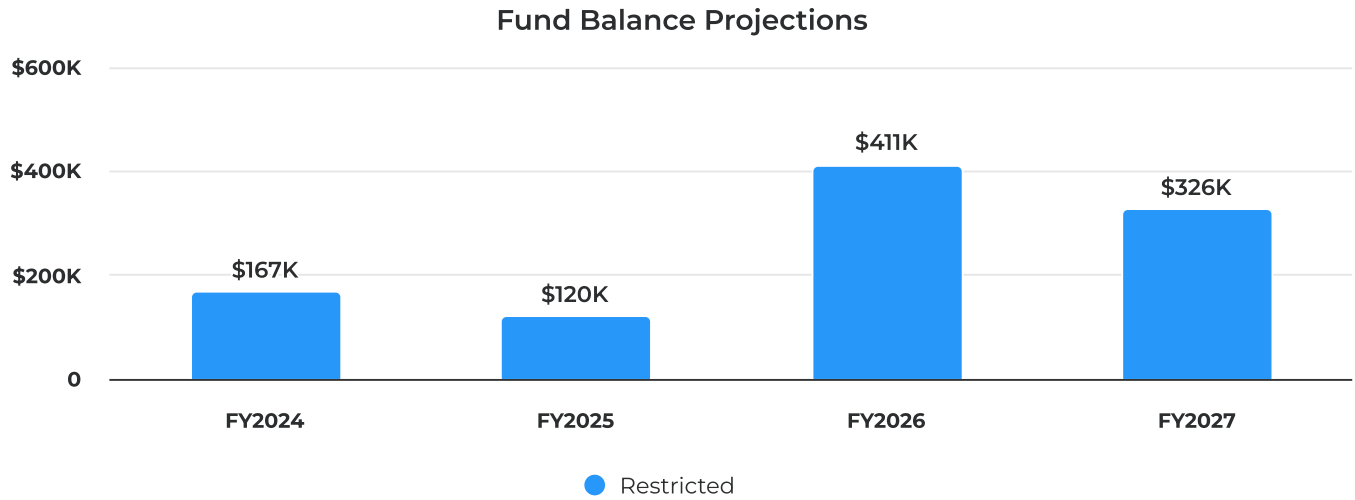
|                         |                  |        |
|-------------------------|------------------|--------|
| ● Salaries And Benefits | <b>\$486,142</b> | 81.41% |
| ● Supplies And Services | <b>\$111,000</b> | 18.59% |

## Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Salaries And Benefits     | -                 | -                      | -                       | \$ 486,142        | -  |
| Supplies And Services     | \$ 162,690        | \$ 311,000             | \$ 311,000              | \$ 111,000        | -64.31%  |
| <b>Total Expenditures</b> | <b>\$ 162,690</b> | <b>\$ 311,000</b>      | <b>\$ 311,000</b>       | <b>\$ 597,142</b> | <b>92.01%</b>  |



## Fund Balance



### Financial Summary

| Fund Balance              |           | FY 2026        | FY 2027           | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|----------------|-------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 411,000        | \$ 326,000        | -20.68%                        | \$ -85,000                      |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>411,000</b> | <b>\$ 326,000</b> | <b>-20.68%</b>                 | <b>\$ -85,000</b>               |

## Changes and Highlights

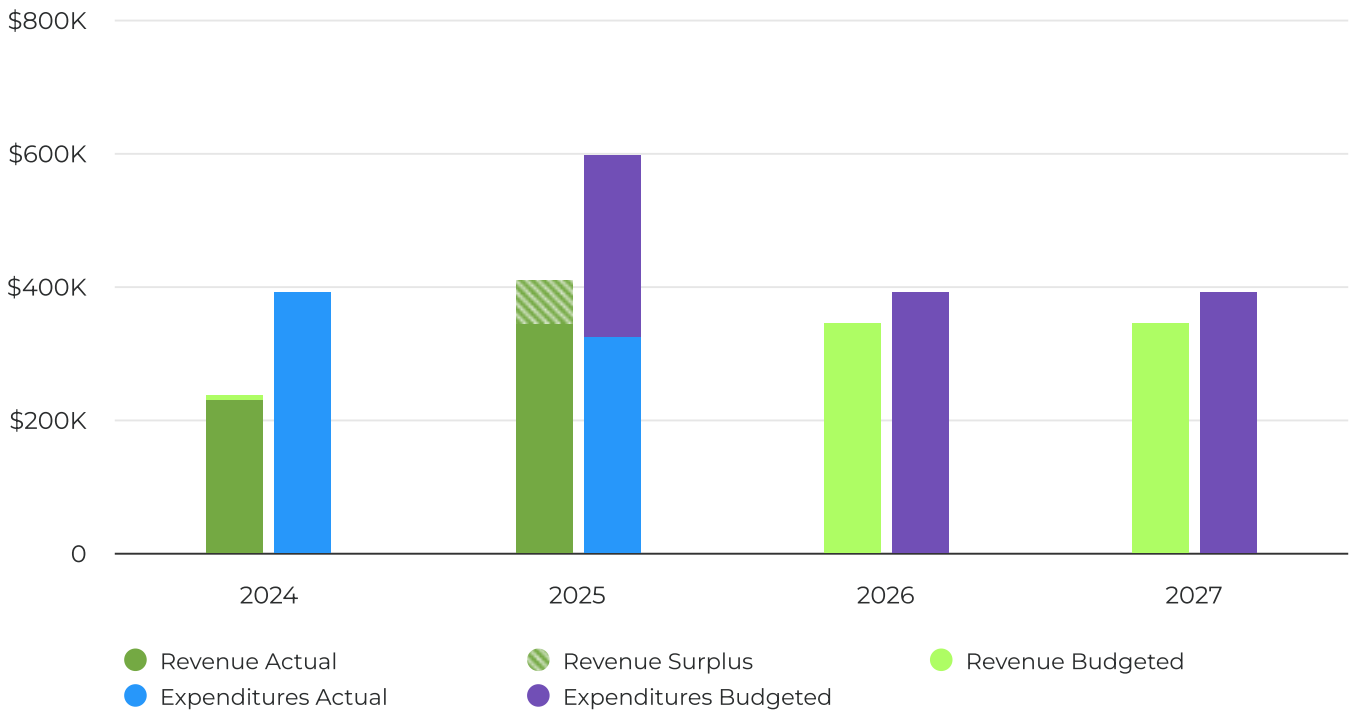
Due to new properties being purchased, there is an increase in revenue for this fund. As originally intended, three positions (Lead Parks Maintenance Worker, Senior Parks Maintenance Worker, and Parks Maintenance Worker) that work primarily in this area, will be funded by this fund. The positions were originally subsidized by the General Fund 100.

# Solid Waste Reduction (250)

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 franchise. 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.

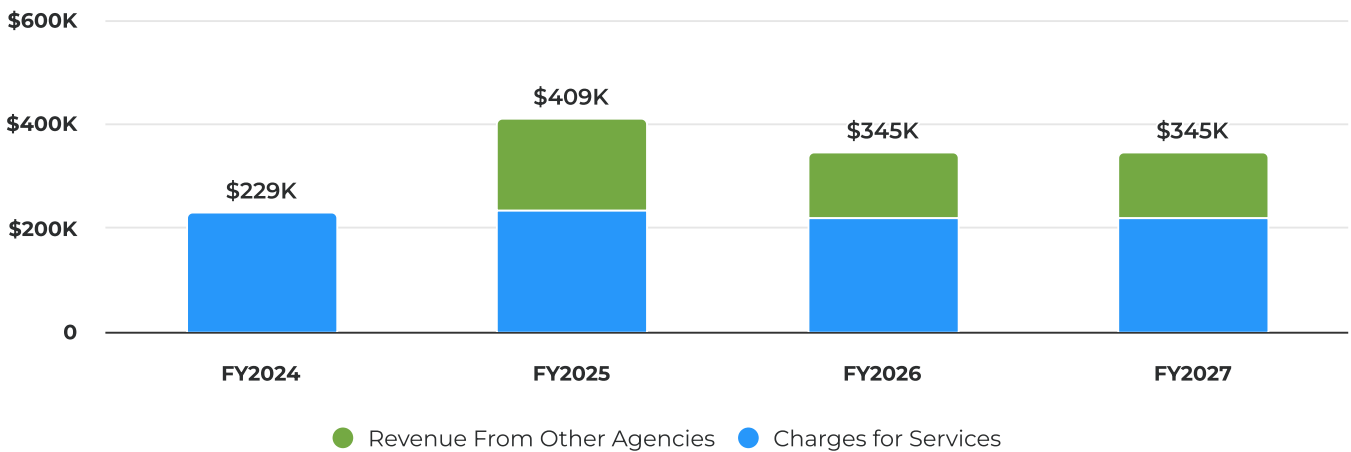
## Summary

**Revenues vs Expenditures Summary**

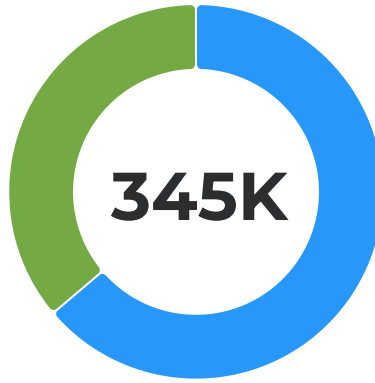


## Revenues by Source

**Revenues by Source**



### FY27 Revenues by Source



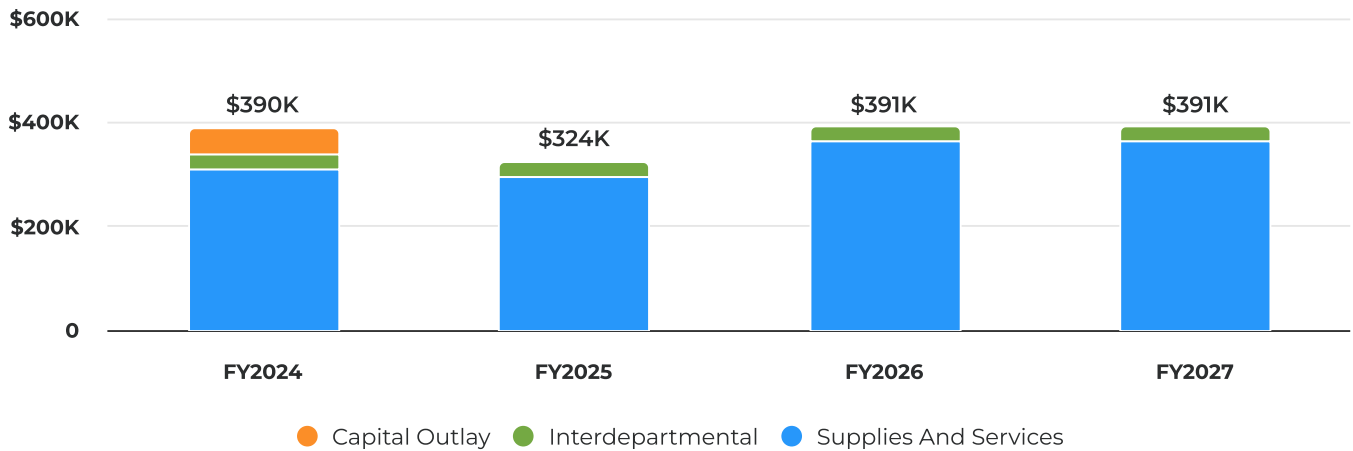
|  |                  |        |
|--|------------------|--------|
| <span style="color: blue;">●</span> Charges for Services         | <b>\$220,080</b> | 63.81% |
| <span style="color: green;">●</span> Revenue From Other Agencies | <b>\$124,820</b> | 36.19% |

### Revenues by Source

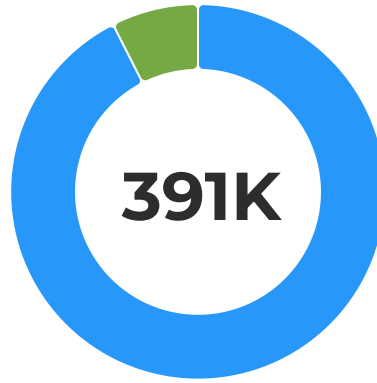
| Category                    | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Revenue From Other Agencies | \$ 174,647        | \$ 124,820             | \$ 124,820              | \$ 124,820        | -  |
| Charges for Services        | \$ 234,017        | \$ 220,080             | \$ 220,080              | \$ 220,080        | -  |
| <b>Total Revenues</b>       | <b>\$ 408,664</b> | <b>\$ 344,900</b>      | <b>\$ 344,900</b>       | <b>\$ 344,900</b> | <b>-</b>   |

### Expenditures by Category

#### Expenditures by Category



### FY27 Expenditures by Category



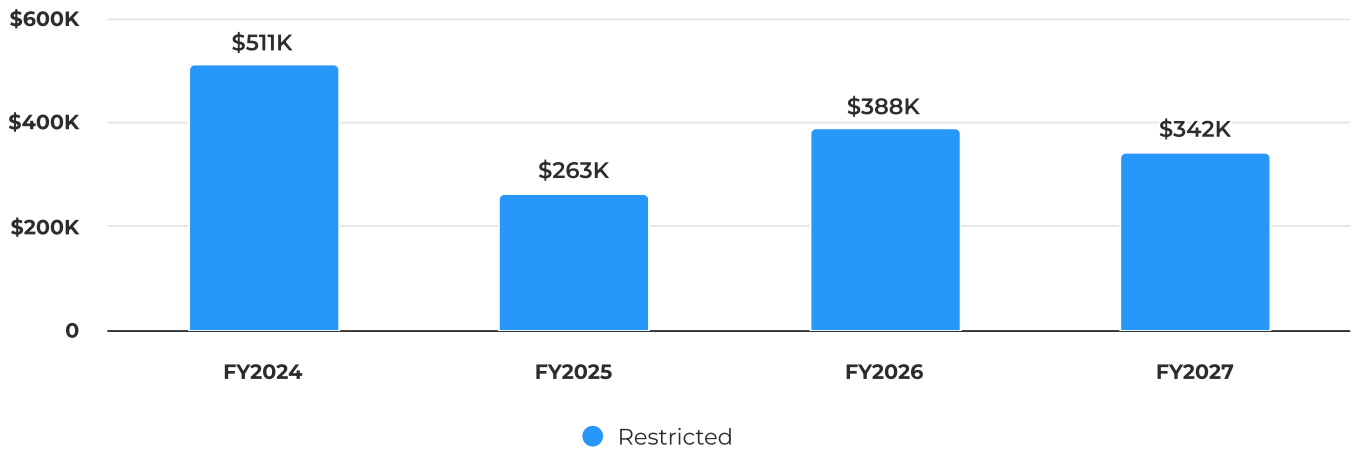
|   |                         |
|---|-------------------------|
| <span style="color: blue;">●</span> Supplies And Services | <b>\$362,150</b> 92.53% |
| <span style="color: green;">●</span> Interdepartmental    | <b>\$29,223</b> 7.47%   |

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Supplies And Services     | \$ 294,519        | \$ 362,150             | \$ 837,065              | \$ 362,150        | -  |
| Interdepartmental         | \$ 29,223         | \$ 29,223              | \$ 29,223               | \$ 29,223         | -  |
| <b>Total Expenditures</b> | <b>\$ 323,742</b> | <b>\$ 391,373</b>      | <b>\$ 866,288</b>       | <b>\$ 391,373</b> | <b>-</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026           | FY 2027           | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-------------------|-------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 388,000        | \$ 342,000        | -11.86%                        | \$ -46,000                      |
| <b>Total Fund Balance</b> | <b>\$ 388,000</b> | <b>\$ 342,000</b> | <b>-11.86%</b>                 | <b>\$ -46,000</b>               |

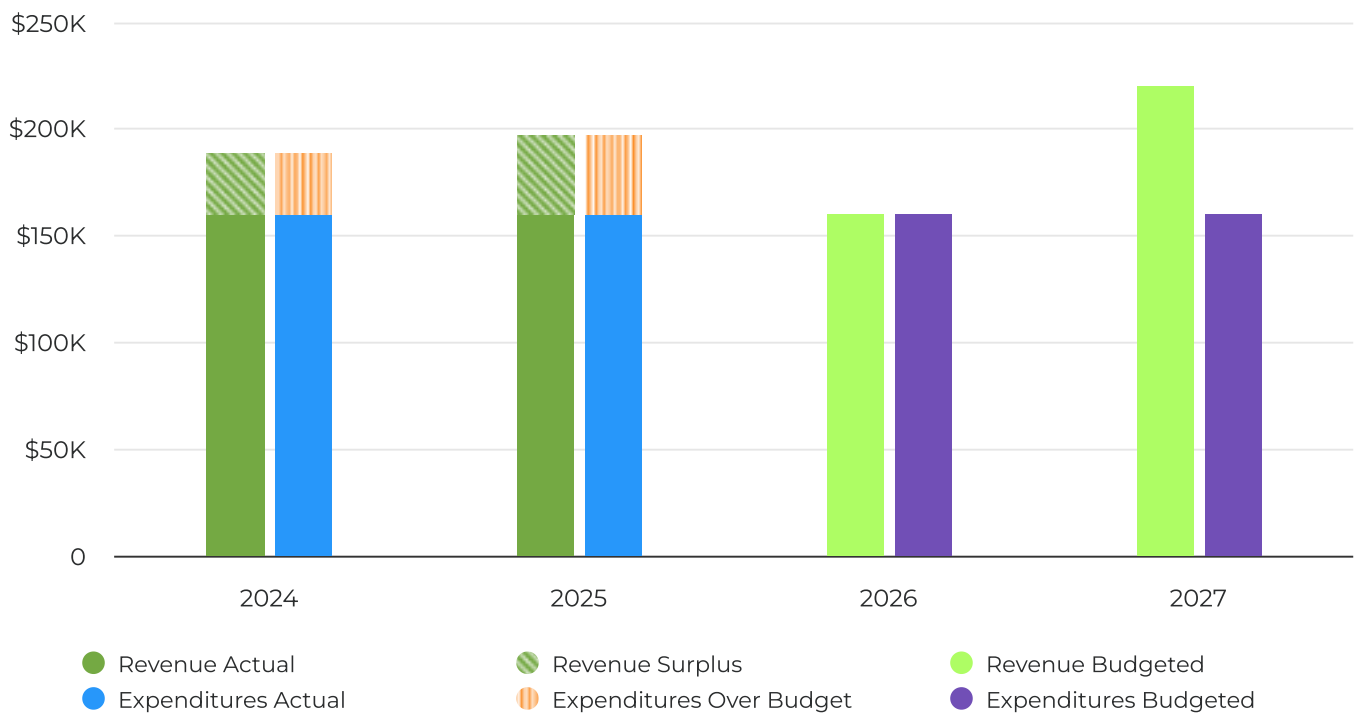


# Supplemental Law Enforcement Services (260)

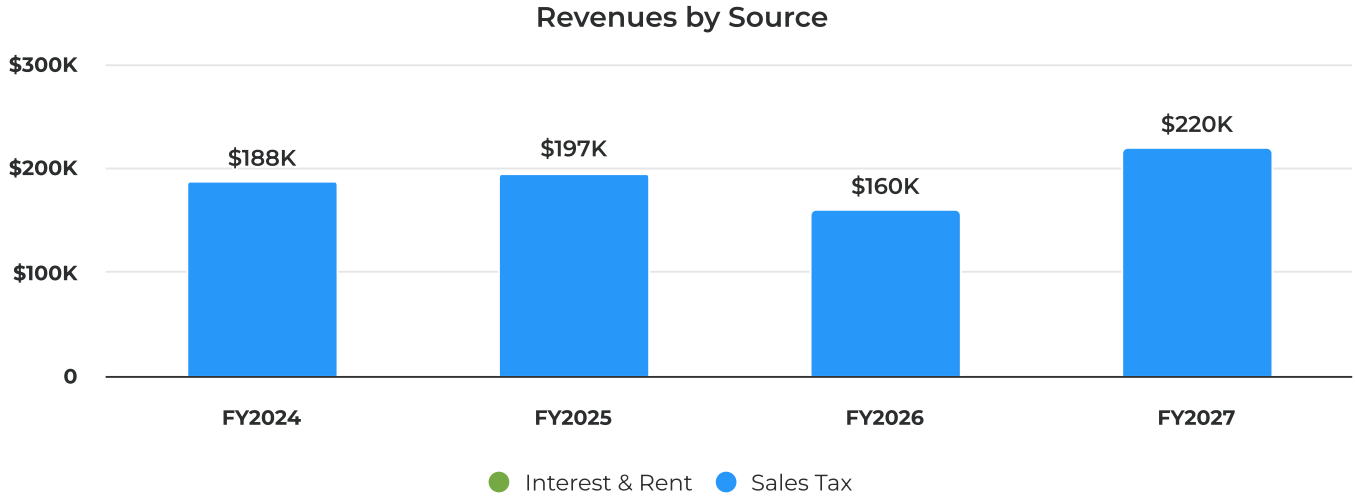
The Citizens Option for Public Safety (COPS) program was adopted in 1996. Under the provisions of Government Code Section 30061, a percentage of the funds is allocated to counties and cities based upon population for law enforcement services. Each city is required to deposit these funds into a separate Supplemental Law Enforcement Services Fund to ensure they are not intermingled with General Fund dollars, and the funds must be spent on front-line law enforcement services.

## Summary

**Revenues vs Expenditures Summary**



## Revenues by Source



### FY27 Revenues by Source

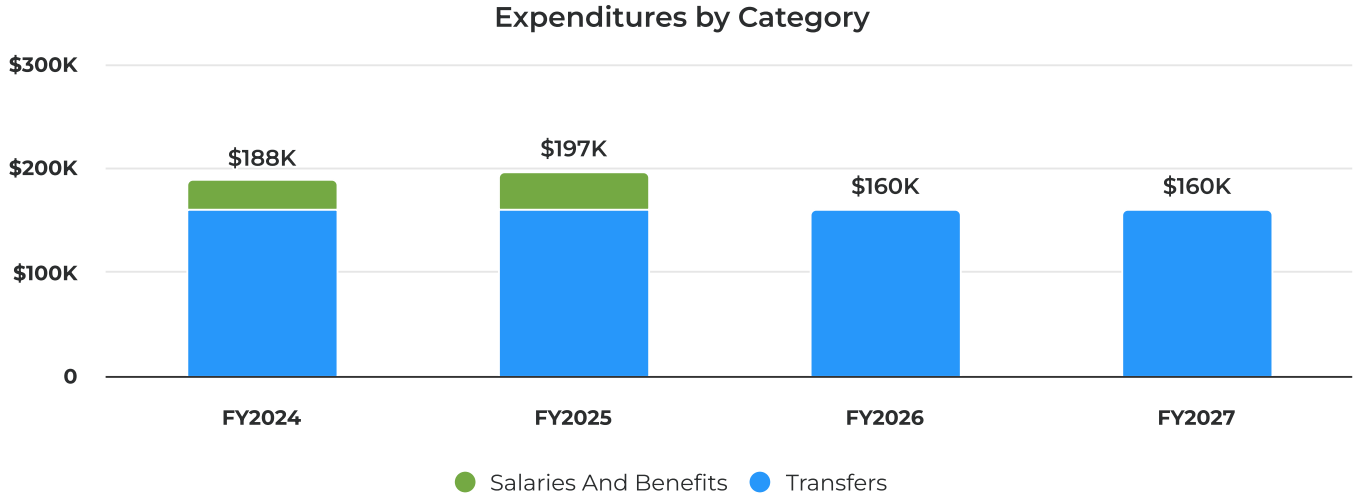


● Sales Tax **\$220,000** 100.00%

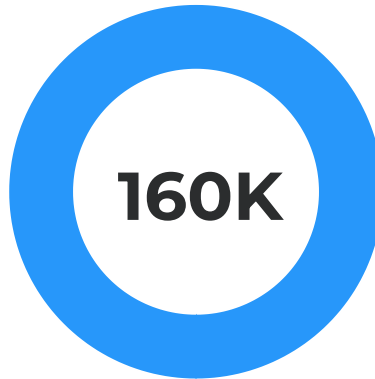
## Revenues by Source

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Sales Tax             | \$ 194,673        | \$ 160,000             | \$ 160,000              | \$ 220,000        | 37.50%   |
| Interest & Rent       | \$ 2,077          | -                      | -                       | -                 | -  |
| <b>Total Revenues</b> | <b>\$ 196,750</b> | <b>\$ 160,000</b>      | <b>\$ 160,000</b>       | <b>\$ 220,000</b> | <b>37.50%</b>  |

## Expenditures by Category



### FY27 Expenditures by Category

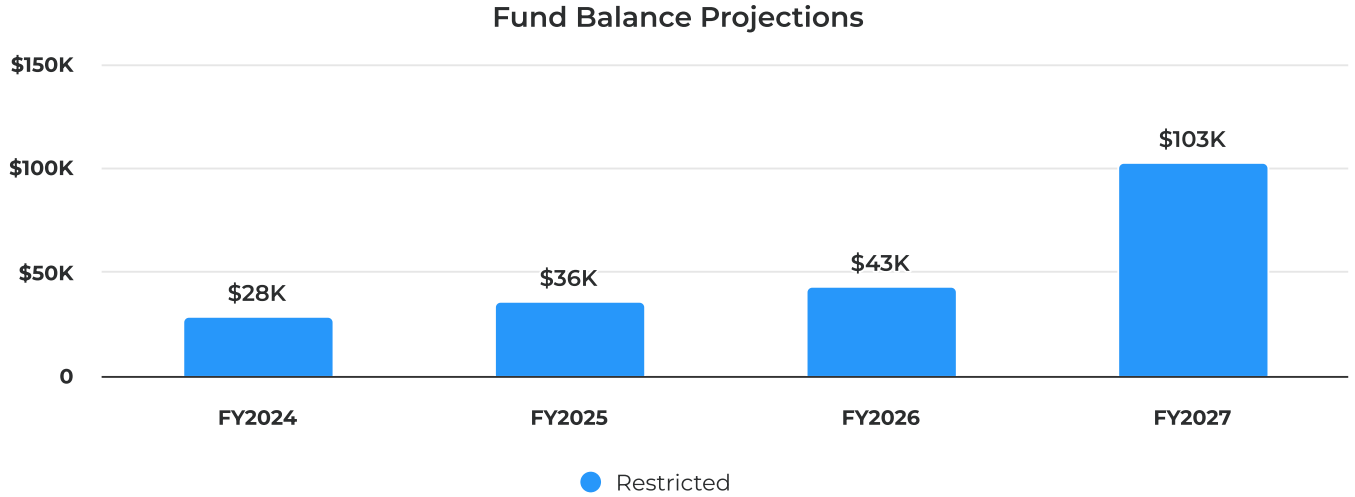


● Transfers **\$160,000** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Salaries And Benefits     | \$ 36,750         | -                      | -                       | -                 | -  |
| Transfers                 | \$ 160,000        | \$ 160,000             | \$ 160,000              | \$ 160,000        | -  |
| <b>Total Expenditures</b> | <b>\$ 196,750</b> | <b>\$ 160,000</b>      | <b>\$ 160,000</b>       | <b>\$ 160,000</b> | <b>-</b>   |

# Fund Balance



## Financial Summary

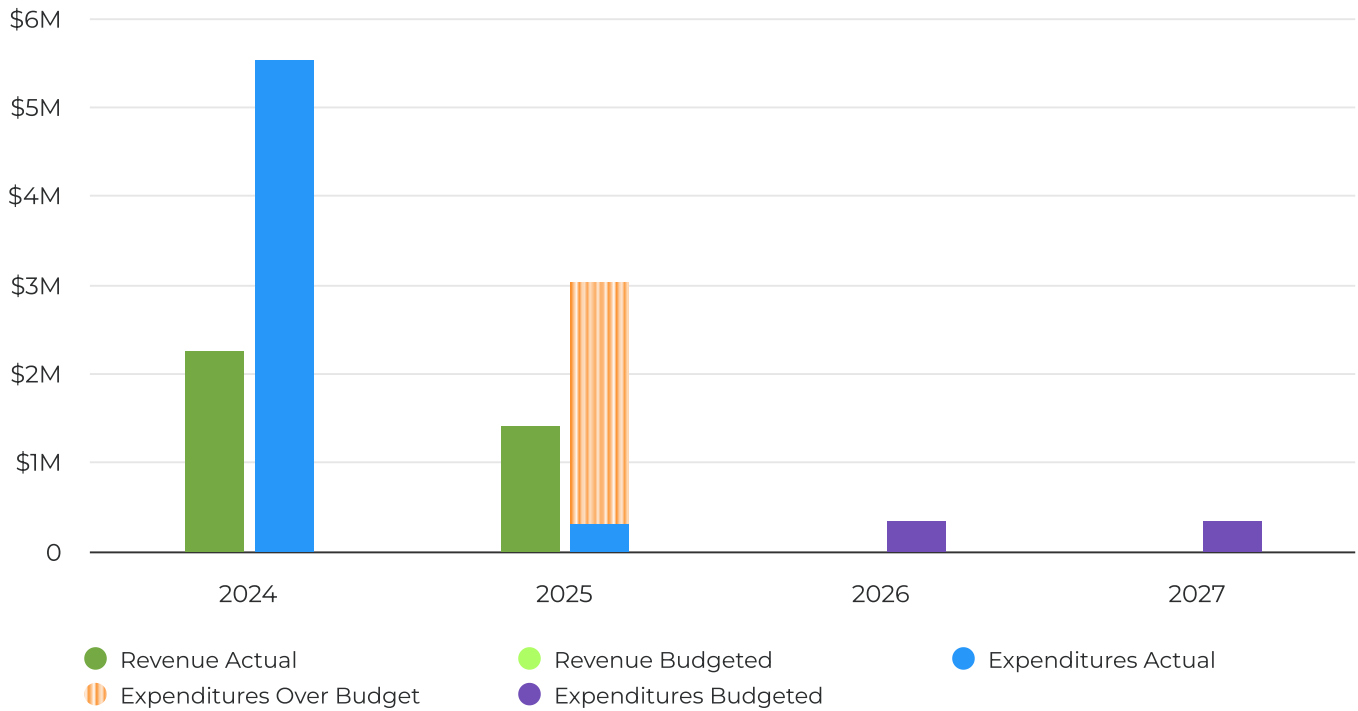
| Fund Balance              |           | FY 2026       | FY 2027           | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|---------------|-------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 43,000        | \$ 103,000        | 139.53%                        | \$ 60,000                       |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>43,000</b> | <b>\$ 103,000</b> | <b>139.53%</b>                 | <b>\$ 60,000</b>                |

# City Programs Special Revenue Fund (280)

This fund accounts for donations and other sources of revenue that are dedicated to specific programs. Principal reserves reflect the Police Department's participation in the U.S. Department of Justice Asset Seizure Program and the Library Department's Project Read Program.

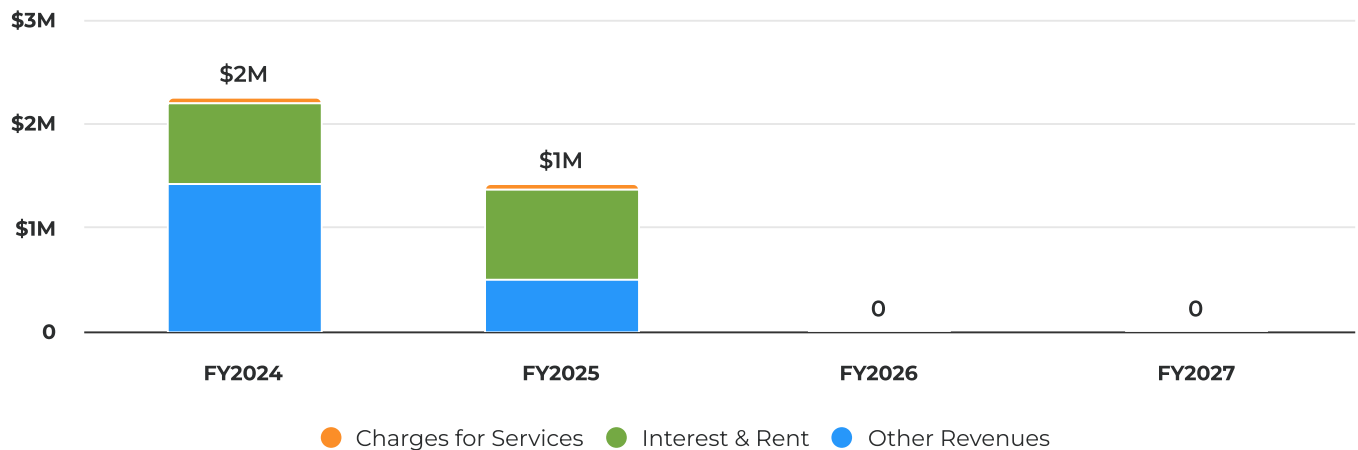
## Summary

Revenues vs Expenditures Summary



## Revenues by Source

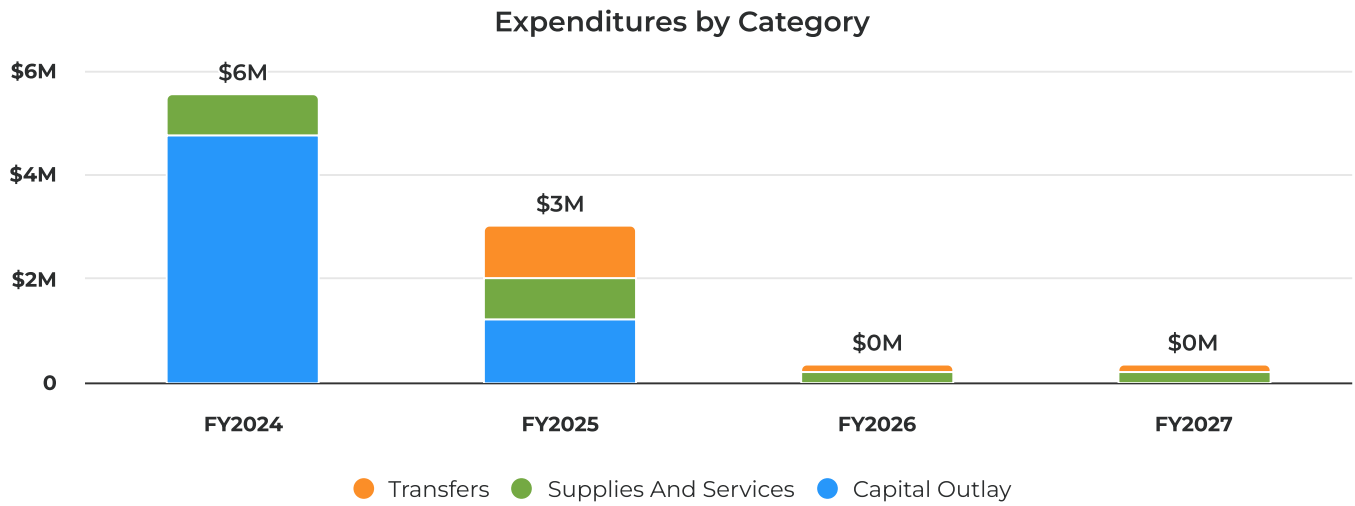
Revenues by Source



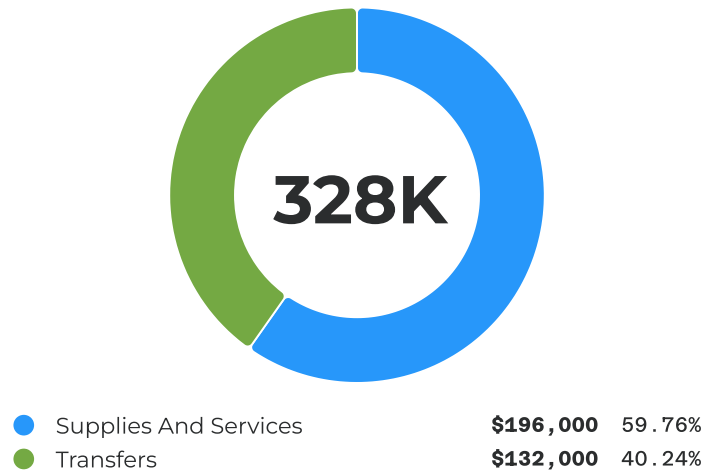
### Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|------------------|--|
| Charges for Services  | \$ 47,926           | -                      | -                       | -                | -  |
| Interest & Rent       | \$ 867,848          | -                      | -                       | -                | -  |
| Other Revenues        | \$ 502,982          | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 1,418,756</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

### Expenditures by Category



### FY27 Expenditures by Category



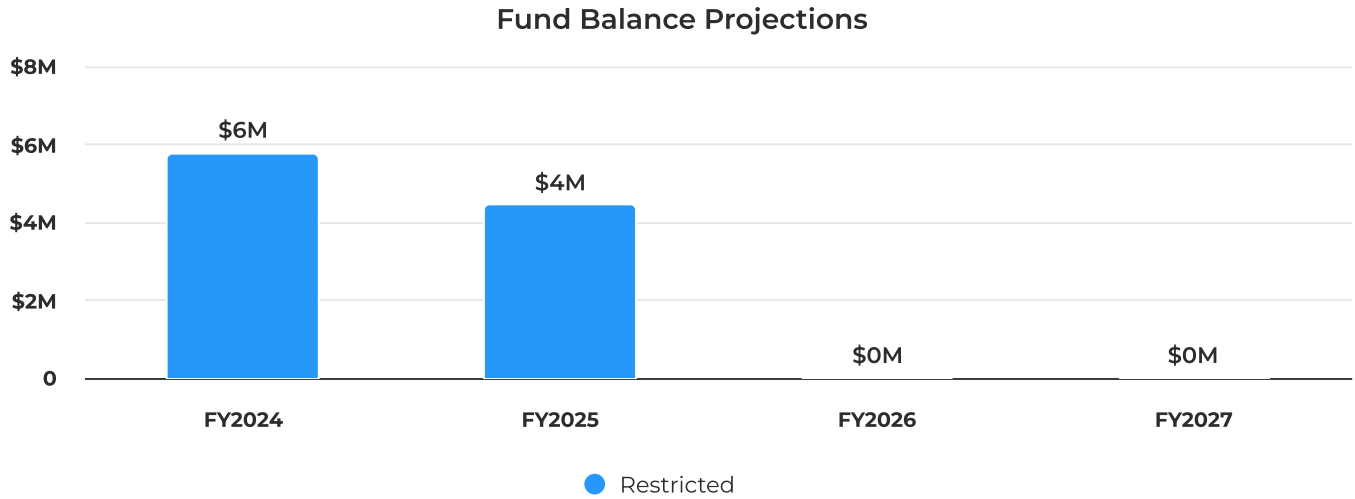
### Expenditures by Category

| Category              | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------|------------------------|-------------------------|------------------|--|
| Supplies And Services | \$ 792,508     | \$ 196,000             | \$ 196,000              | \$ 196,000       | -  |
| Capital Outlay        | \$ 1,219,219   | -                      | \$ 10,398,989           | -                | -  |



| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|-------------------|--|
| Transfers                 | \$ 1,000,000        | \$ 132,000             | \$ 132,000              | \$ 132,000        | -  |
| <b>Total Expenditures</b> | <b>\$ 3,011,726</b> | <b>\$ 328,000</b>      | <b>\$ 10,726,989</b>    | <b>\$ 328,000</b> | <b>-</b>   |

## Fund Balance



## Financial Summary

| Fund Balance              | FY 2026         | FY 2027         | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------------|-----------------|--------------------------------|---------------------------------|
| Restricted                | \$ 7,000        | \$ 7,000        | -                              | -                               |
| <b>Total Fund Balance</b> | <b>\$ 7,000</b> | <b>\$ 7,000</b> | <b>-</b>                       | <b>-</b>                        |

# Debt Service Fund (461)

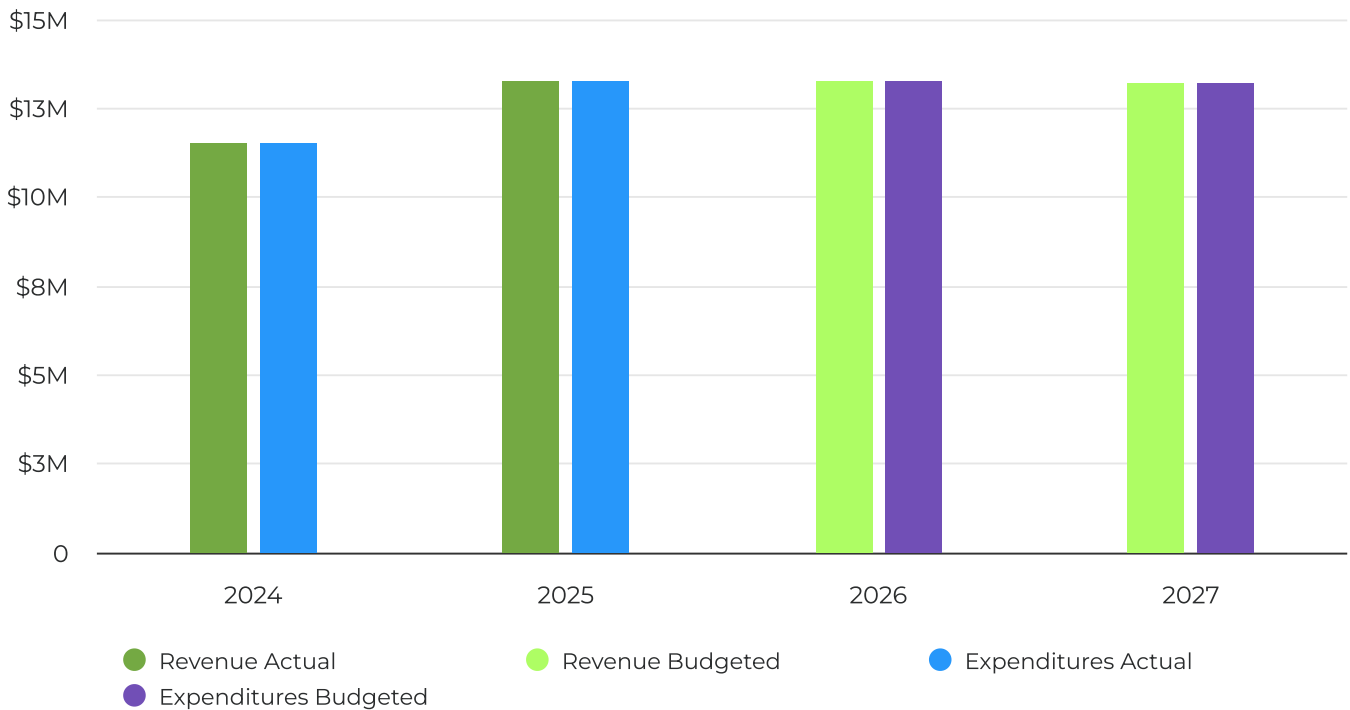
The City's Debt Service fund is the fund in which all loan or bond payments are recorded. It receives transfers from other funds, such as Measure W for the bond repayments. As such, revenue always matches expenditures in this fund and the fund carries no balance.

**Bond Issuance:**

- 2020A - \$43.9 million in bonds in February 2020 to finance costs for the Library | Parks and Recreation Center (L|PR) (Fund 519) and the new police station (Fund 515).
- 2021A - \$86.4 million in May 2021 for continued funding for the L|PR as well as to fund an expanded street rehabilitation program (Fund 517) and the installation of solar roofs at the LPR and City corporation yard (Fund 518).
- 2022A - \$65.4 million in May 2022 to fund a new Aquatic Center (Fund 524), playground (Fund 523), and Ballfield (Fund 522) at Orange Memorial Park, and two replacement bridges over Colma Creek (Fund 525).

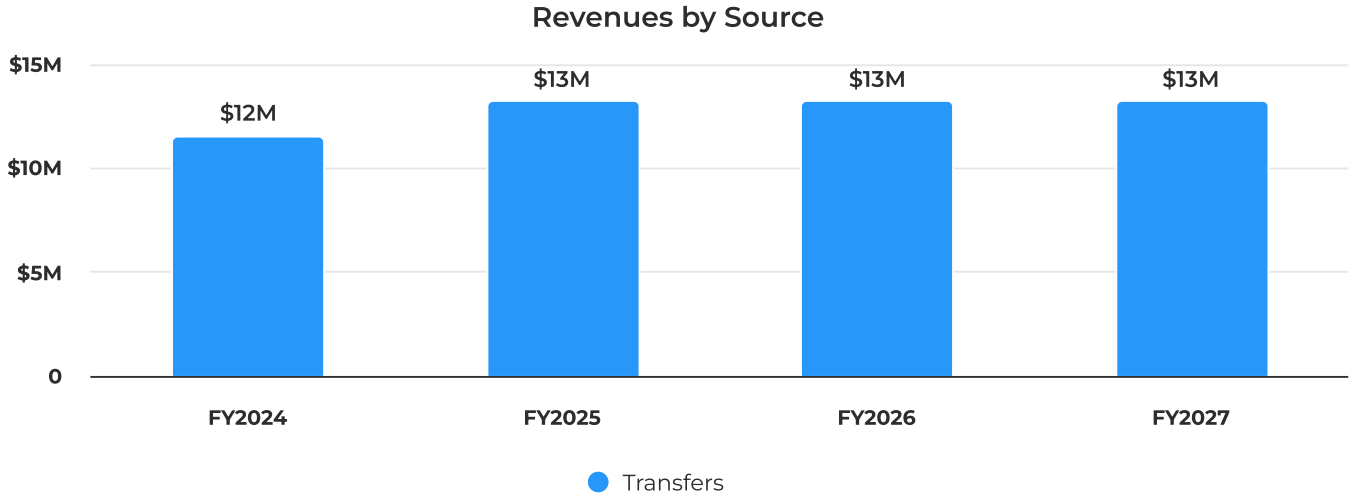
## Summary

**Revenues vs Expenditures Summary**

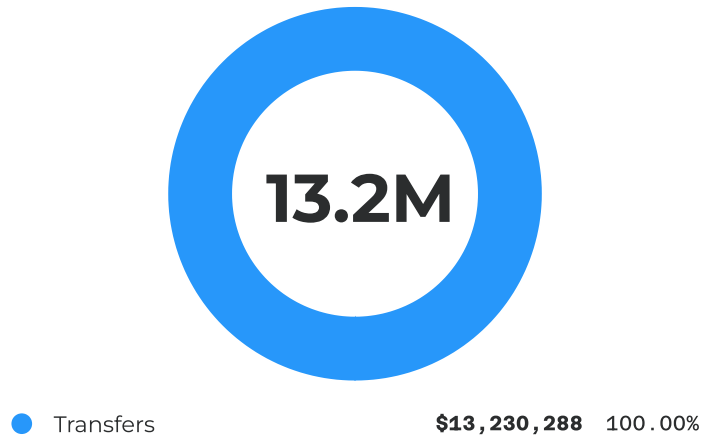


In the Debt Service Fund (461) for the 2027 budget year, both expenditures and revenues are budgeted at \$13.2 million, reflecting a slight decrease of 0.05% from the previous year's budgeted amounts of \$13.2 million. This follows a minimal increase of 0.04% in both expenditures and revenues from the prior period to 2026. There are no actual revenue or expenditure figures reported for these years. Overall, the budgeted revenues and expenditures remain balanced with only a marginal reduction compared to the previous budget year.

## Revenues by Source



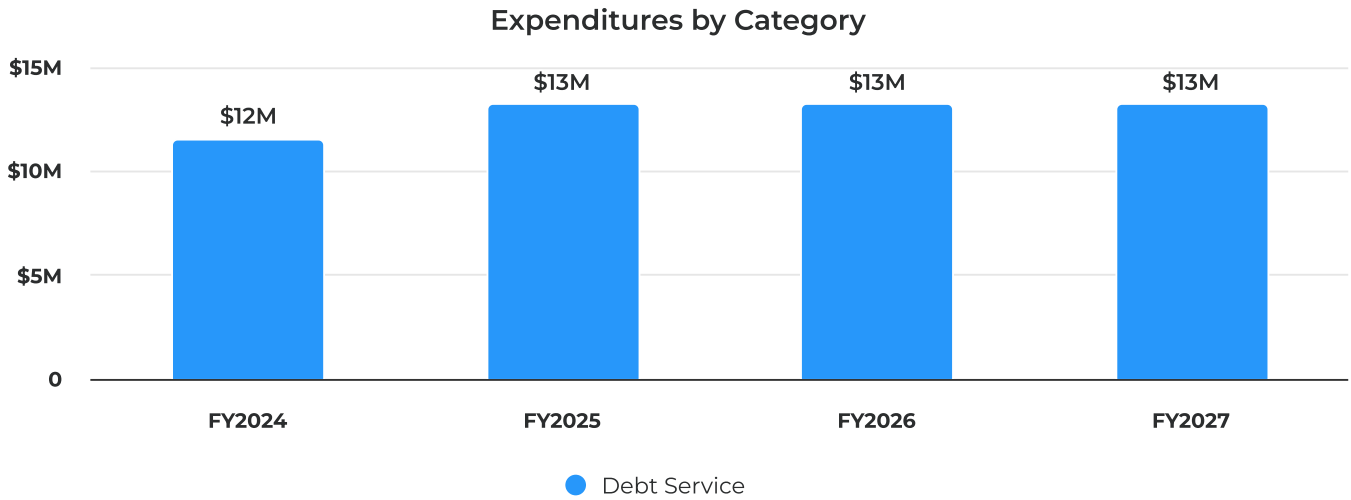
### FY27 Revenues by Source



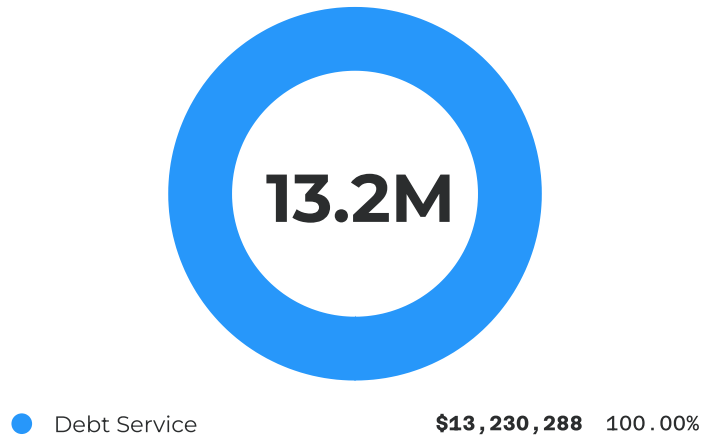
## Revenues by Source

| Category              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Transfers             | \$ 13,231,738        | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288        | -0.05%   |
| <b>Total Revenues</b> | <b>\$ 13,231,738</b> | <b>\$ 13,236,538</b>   | <b>\$ 13,236,538</b>    | <b>\$ 13,230,288</b> | <b>-0.05%</b>  |

## Expenditures by Category



### FY27 Expenditures by Category



### Expenditures by Category

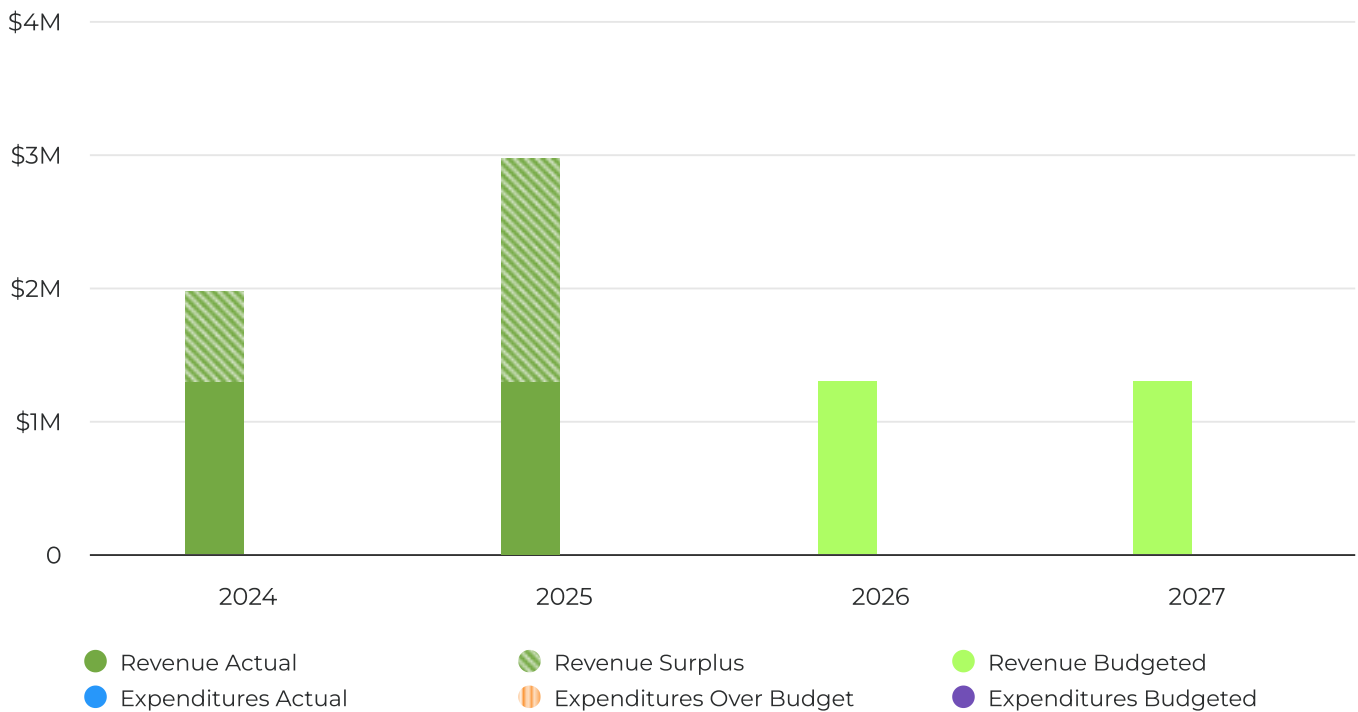
| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Debt Service              | \$ 13,231,738        | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288        | -0.05%   |
| <b>Total Expenditures</b> | <b>\$ 13,231,738</b> | <b>\$ 13,236,538</b>   | <b>\$ 13,236,538</b>    | <b>\$ 13,230,288</b> | <b>-0.05%</b>  |

# Sewer Capacity Charges (730)

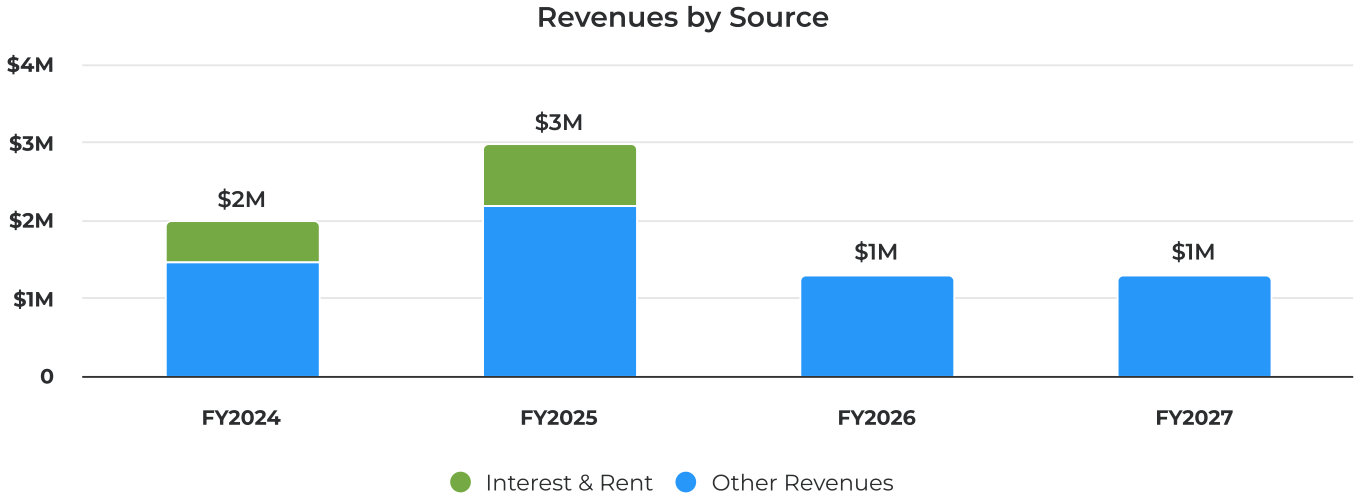
The revenue for this restricted fund is received from sewer capacity charges paid by users that connect to sewer facilities for the first time, and by users who increase their sanitary sewer usage. The charge is typically due upon building permit issuance and is only charged to areas receiving sewer service from the City (fee collection excludes the Westborough area that receives sewer service from Daly City). The fees collected assist with funding for required replacements, upgrades, and construction of sewer infrastructure not funded by other sources. This fund provides revenue to cover the costs associated with providing collection and treatment capacity for new and expanding development not funded by the East of 101 Sewer Impact Fee Program.

## Summary

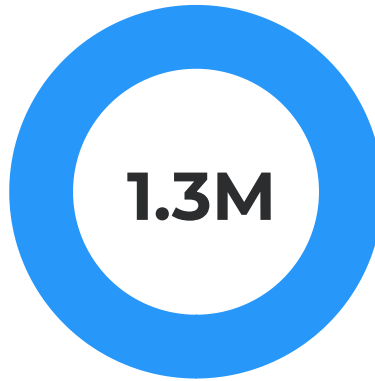
**Revenues vs Expenditures Summary**



## Revenues by Source



### FY27 Revenues by Source

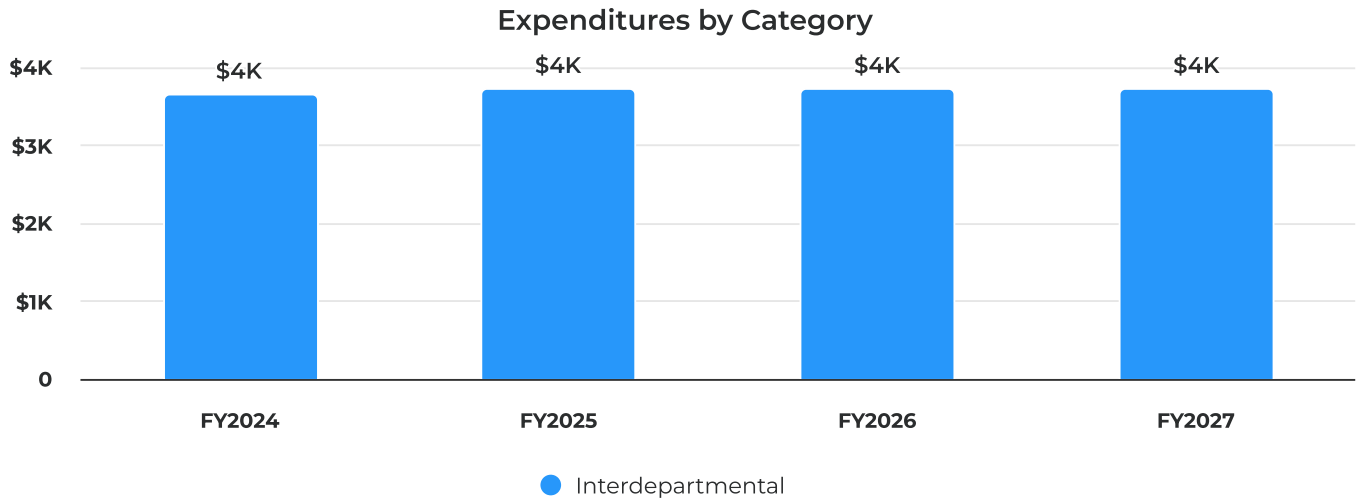


Other Revenues \$1,300,000 100.00%

## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Interest & Rent       | \$ 785,604          | -                      | -                       | -                   | -  |
| Other Revenues        | \$ 2,185,521        | \$ 1,300,000           | \$ 1,300,000            | \$ 1,300,000        | -  |
| <b>Total Revenues</b> | <b>\$ 2,971,125</b> | <b>\$ 1,300,000</b>    | <b>\$ 1,300,000</b>     | <b>\$ 1,300,000</b> | <b>-</b>   |

## Expenditures by Category



### FY27 Expenditures by Category

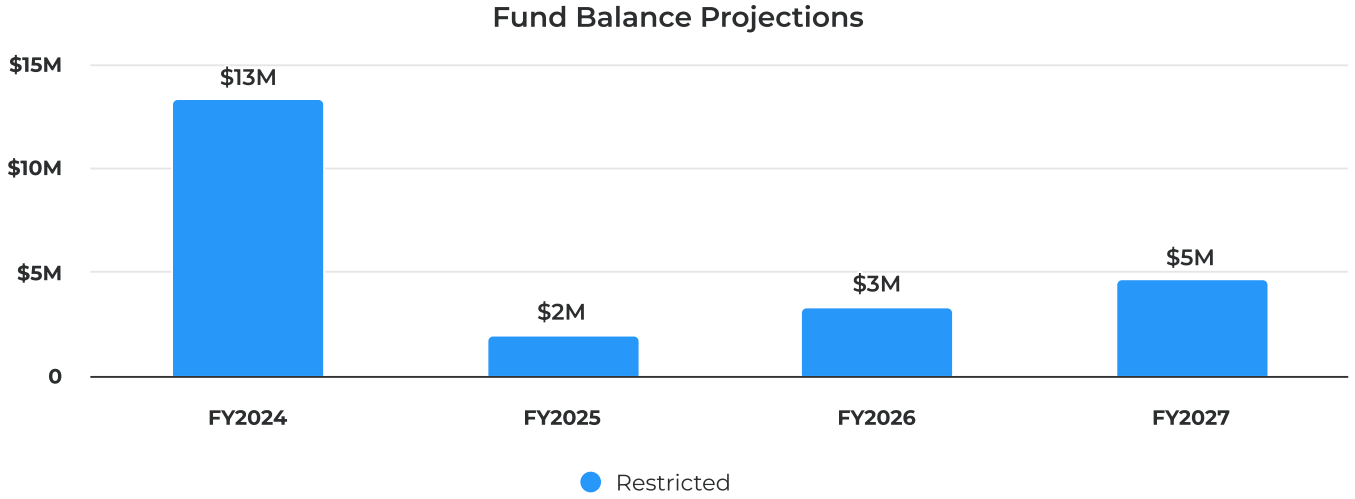


● Interdepartmental **\$3,727** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual  | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-----------------|------------------------|-------------------------|------------------|--|
| Capital Outlay            | -               | -                      | \$ 1,000,000            | -                | -  |
| Interdepartmental         | \$ 3,727        | \$ 3,727               | \$ 3,727                | \$ 3,727         | -  |
| Transfers                 | -               | -                      | \$ 13,787,957           | -                | -  |
| <b>Total Expenditures</b> | <b>\$ 3,727</b> | <b>\$ 3,727</b>        | <b>\$ 14,791,684</b>    | <b>\$ 3,727</b>  | <b>-</b>   |

# Fund Balance



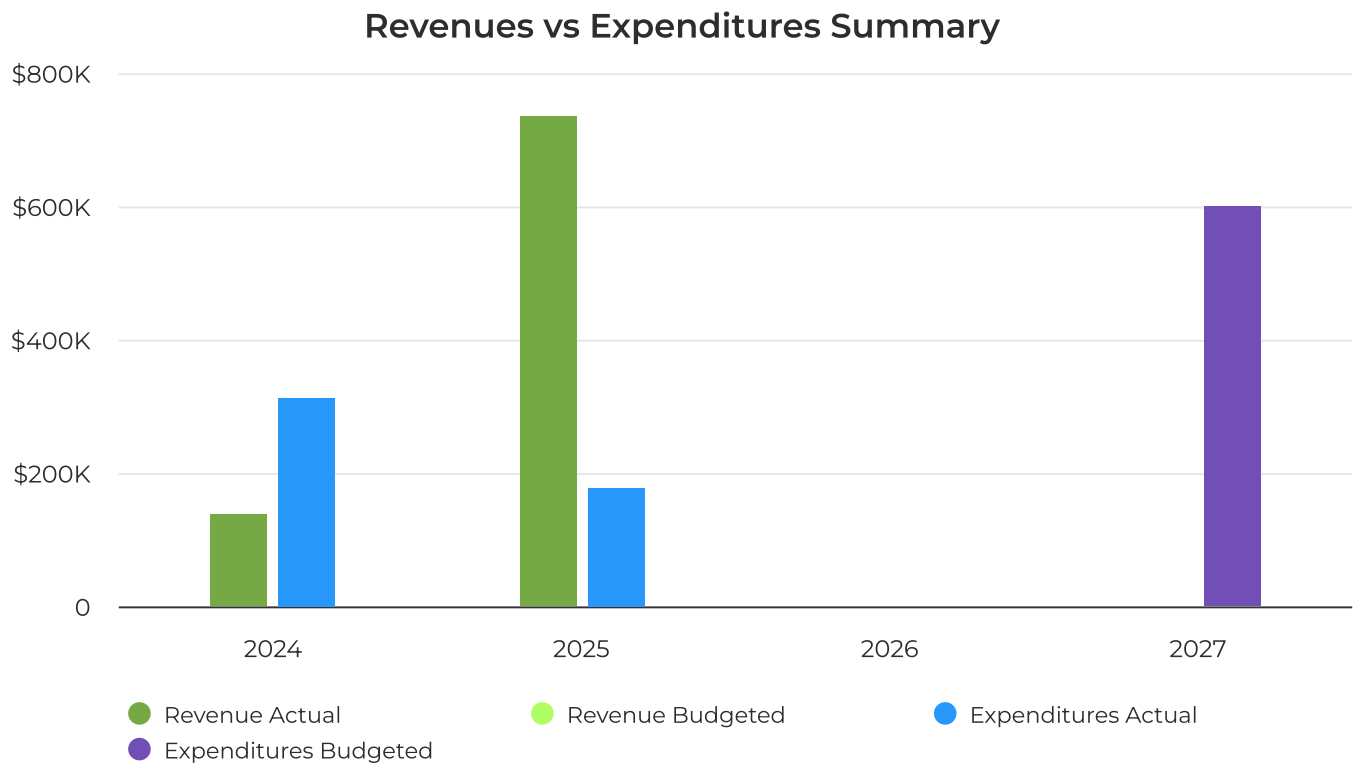
## Financial Summary

| Fund Balance              | FY 2026             |                     | FY 2027 |  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|---------|--|--------------------------------|---------------------------------|
| Restricted                | \$ 3,340,000        | \$ 4,637,000        |         |  | 38.83%                         | \$ 1,297,000                    |
| <b>Total Fund Balance</b> | <b>\$ 3,340,000</b> | <b>\$ 4,637,000</b> |         |  | <b>38.83%</b>                  | <b>\$ 1,297,000</b>             |

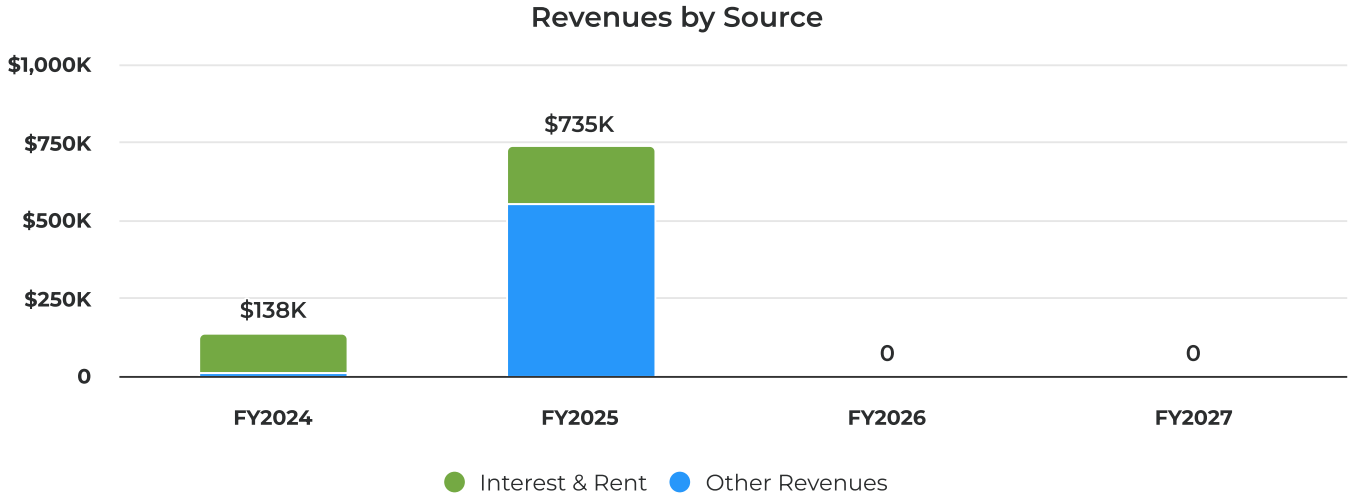
# Impact Fee - Park Land Acquisition IF Fund (805)

The Park Land Acquisition Fee is applied to residential and non-residential development projects to support the demands for parks and recreation spaces generated by new residents of residential development projects and new employees of non-residential development projects. The 2017 nexus study calculated the fee for park land acquisition based on the number of residents generated by each new type of residential unit and the number of employees per 1,000 square feet in nonresidential development projects. The City adopted the Park Land Acquisition Fee under the authority of the Mitigation Fee Act.

## Summary



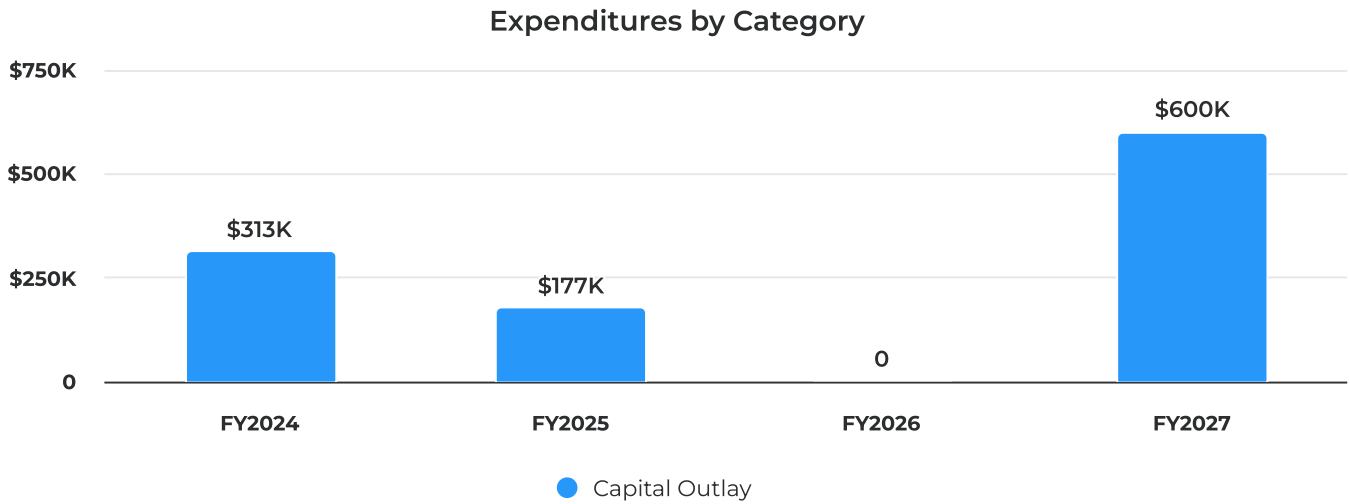
## Revenues by Source



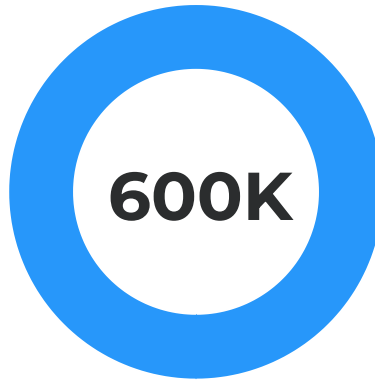
## Revenues by Source

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 184,827        | -                      | -                       | -                | -  |
| Other Revenues        | \$ 550,438        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 735,265</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

## Expenditures by Category



### FY27 Expenditures by Category



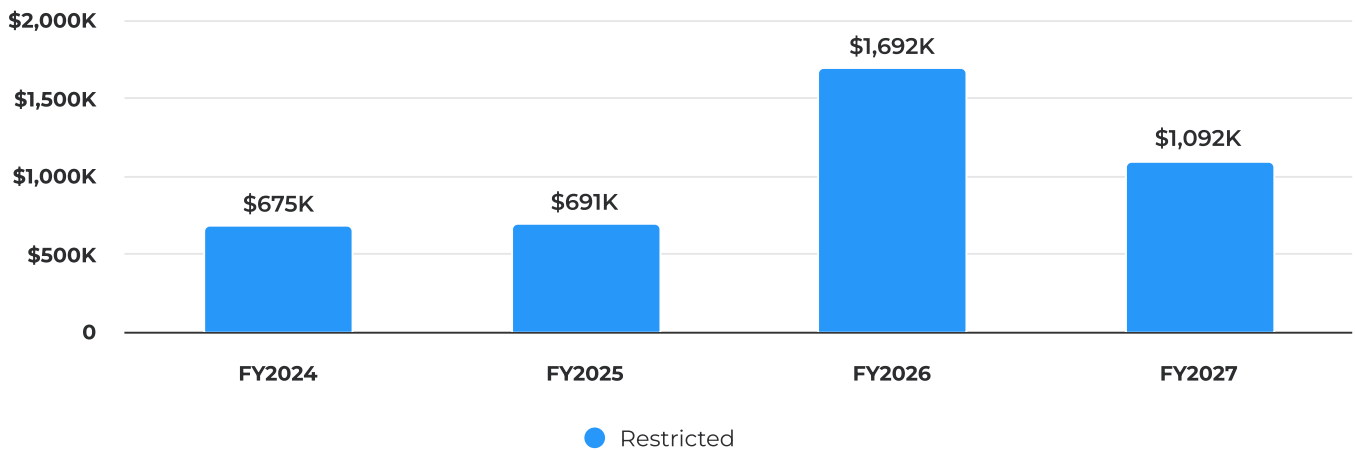
● Capital Outlay **\$600,000** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Capital Outlay            | \$ 176,980        | -                      | \$ 2,821,987            | \$ 600,000        | -  |
| <b>Total Expenditures</b> | <b>\$ 176,980</b> | <b>-</b>               | <b>\$ 2,821,987</b>     | <b>\$ 600,000</b> | <b>-</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 1,692,000        | \$ 1,092,000        | -35.46%                        | \$ -600,000                     |
| <b>Total Fund Balance</b> | <b>\$ 1,692,000</b> | <b>\$ 1,092,000</b> | <b>-35.46%</b>                 | <b>\$ -600,000</b>              |

## Changes and Highlights

### **FY 2026-27 Capital Projects**

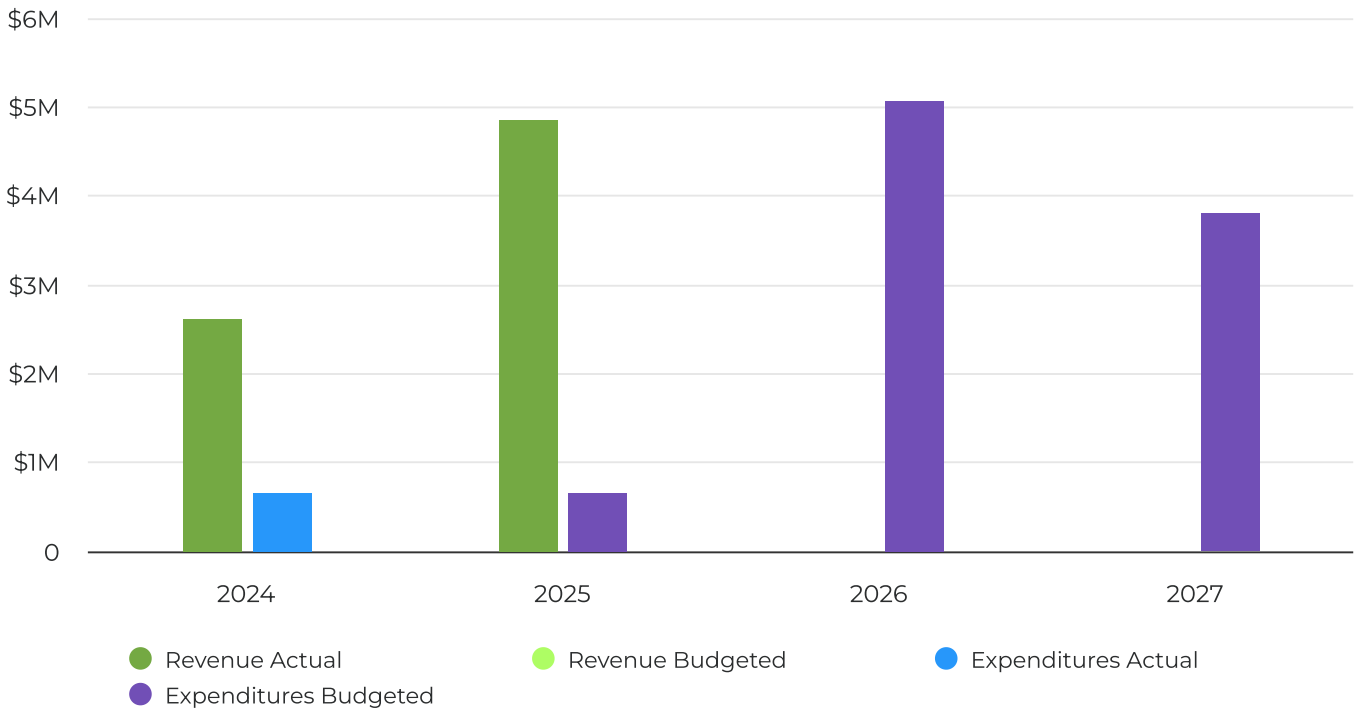
| <b>Amount</b>     | <b>Project Name</b>           | <b>Project#</b> |
|-------------------|-------------------------------|-----------------|
| <b>\$ 600,000</b> | Centennial Trail Improvements | pk2302          |
| <b>\$ 600,000</b> | <b>Total CIP</b>              |                 |

# Impact Fee - Park Construction IF Fund (806)

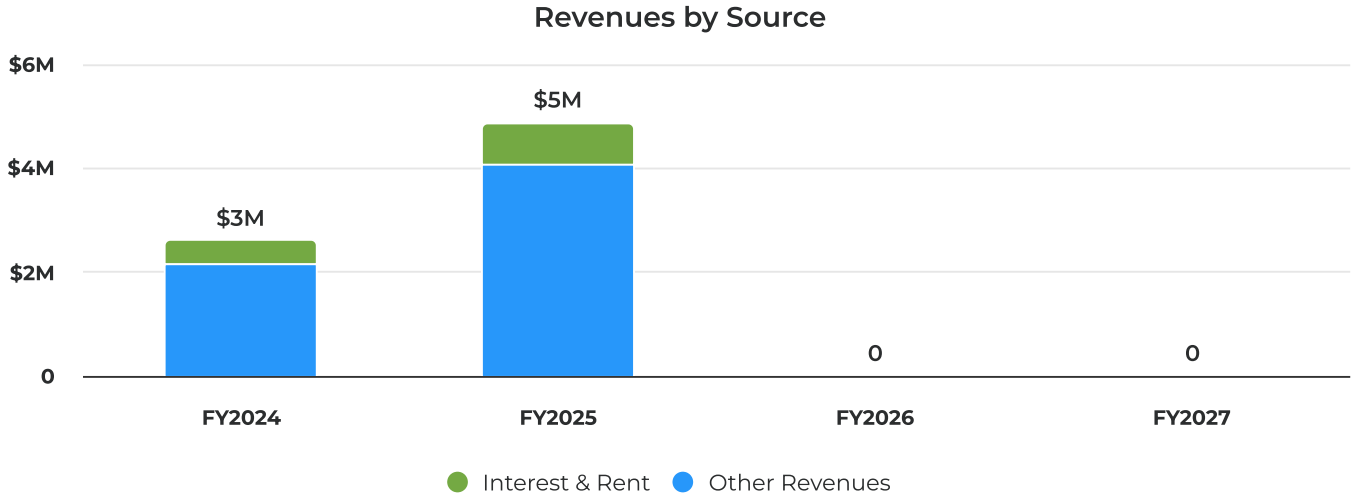
The purpose of the Park Construction Fee fund is to provide funding for the construction of park facilities and improvements. The General Plan, the Parks & Recreation Master Plan, and the East of 101 Area Plan call for 3 acres of parkland and facilities per 1,000 new residents and ½ an acre of parkland and facilities per 1,000 new employees.

## Summary

### Revenues vs Expenditures Summary



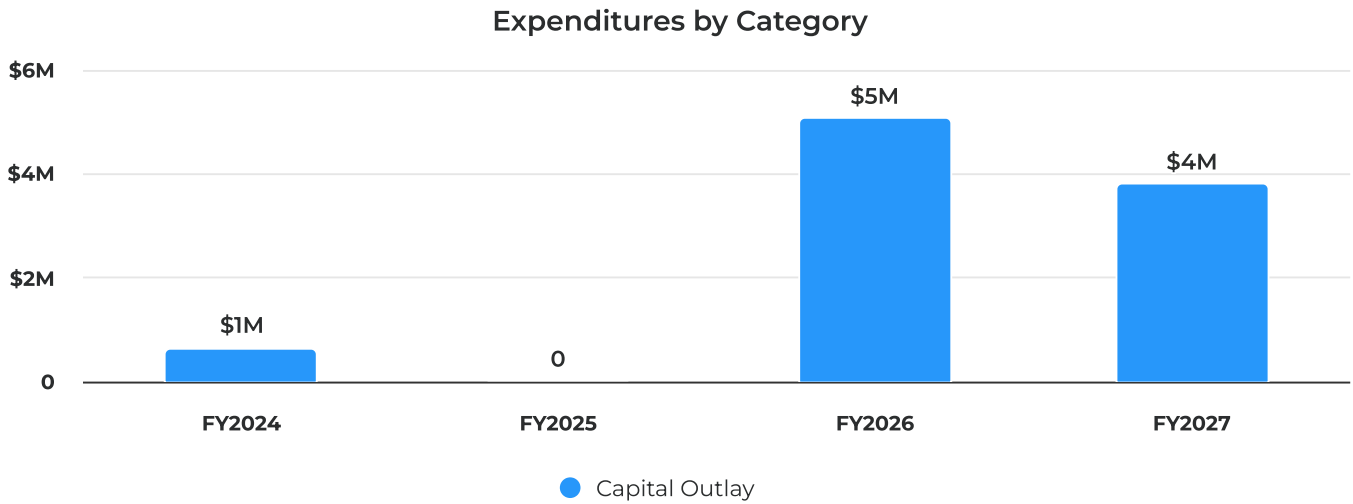
## Revenues by Source



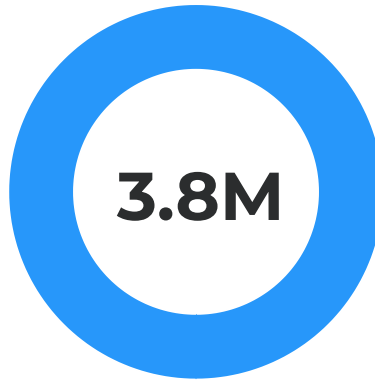
## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 790,263          | -                      | -                       | -                | -  |
| Other Revenues        | \$ 4,076,416        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 4,866,679</b> | -                      | -                       | -                | -  |

## Expenditures by Category



### FY27 Expenditures by Category



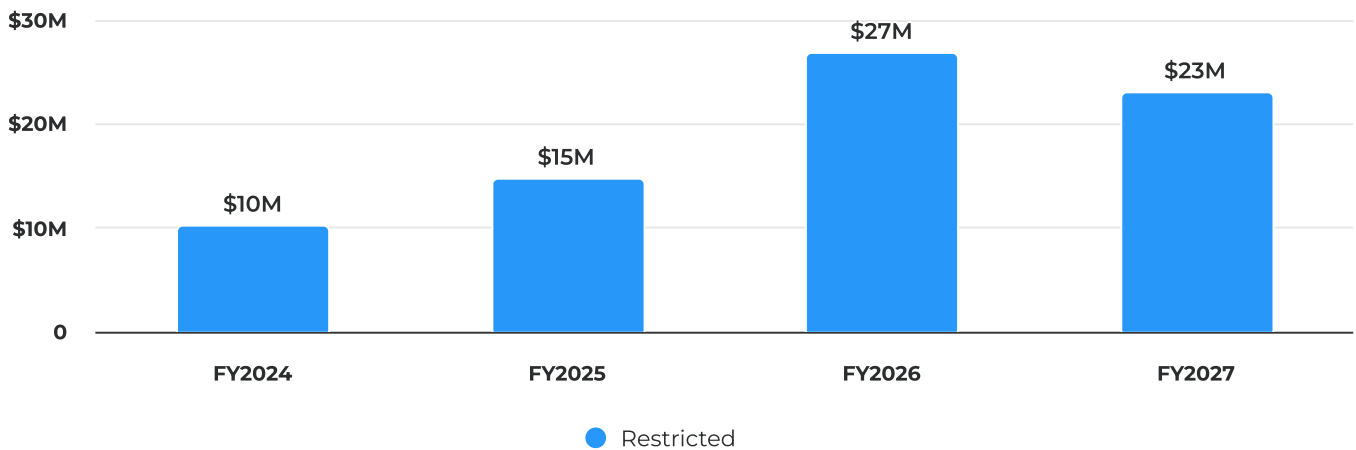
● Capital Outlay **\$3,800,000** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------|------------------------|-------------------------|---------------------|--|
| Capital Outlay            | - \$           | 5,066,279              | \$ 7,520,139            | \$ 3,800,000        | -24.99%  |
| <b>Total Expenditures</b> | <b>- \$</b>    | <b>5,066,279</b>       | <b>\$ 7,520,139</b>     | <b>\$ 3,800,000</b> | <b>-24.99%</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026              | FY 2027              | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|----------------------|----------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 26,757,000        | \$ 22,957,000        | -14.20%                        | \$ -3,800,000                   |
| <b>Total Fund Balance</b> | <b>\$ 26,757,000</b> | <b>\$ 22,957,000</b> | <b>-14.20%</b>                 | <b>\$ -3,800,000</b>            |

## Changes and Highlights

### **FY 2026-27 Capital Projects**

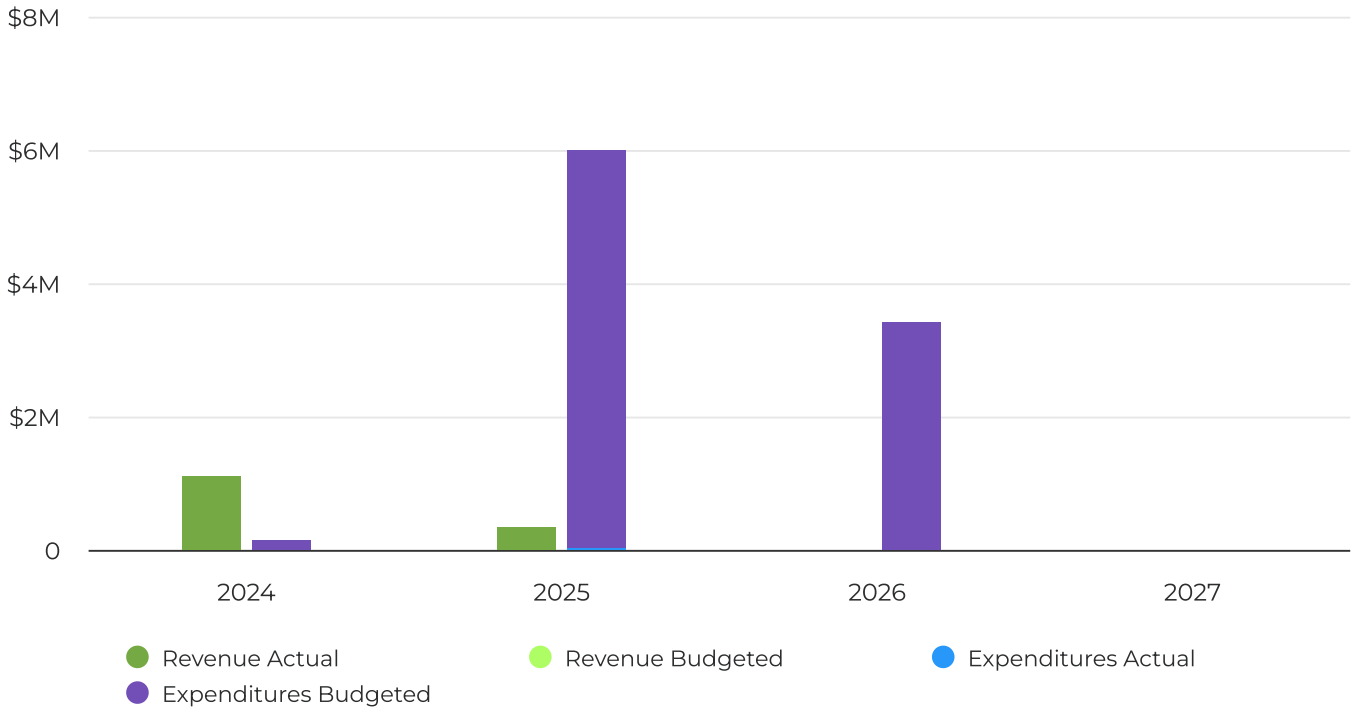
| <b>Amount</b>       | <b>Project Name</b>                                     | <b>Project#</b> |
|---------------------|---|-----------------|
| <b>\$ 3,800,000</b> | Playground (Fund 523) - OMP Main Playground Replacement | pk2301          |
| <b>\$ 3,800,000</b> | <b>Total CIP</b>  |                 |

# Impact Fee - East of 101 Sewer IF Fund (810)

This plan area development impact fee program funds new development's fair share of new and rehabilitated sewer collection and treatment facilities to serve the area located east of US 101 in the City.

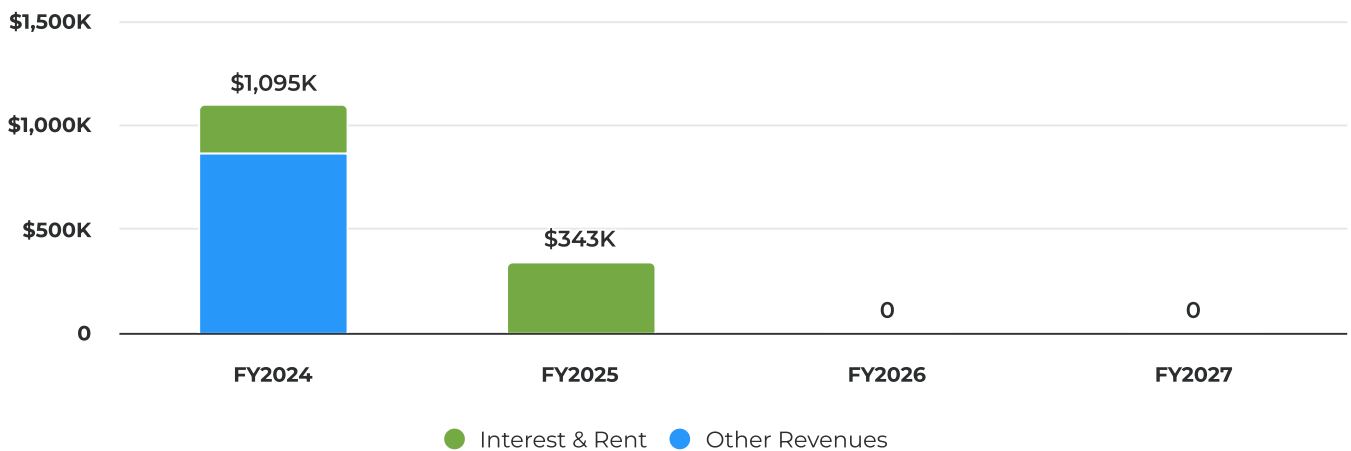
## Summary

Revenues vs Expenditures Summary



## Revenues by Source

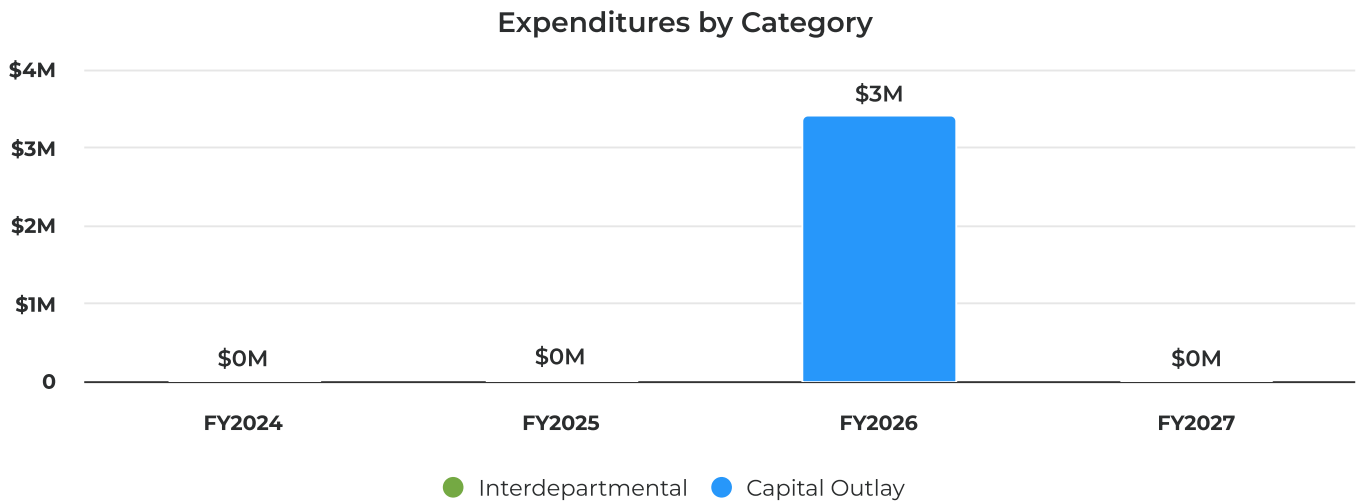
Revenues by Source



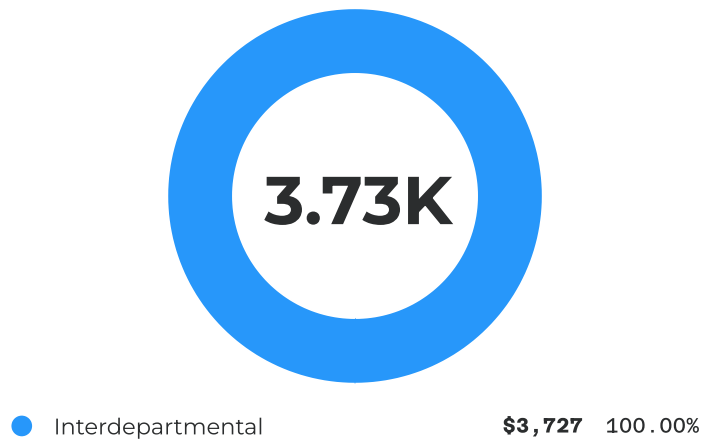
### Revenues by Source

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 342,965        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 342,965</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

### Expenditures by Category



### FY27 Expenditures by Category

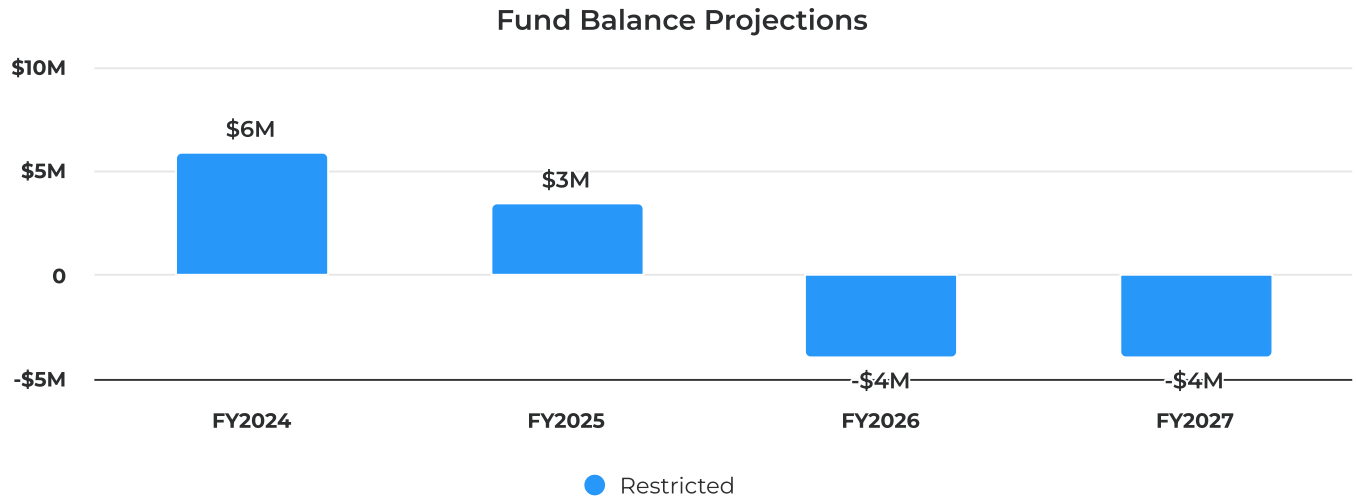


### Expenditures by Category

| Category                  | FY 2025 Actual   | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|------------------|------------------------|-------------------------|------------------|--|
| Capital Outlay            | \$ 10,901        | \$ 3,400,000           | \$ 10,629,772           | -                | -100.00%   |
| Interdepartmental         | \$ 3,727         | \$ 3,727               | \$ 3,727                | \$ 3,727         | -  |
| <b>Total Expenditures</b> | <b>\$ 14,628</b> | <b>\$ 3,403,727</b>    | <b>\$ 10,633,499</b>    | <b>\$ 3,727</b>  | <b>-99.89%</b>   |



## Fund Balance



### Financial Summary

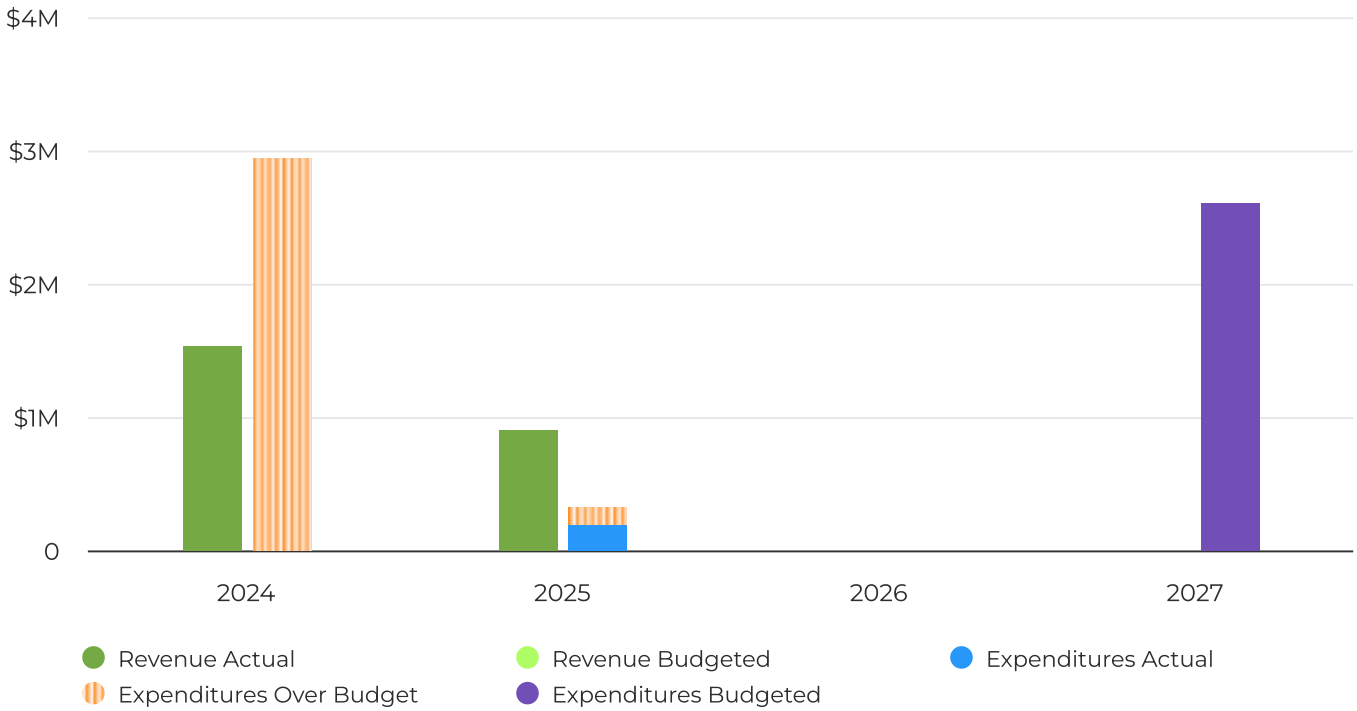
| Fund Balance              | FY 2026              |                      | FY 2027 | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|----------------------|----------------------|---------|--------------------------------|---------------------------------|
| Restricted                | \$ -3,942,000        | \$ -3,946,000        |         | 0.10%                          | \$ -4,000                       |
| <b>Total Fund Balance</b> | <b>\$ -3,942,000</b> | <b>\$ -3,946,000</b> |         | <b>0.10%</b>                   | <b>\$ -4,000</b>                |

# Impact Fee - East of 101 Traffic IF Fund (820)

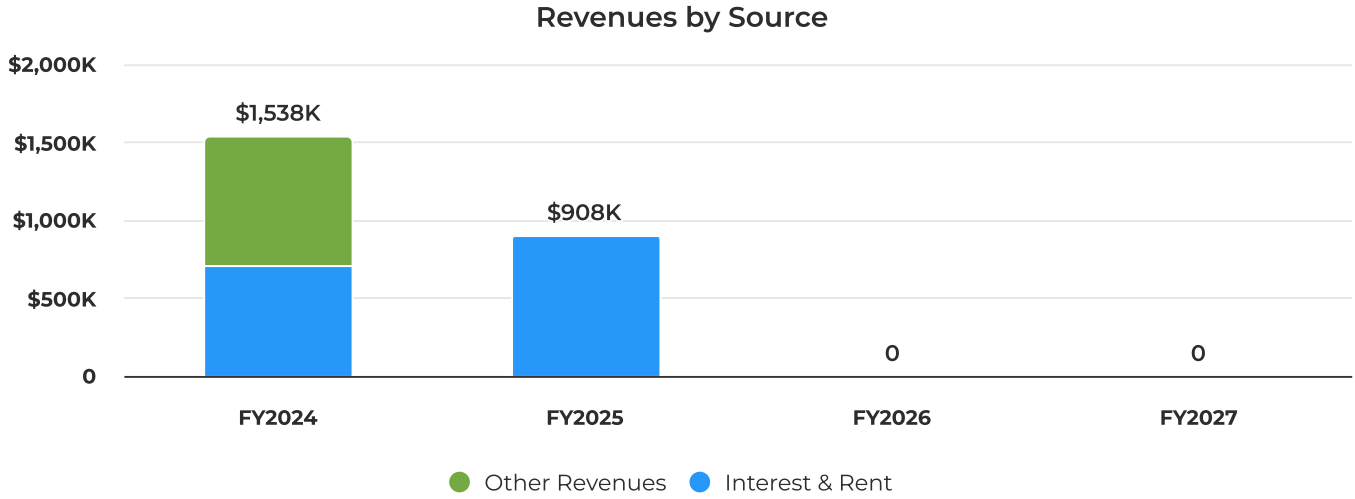
The 2001 nexus study for this plan area fee was adopted by the City Council in 2002. The study identified the need for new and expanded roadway and intersection improvements to serve the area located east of US 101 in the City of South San Francisco. The study was updated on May 6, 2005, and on July 19, 2007. This fee program includes an annual inflation adjustment and a 2.5% administrative fee. There are 26 road improvements listed in the 2007 study and two studies for a total of 28 projects. The study determined that new development would be responsible for 100% of the cost of the 28 projects.

## Summary

Revenues vs Expenditures Summary



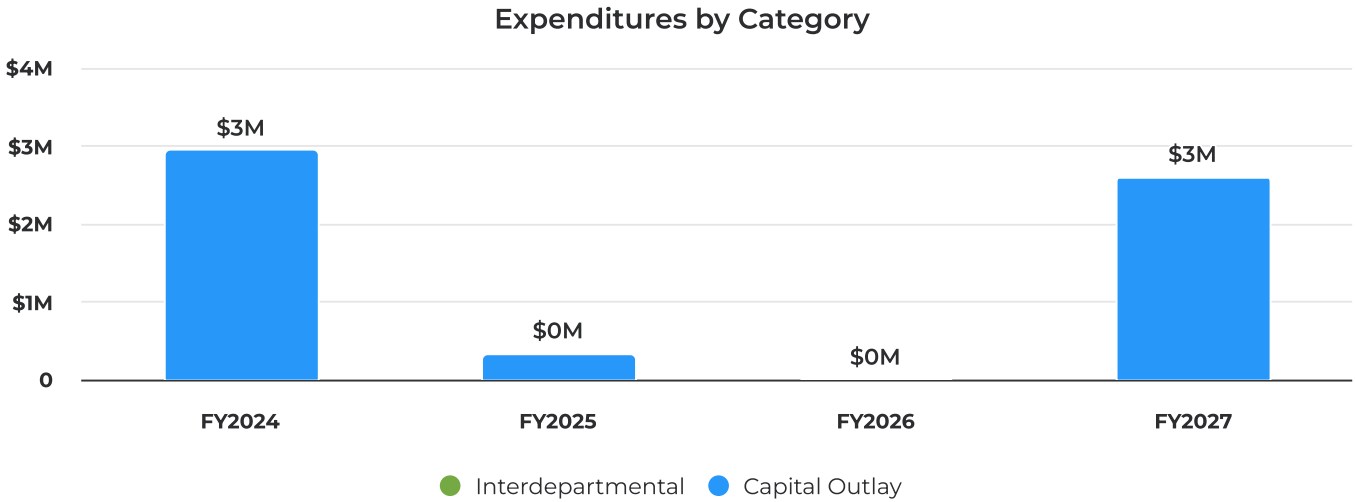
## Revenues by Source



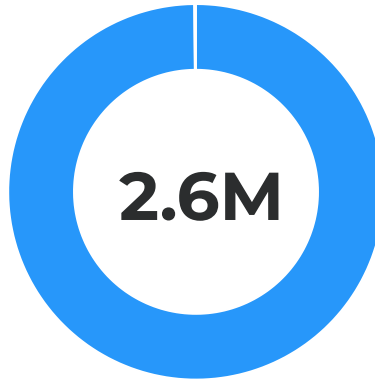
## Revenues by Source

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 903,462        | -                      | -                       | -                | -  |
| Other Revenues        | \$ 4,631          | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 908,093</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

## Expenditures by Category



### FY27 Expenditures by Category



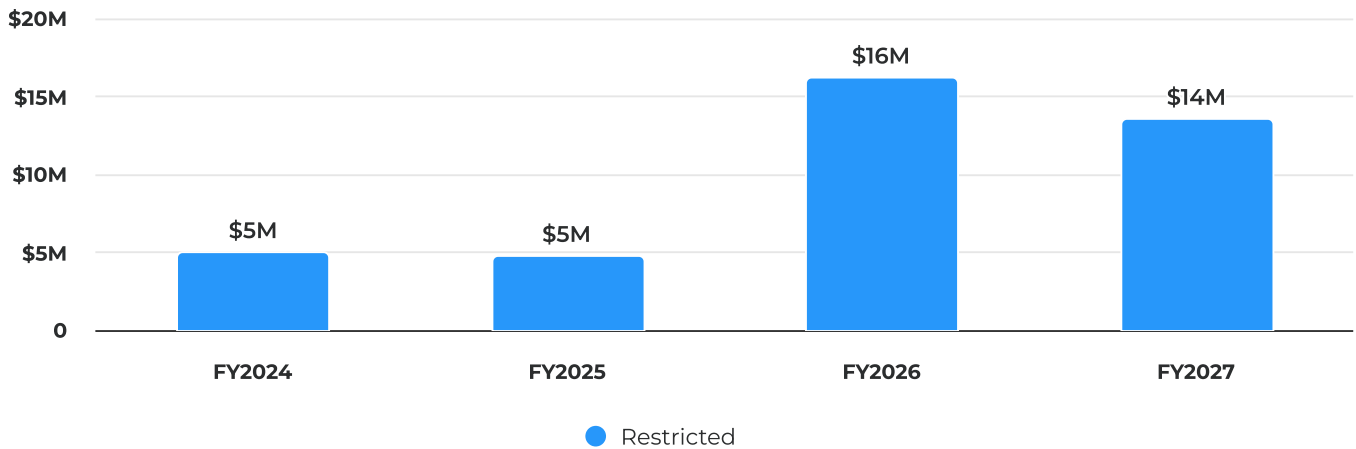
|  |                    |        |
|--|--------------------|--------|
| <span style="color: blue;">●</span> Capital Outlay     | <b>\$2,600,000</b> | 99.86% |
| <span style="color: green;">●</span> Interdepartmental | <b>\$3,727</b>     | 0.14%  |

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|---------------------|--|
| Capital Outlay            | \$ 323,619        | -                      | \$ 10,629,367           | \$ 2,600,000        | -  |
| Interdepartmental         | \$ 3,727          | \$ 3,727               | \$ 3,727                | \$ 3,727            | -  |
| <b>Total Expenditures</b> | <b>\$ 327,345</b> | <b>\$ 3,727</b>        | <b>\$ 10,633,094</b>    | <b>\$ 2,603,727</b> | <b>69,761.20%</b>                                      |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026              | FY 2027              | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|----------------------|----------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 16,148,000        | \$ 13,544,000        | -16.13%                        | \$ -2,604,000                   |
| <b>Total Fund Balance</b> | <b>\$ 16,148,000</b> | <b>\$ 13,544,000</b> | <b>-16.13%</b>                 | <b>\$ -2,604,000</b>            |

## Changes and Highlights

### **FY 2026-27 Capital Projects**

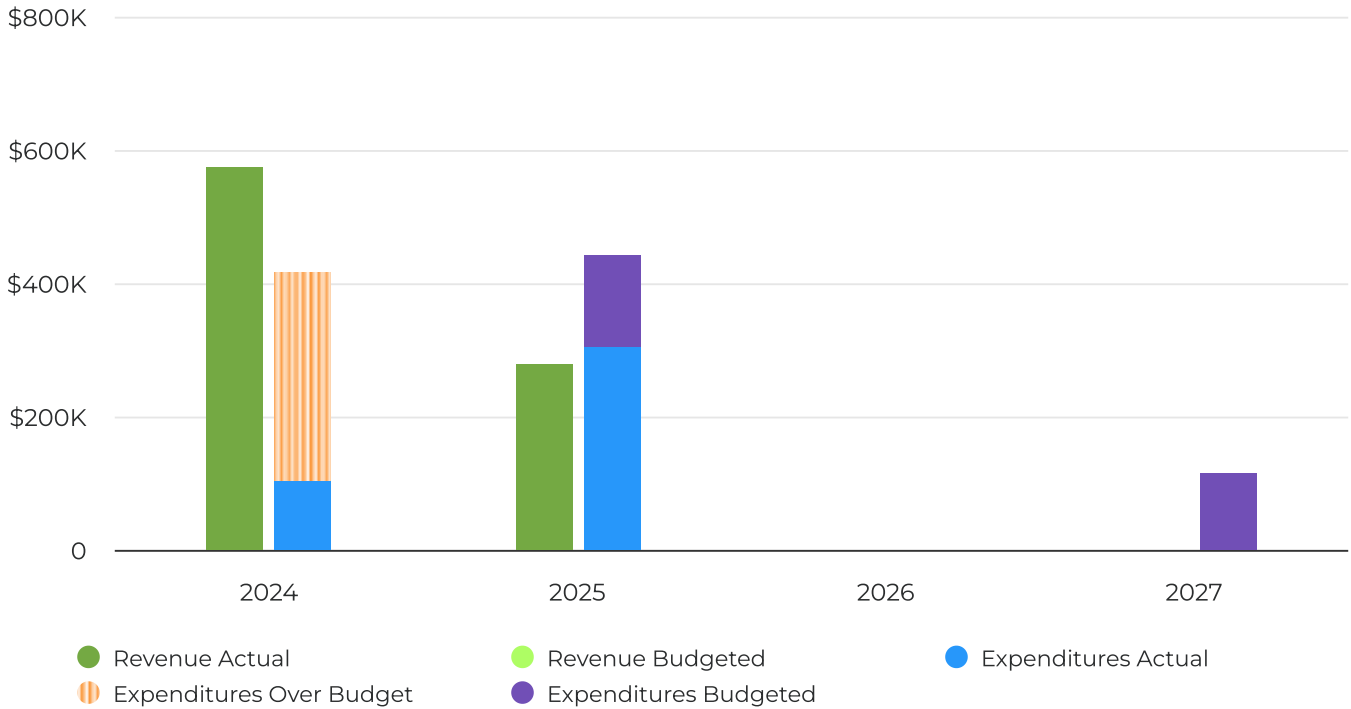
| <b>Amount</b>       | <b>Project Name</b>   | <b>Project#</b> |
|---------------------|---|-----------------|
| <b>\$ 1,000,000</b> | Signalized Intersection Battery Backup                                      | tr2408          |
| <b>400,000</b>      | Oyster Point / Airport Boulevard Interchange Capacity and Multimodal Access | tr2706          |
| <b>600,000</b>      | Downtown to the Bay Project   | tr2707          |
| <b>600,000</b>      | Trains to Technology  | tr2708          |
| <b>\$ 2,600,000</b> | <b>Total CIP</b>  |                 |

# Impact Fee - Fire Public Safety Fund (821)

This citywide development impact fee program funds new development's fair share of new and expanded public safety capital facilities and equipment to serve the City. Fund 821 holds Fire's share.

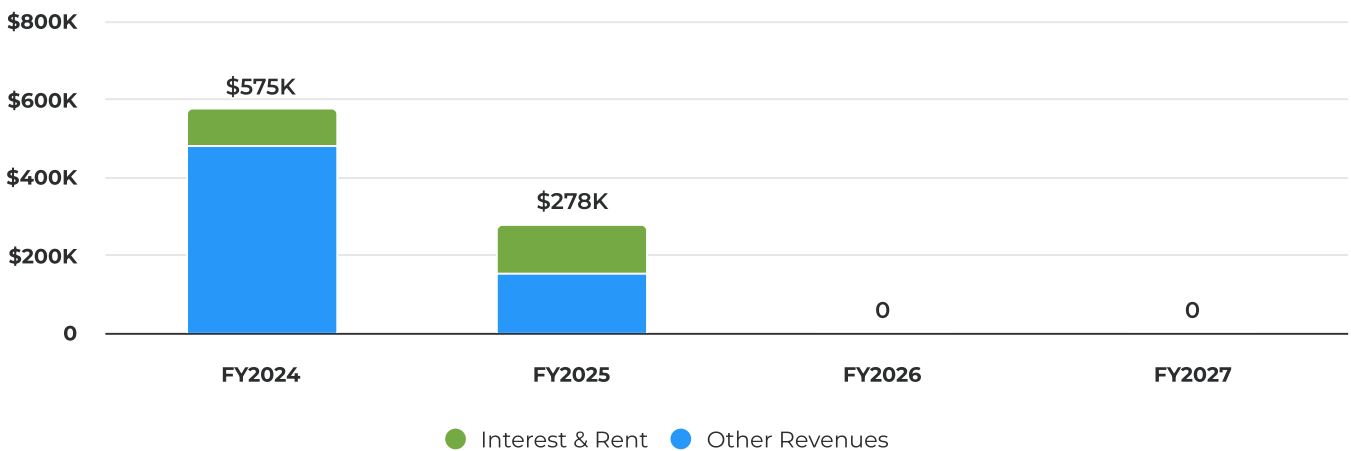
## Summary

Revenues vs Expenditures Summary



## Revenues by Source

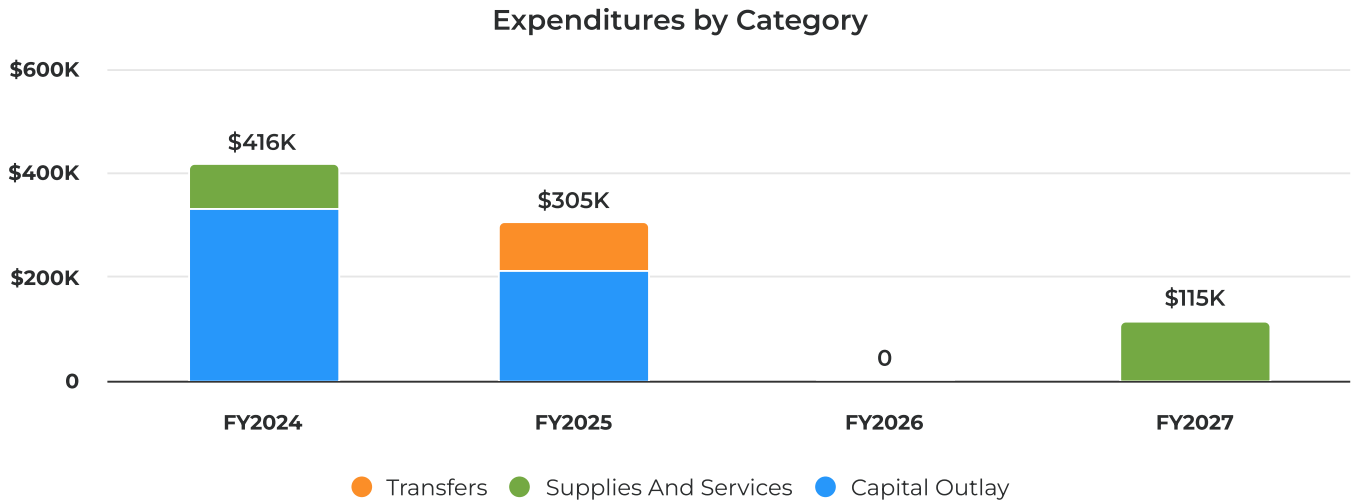
Revenue by Source



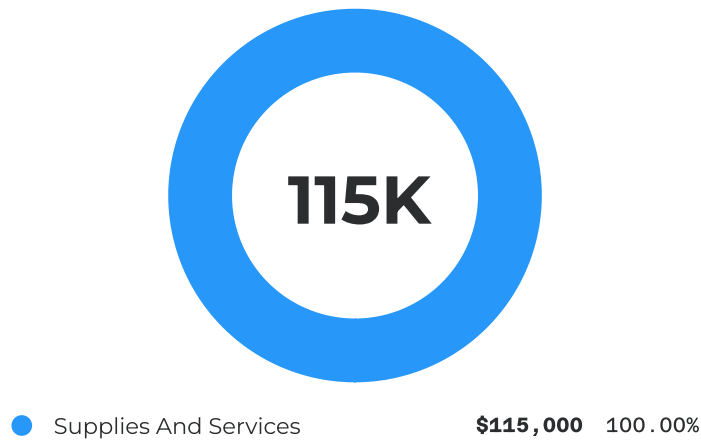
### Revenues by Source

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 125,181        | -                      | -                       | -                | -  |
| Other Revenues        | \$ 152,389        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 277,570</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

### Expenditures by Category



### FY27 Expenditures by Category

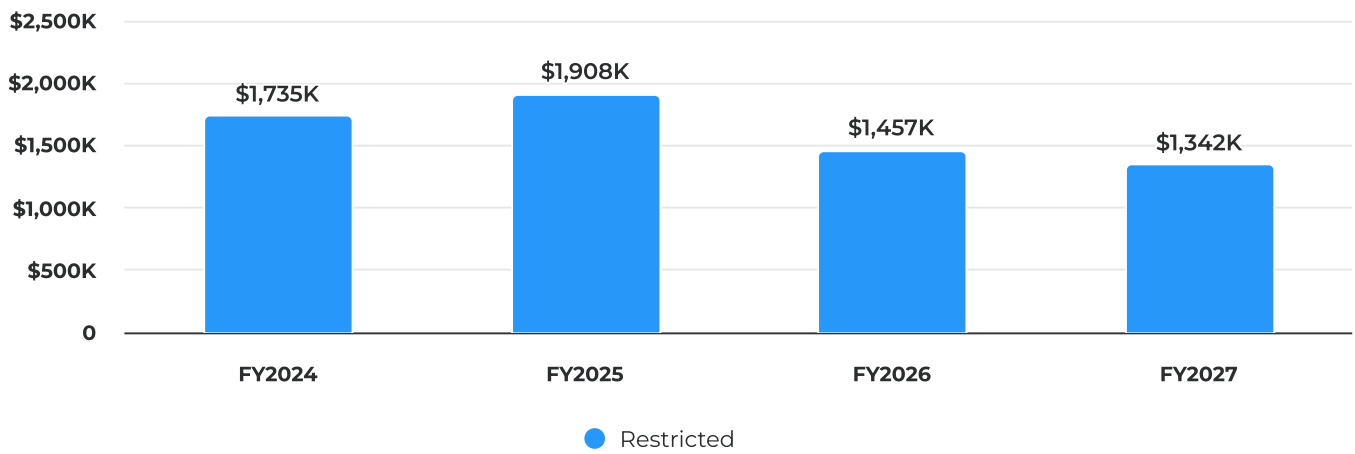


### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Supplies And Services     | -                 | -                      | \$ 21,963               | \$ 115,000        | -  |
| Capital Outlay            | \$ 212,988        | -                      | \$ 36,667               | -                 | -  |
| Transfers                 | \$ 92,000         | -                      | -                       | -                 | -  |
| <b>Total Expenditures</b> | <b>\$ 304,988</b> | <b>-</b>               | <b>\$ 58,630</b>        | <b>\$ 115,000</b> | <b>-</b>   |

### Fund Balance

Fund Balance Projections



### Financial Summary

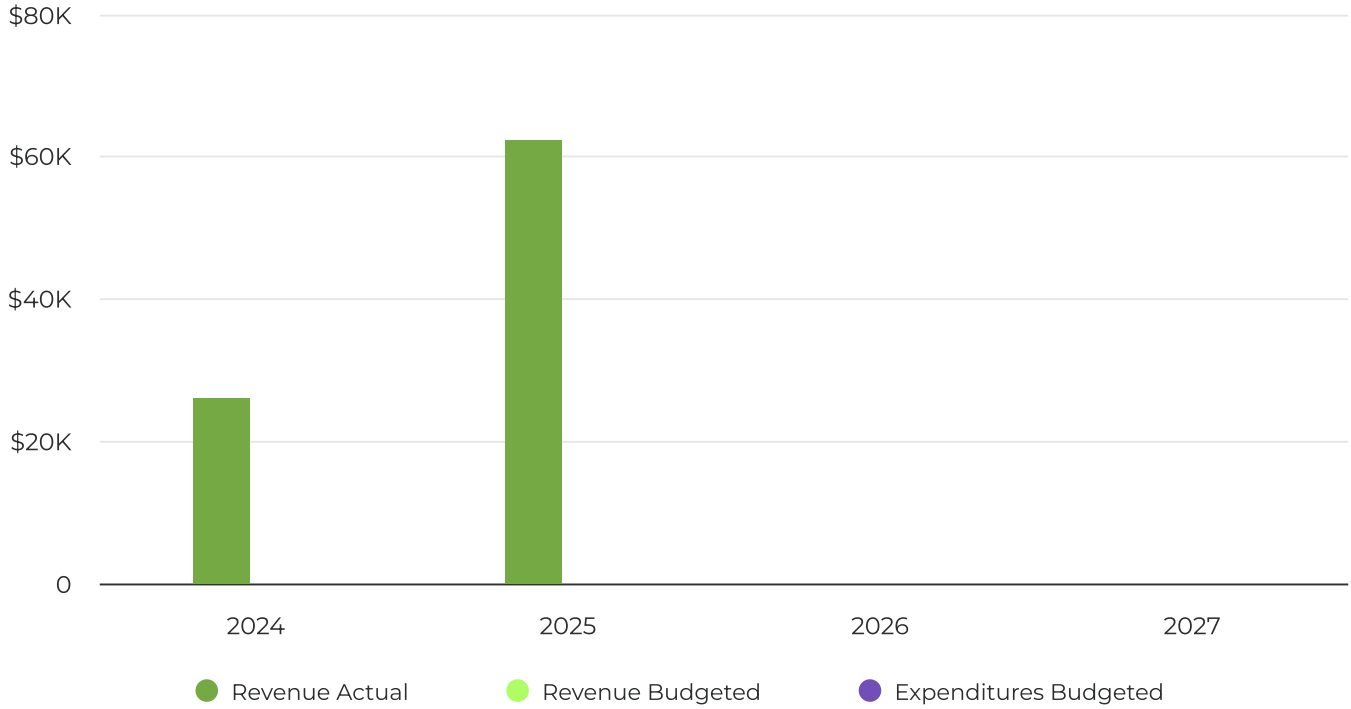
| Fund Balance              | FY 2025             | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 1,907,638        | \$ 1,457,000        | \$ 1,342,000        | -7.89%                         | \$ -115,000                     |
| <b>Total Fund Balance</b> | <b>\$ 1,907,638</b> | <b>\$ 1,457,000</b> | <b>\$ 1,342,000</b> | <b>-7.89%</b>                  | <b>\$ -115,000</b>              |

# Impact Fee - Bicycle and Pedestrian IF Fund (822)

This citywide development impact fee program funds bicycle and pedestrian improvements. Development projects generate additional daily trips that place more demands on bicycle and pedestrian infrastructures in the city.

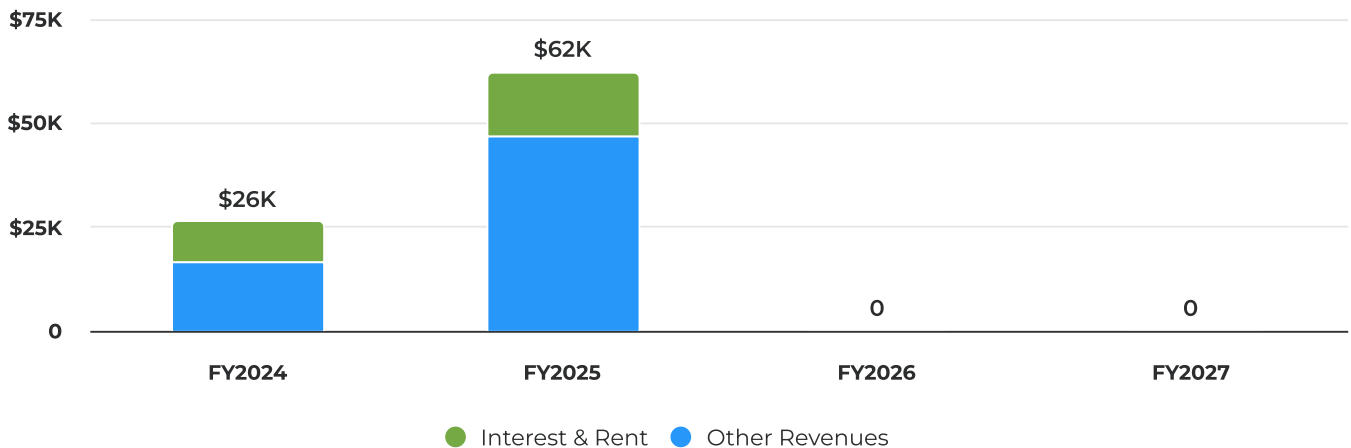
## Summary

**Revenues vs Expenditures Summary**



## Revenues by Source

**Revenues by Source**



### Revenues by Source

| Category              | FY 2025 Actual   | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 15,392        | -                      | -                       | -                | -  |
| Other Revenues        | \$ 46,793        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 62,185</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

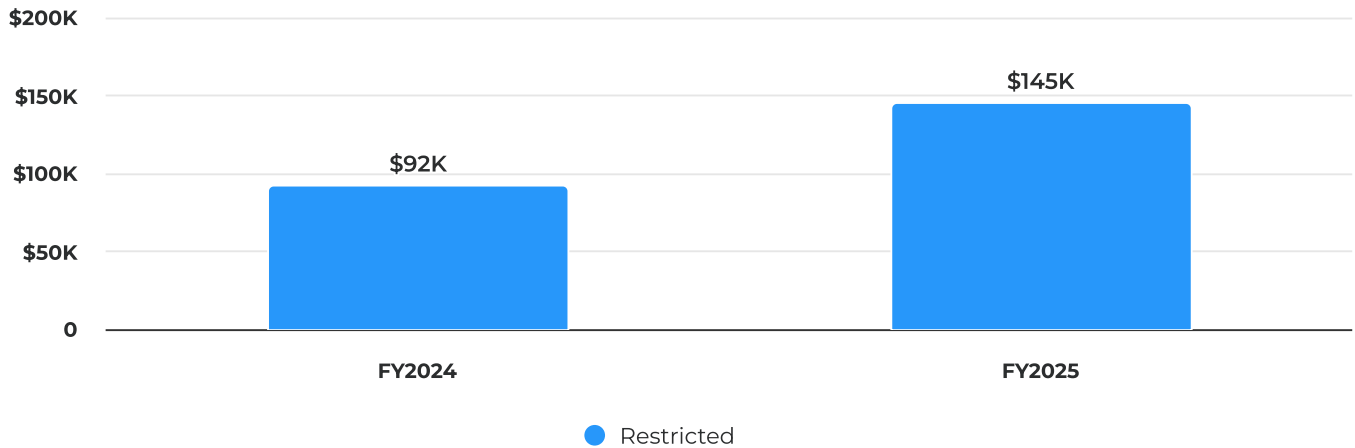
### Expenditures by Category

#### Expenditures by Category

| Category                  | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------|------------------------|-------------------------|------------------|--|
| Capital Outlay            | -              | -                      | \$ 156,915              | -                | -  |
| <b>Total Expenditures</b> | <b>-</b>       | <b>-</b>               | <b>\$ 156,915</b>       | <b>-</b>         | <b>-</b>   |

### Fund Balance

Fund Balance Projections



### Financial Summary

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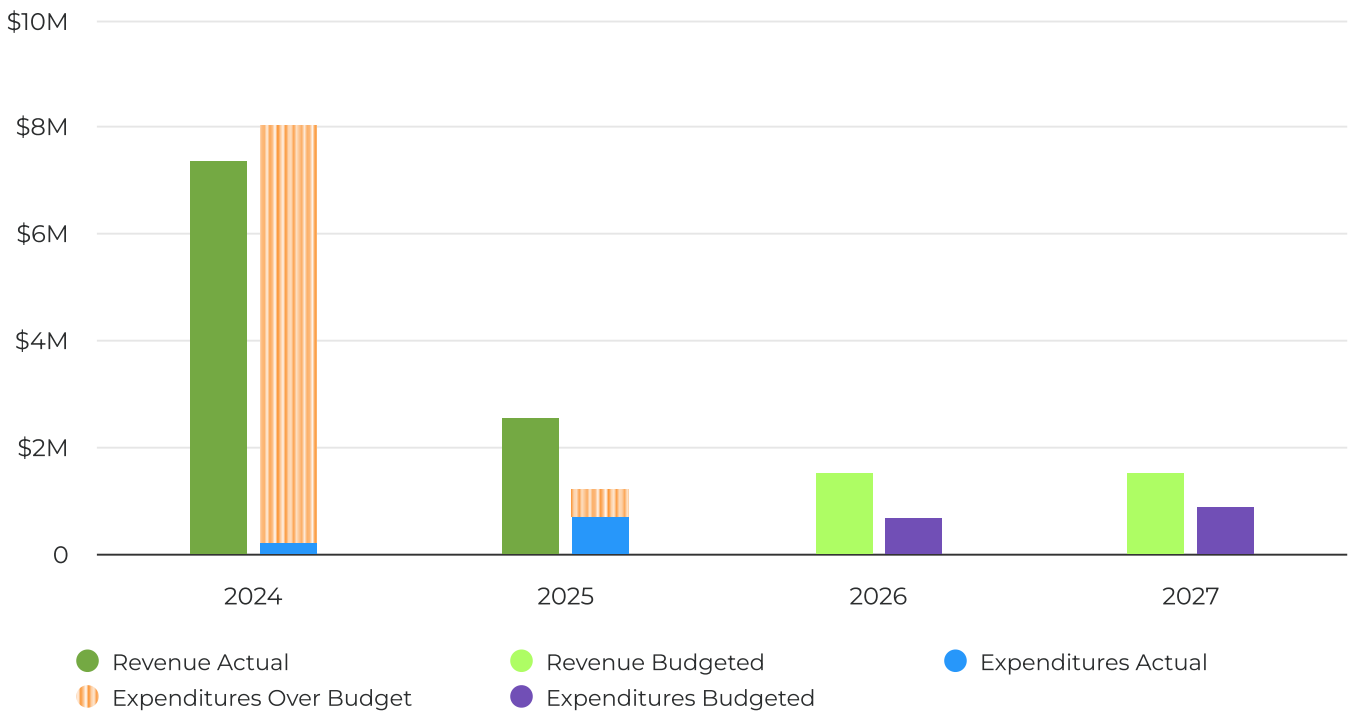
! No data available

# Impact Fee - Commercial Linkage IF Fund (823)

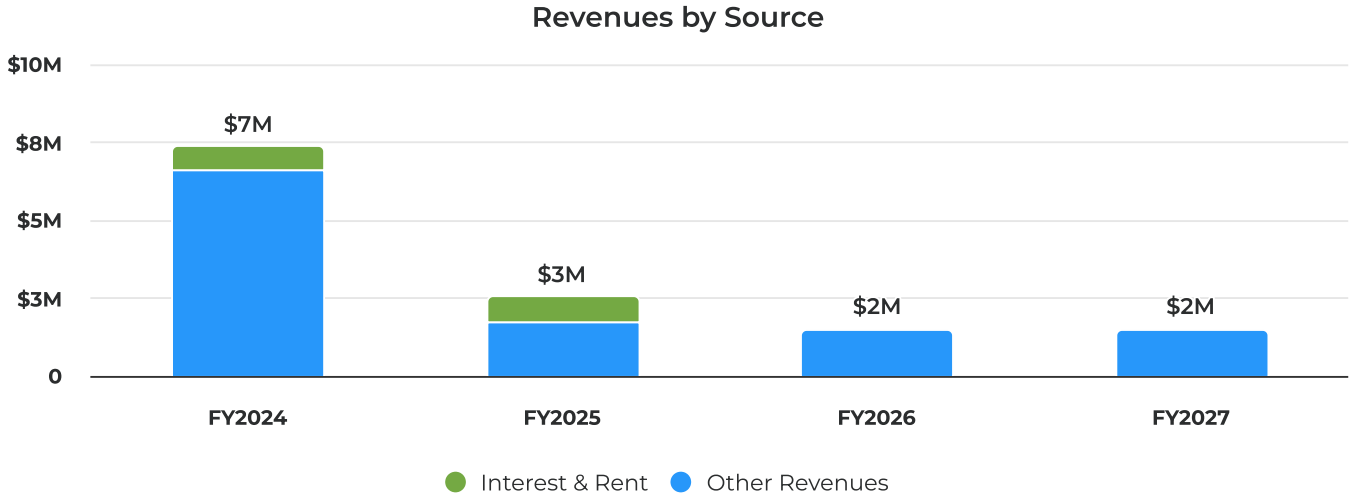
The nexus study for this citywide impact fee program was adopted by the City Council in 2018 by Resolution 123-2018. The study justified the need to provide sufficient funding for affordable housing, and established a nexus between the need for affordable housing and the impact of commercial development within the City. The impact fee program supports the City of South San Francisco’s adopted 2023-2031 Housing Element, which includes the goal of promoting the provision of housing by both the private and public sectors for all income groups in the community.

## Summary

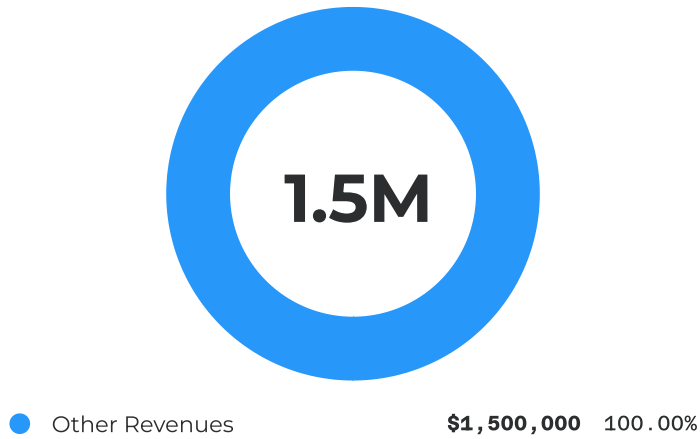
**Revenues vs Expenditures Summary**



## Revenues by Source



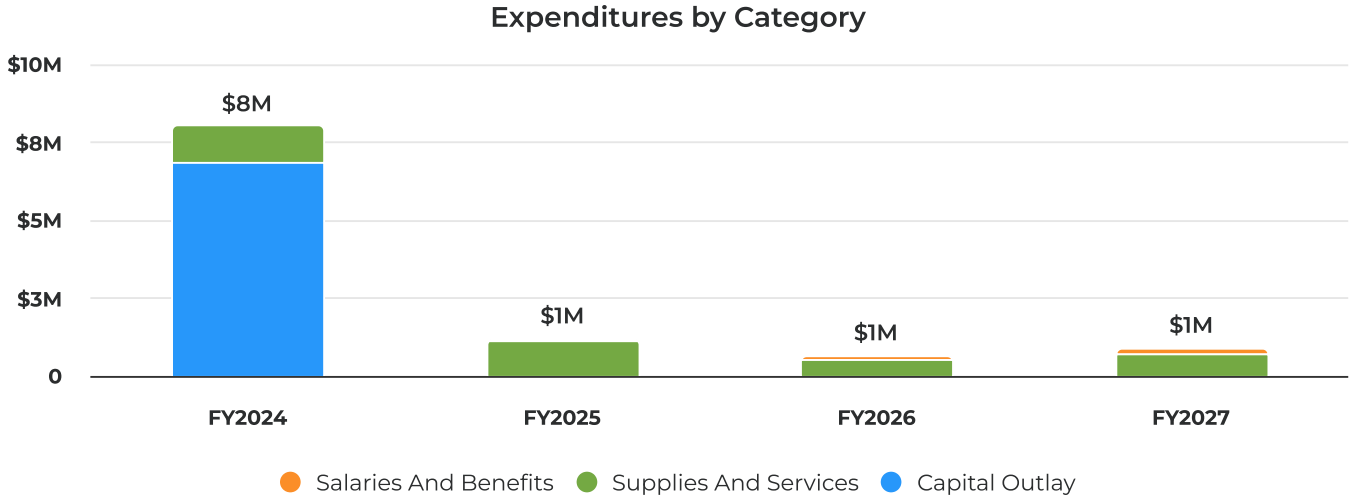
### FY27 Revenues by Source



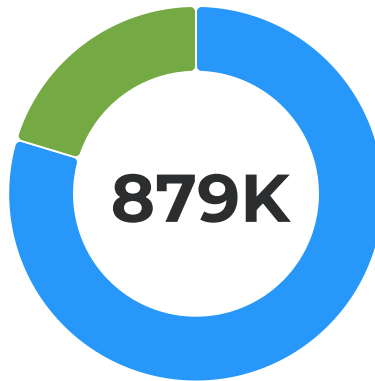
## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Interest & Rent       | \$ 841,890          | -                      | -                       | -                   | -  |
| Other Revenues        | \$ 1,704,240        | \$ 1,500,000           | \$ 1,500,000            | \$ 1,500,000        | -  |
| <b>Total Revenues</b> | <b>\$ 2,546,130</b> | <b>\$ 1,500,000</b>    | <b>\$ 1,500,000</b>     | <b>\$ 1,500,000</b> | <b>-</b>   |

# Expenditures by Category



## FY27 Expenditures by Category

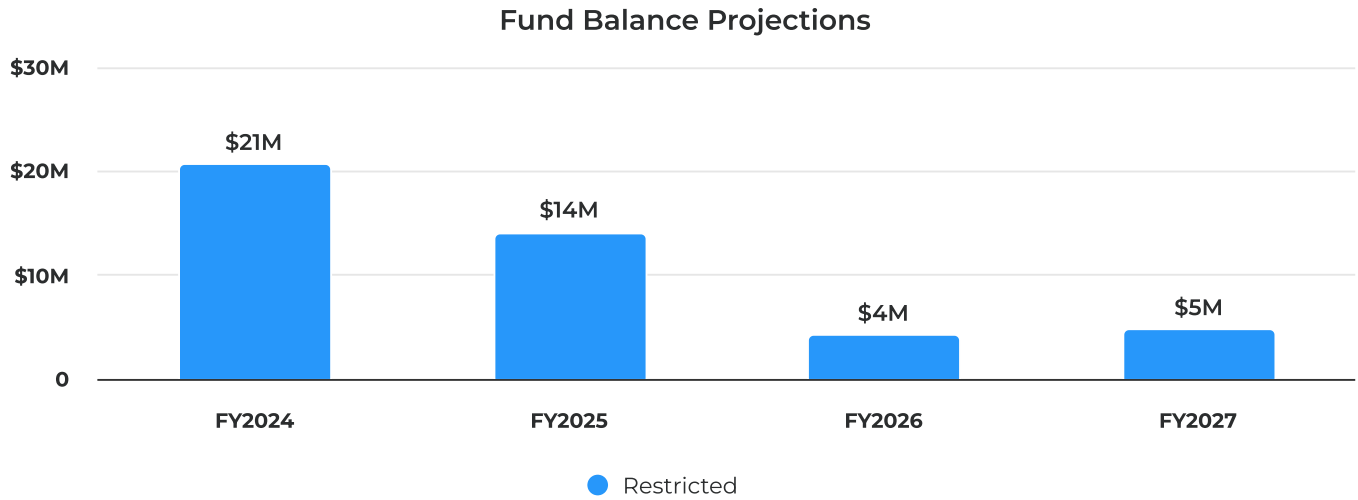


|  |                  |        |
|--|------------------|--------|
| <span style="color: blue;">●</span> Supplies And Services  | <b>\$700,000</b> | 79.67% |
| <span style="color: green;">●</span> Salaries And Benefits | <b>\$178,660</b> | 20.33% |

## Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|-------------------|--|
| Salaries And Benefits     | \$ 74,877           | \$ 158,075             | \$ 158,075              | \$ 178,660        | 13.02%   |
| Supplies And Services     | \$ 1,104,724        | \$ 500,000             | \$ 9,970,854            | \$ 700,000        | 40.00%   |
| <b>Total Expenditures</b> | <b>\$ 1,179,600</b> | <b>\$ 658,075</b>      | <b>\$ 10,128,930</b>    | <b>\$ 878,660</b> | <b>33.52%</b>  |

## Fund Balance



### Financial Summary

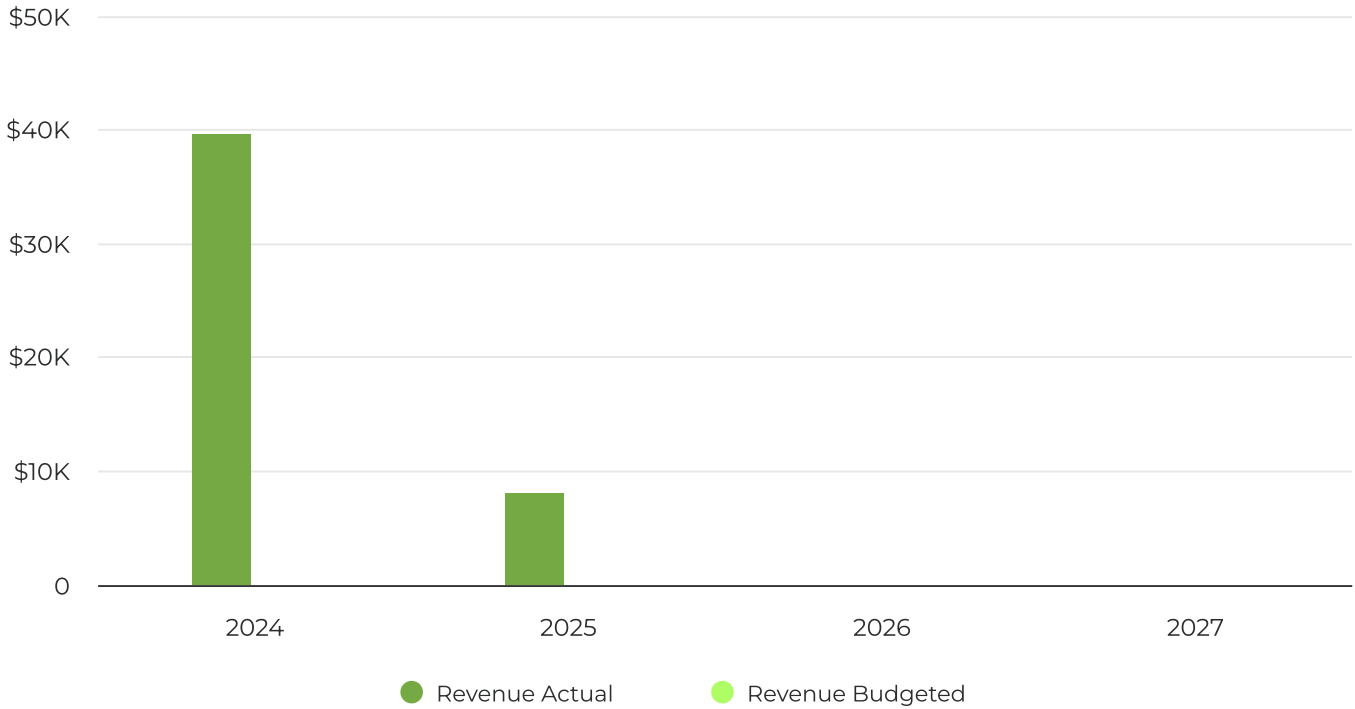
| Fund Balance              | FY 2026   |                  | FY 2027   |                  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|------------------|-----------|------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 4,159,000        | \$        | 4,781,000        | 14.96%                         | \$ 622,000                      |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>4,159,000</b> | <b>\$</b> | <b>4,781,000</b> | <b>14.96%</b>                  | <b>\$ 622,000</b>               |

# Impact Fee - Library IF Fund (824)

This citywide development impact fee program funds new development's fair share for additional library space and materials to maintain current library service standard. Library Impact Fees for non-residential developments went into effect on November 23, 2020. Library Impact Fees for residential development are effective as of January 1, 2022.

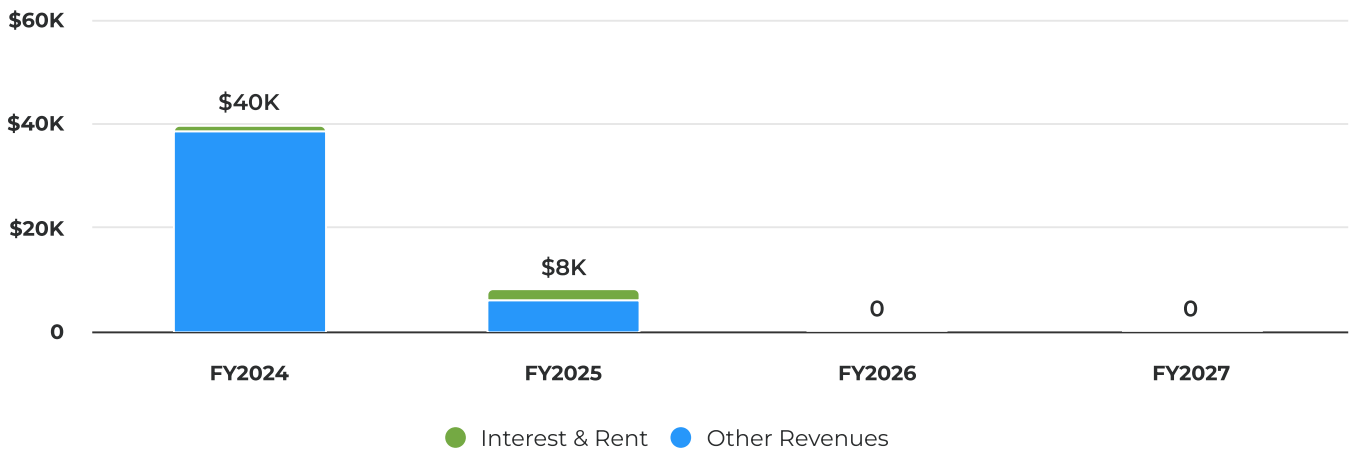
## Summary

Revenues vs Expenditures Summary



## Revenues by Source

Revenues by Source

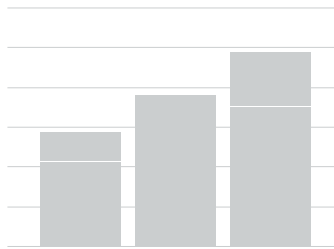


## Revenues by Source

| Category              | FY 2025 Actual  | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-----------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 2,318        | -                      | -                       | -                | -  |
| Other Revenues        | \$ 5,797        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 8,115</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

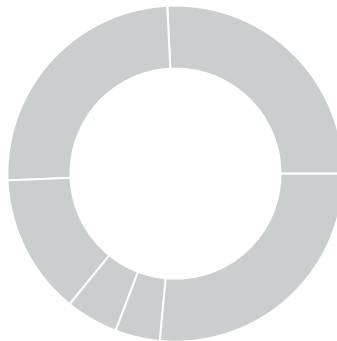
## Expenditures by Object

### Historical Expenditures by Object



No data available

### FY27 Expenditures by Object



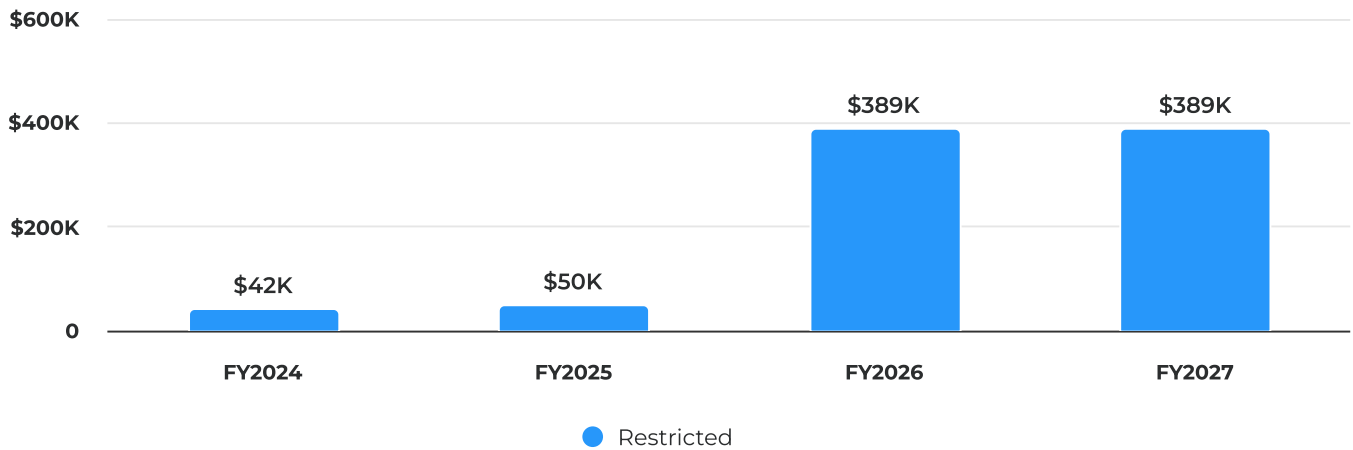
No data available

### Expenditures by Object



### Fund Balance

Fund Balance Projections



### Financial Summary

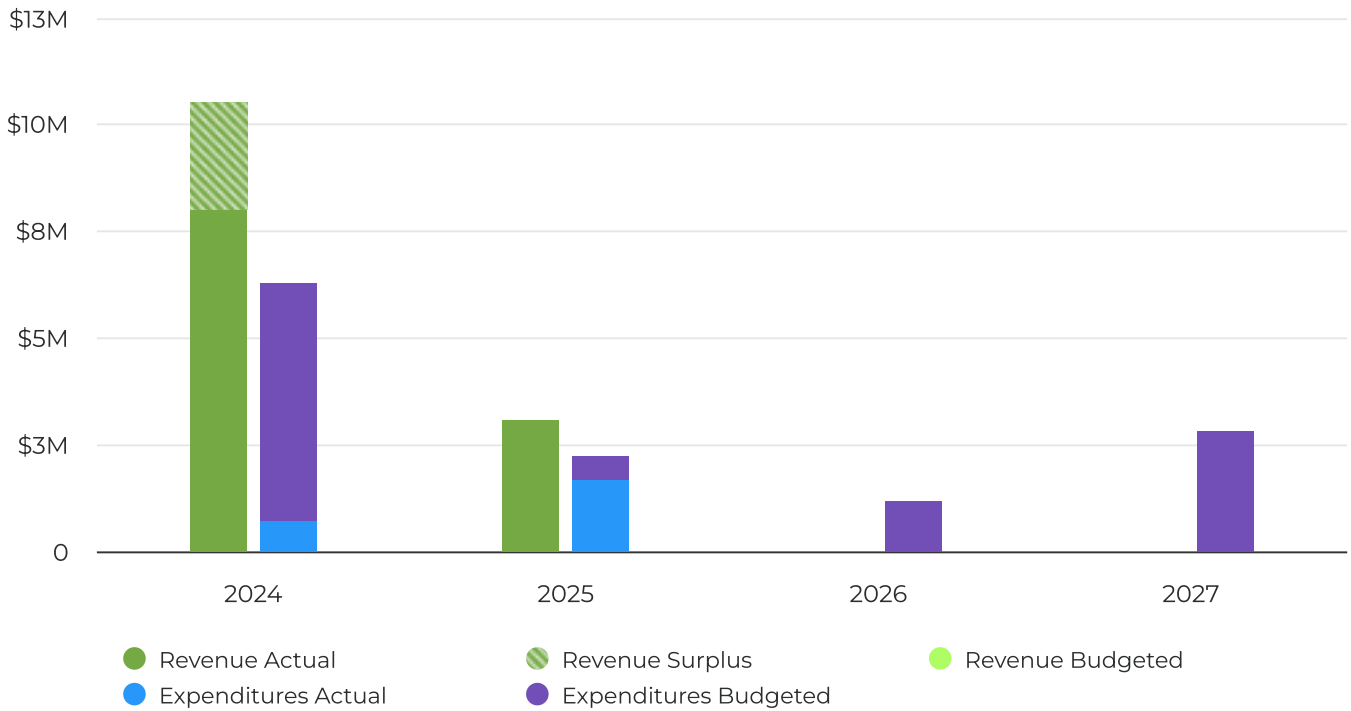
| Fund Balance              |           | FY 2026        | FY 2027           | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|----------------|-------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 389,000        | \$ 389,000        | -                              | -                               |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>389,000</b> | <b>\$ 389,000</b> | <b>-</b>                       | <b>-</b>                        |

# Impact Fee - City-wide Transportation IF Fund (825)

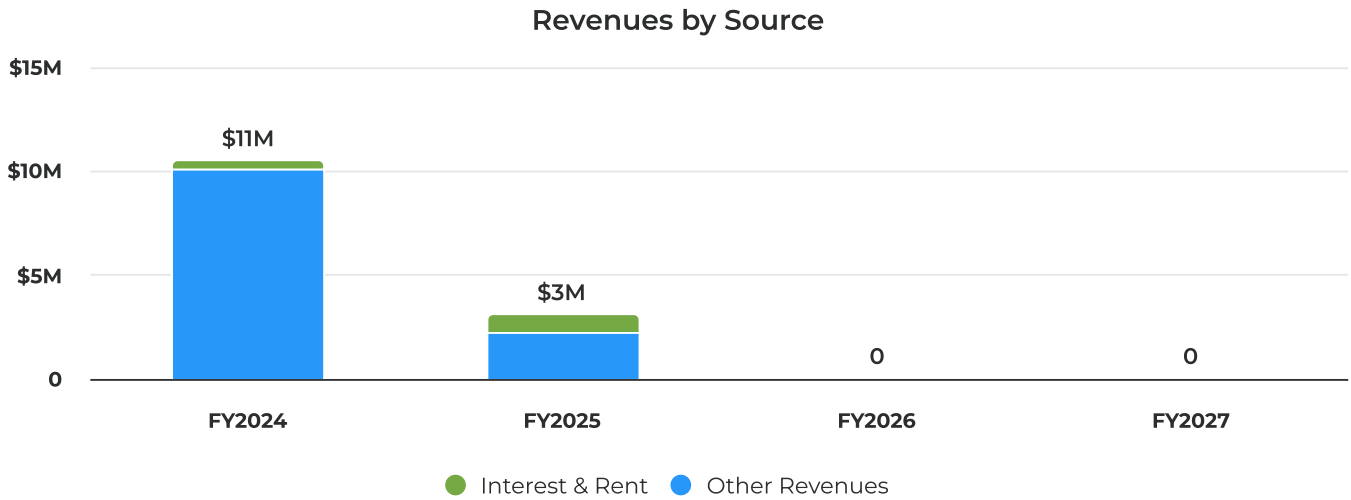
The nexus study for this impact fee program was adopted by the City Council in 2020. Ordinance 1607-2020 amended the Municipal Code to include Chapter 8.68 establishing the transportation impact fee. The nexus study identified the need for transportation improvements and facilities needed to serve the growth, and the estimated costs of those improvements and facilities. The nexus study has identified \$160.8 million in transportation infrastructure improvements such as roads, sidewalks, traffic lights, bicycle lanes and pathways, curbs and gutters, and medians caused by new developments throughout the City.

## Summary

**Revenues vs Expenditures Summary**



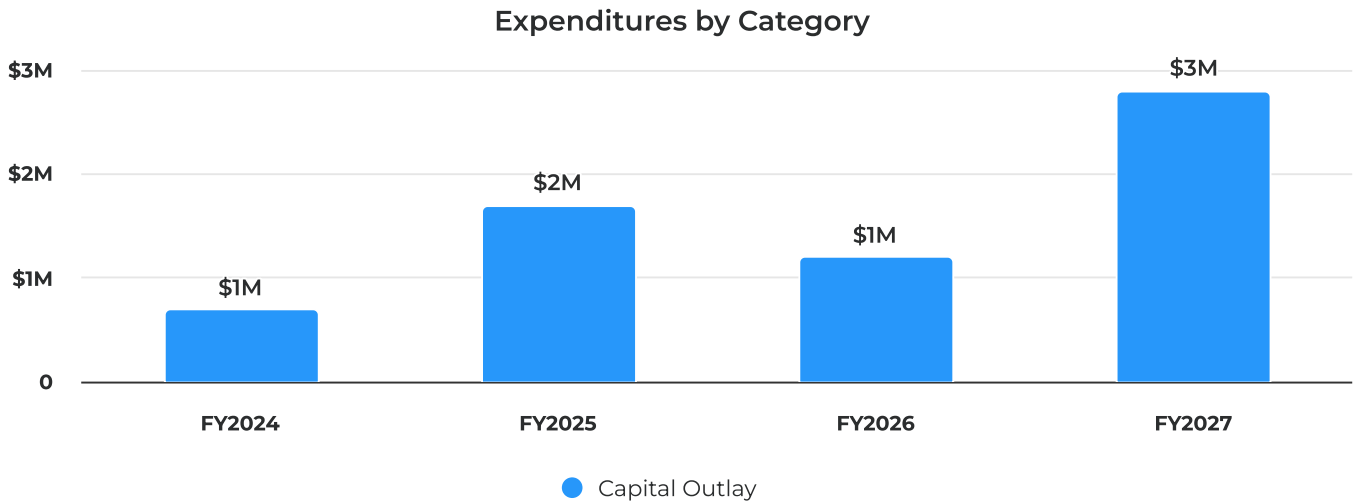
## Revenues by Source



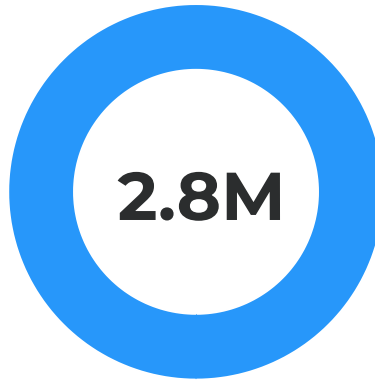
## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 818,425          | -                      | -                       | -                | -  |
| Other Revenues        | \$ 2,257,115        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 3,075,540</b> | -                      | -                       | -                | -  |

## Expenditures by Category



### FY27 Expenditures by Category



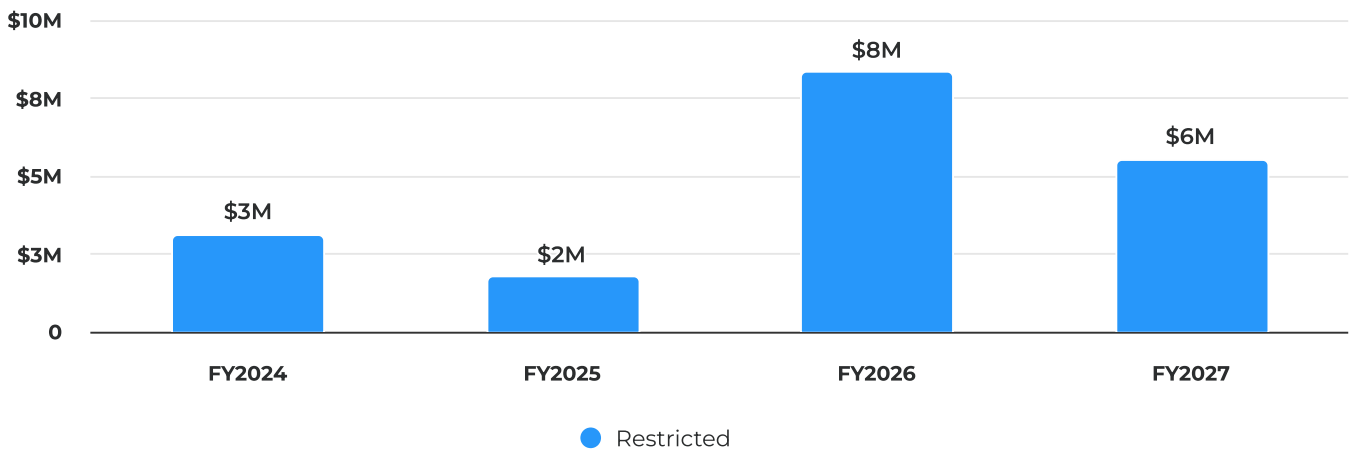
● Capital Outlay **\$2,800,000** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Capital Outlay            | \$ 1,691,793        | \$ 1,200,000           | \$ 12,105,250           | \$ 2,800,000        | 133.33%  |
| <b>Total Expenditures</b> | <b>\$ 1,691,793</b> | <b>\$ 1,200,000</b>    | <b>\$ 12,105,250</b>    | <b>\$ 2,800,000</b> | <b>133.33%</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 8,327,000        | \$ 5,527,000        | -33.63%                        | \$ -2,800,000                   |
| <b>Total Fund Balance</b> | <b>\$ 8,327,000</b> | <b>\$ 5,527,000</b> | <b>-33.63%</b>                 | <b>\$ -2,800,000</b>            |

## Changes and Highlights

### **FY 2026-27 Capital Project Transfers**

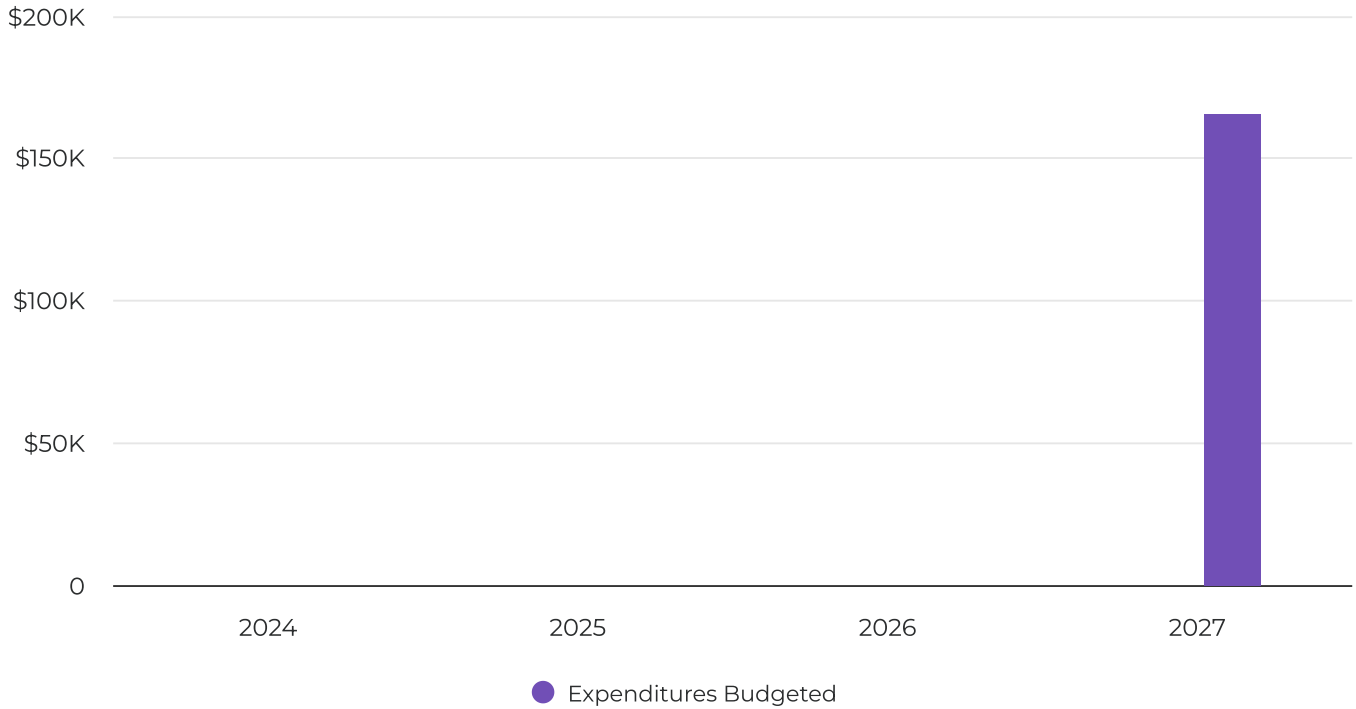
| <b>Amount</b>       | <b>Project Name</b>   | <b>Project#</b> |
|---------------------|---|-----------------|
| <b>\$ 1,000,000</b> | So. Linden Ave Grade Separation   | st1004          |
| <b>200,000</b>      | Complete Streets Improvement  | st2401          |
| <b>250,000</b>      | Misc Traffic Improvements FY2022-23                                       | tr2301          |
| <b>200,000</b>      | Traffic Studies & Grant Support   | tr2406          |
| <b>300,000</b>      | Corridor Signal Visibility, Capacity, and Operational Improvement Project | tr2702          |
| <b>200,000</b>      | Spruce & Canal Intersection Operational and Capacity Modernization        | tr2703          |
| <b>250,000</b>      | Priority Corridor Signal Detection and Operations Upgrade Program         | tr2704          |
| <b>400,000</b>      | Orange Avenue Corridor Capacity, Circulation, and Multimodal Improvements | tr2705          |
| <b>\$ 2,800,000</b> | <b>Total CIP Transfers</b>  |                 |

# Impact Fee - Police Public Safety Fund (826)

This citywide development impact fee program funds new development's fair share of new and expanded public safety capital facilities and equipment to serve the City. Fund 826 holds Police's share. Previously Police's share was combined with Fire in Fund 821.

## Summary

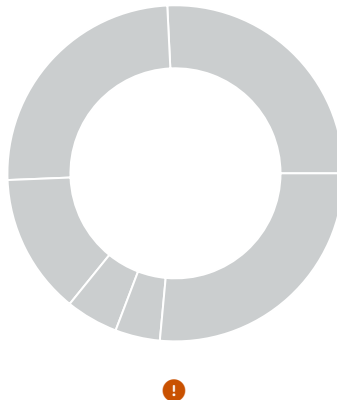
### Revenues vs Expenditures Summary



Previously Police's share was combined with Fire in Fund 821, which is why there is no activity in this fund prior.

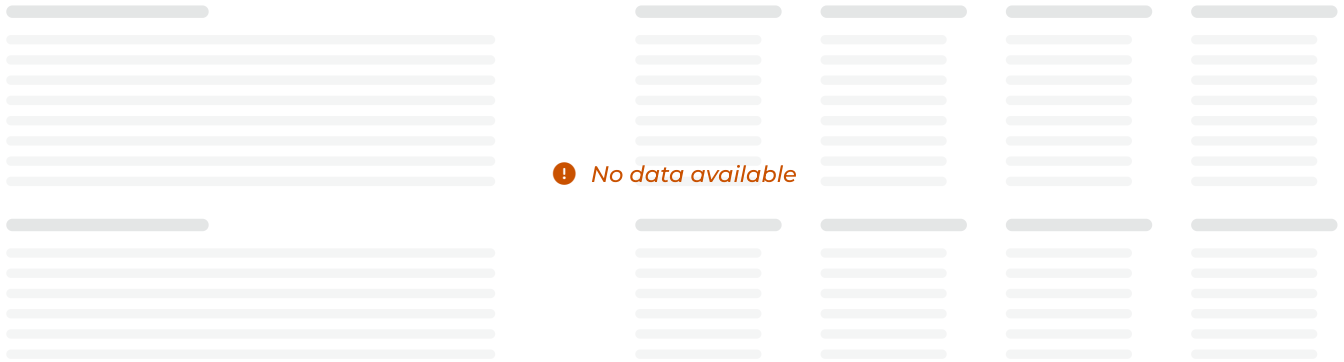
## Revenues by Department

### FY27 Revenues by Department



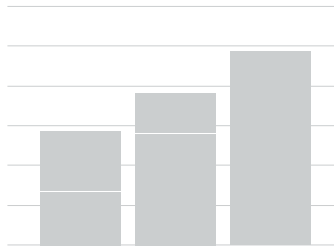
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### Revenues by Department

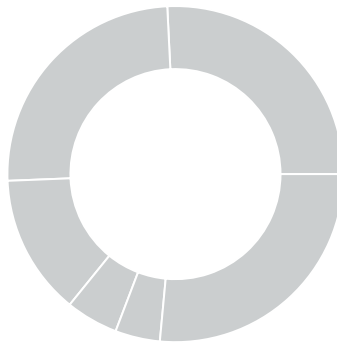


### Revenues by Revenue Source Level 2

Historical Revenue by Revenue Source Level 2



FY27 Revenues by Revenue Source Level 2

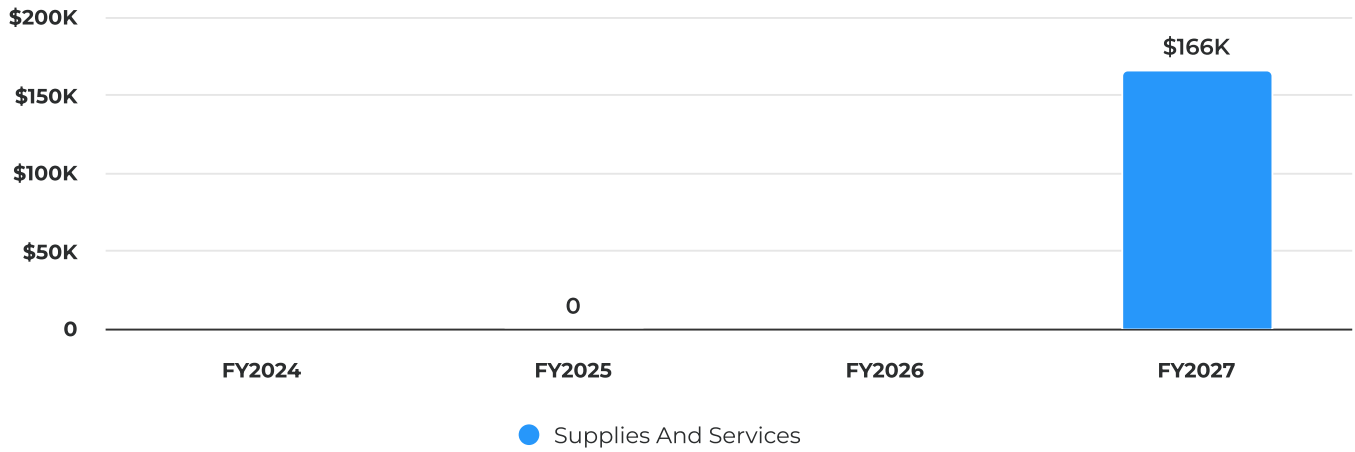


### Revenues by Revenue Source Level 2

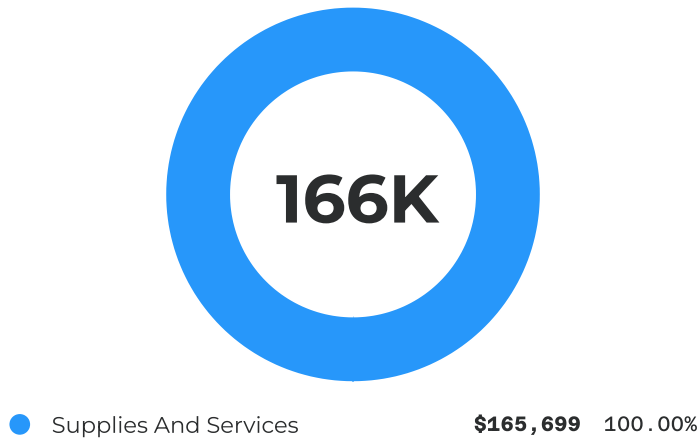


### Expenditures by Object

Historical Expenditures by Object



FY27 Expenditures by Object



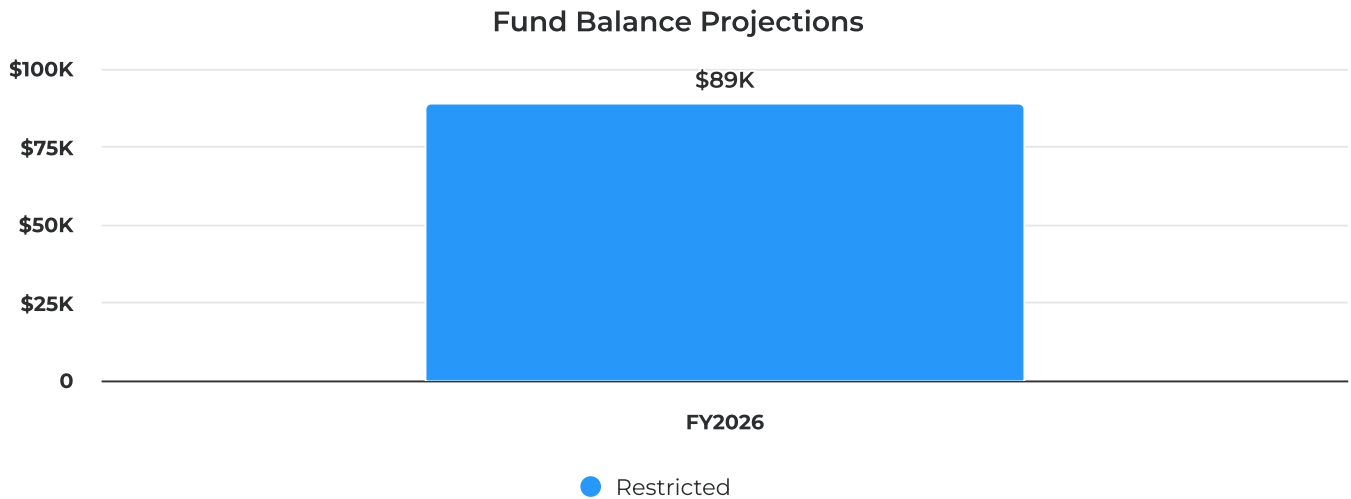
### Expenditures by Object

| Category              | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------|------------------------|-------------------------|------------------|--|
| Supplies And Services | -              | -                      | -                       | \$ 165,699       | -  |



| Category                  | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------|------------------------|-------------------------|------------------|--|
| <b>Total Expenditures</b> | -              | -                      | -                       | \$ 165,699       | -  |

## Fund Balance



## Financial Summary

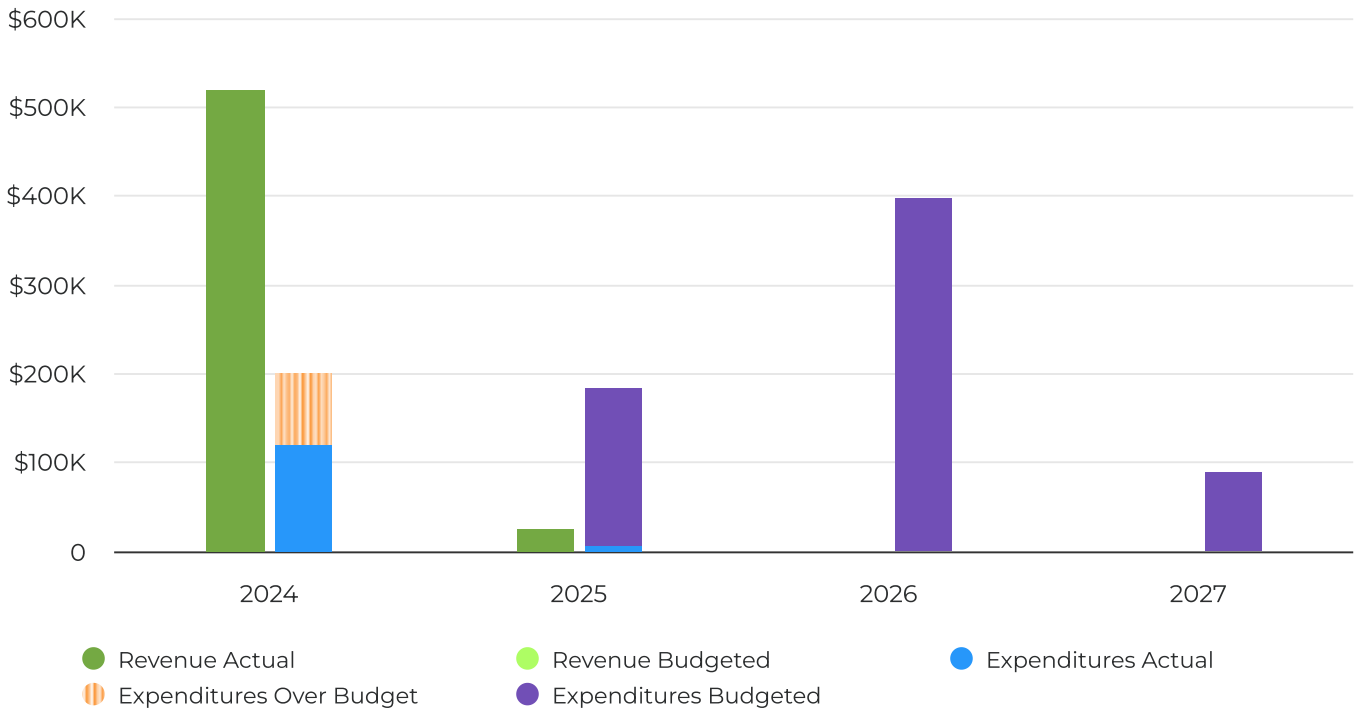
| Fund Balance              |           | FY 2026       | FY 2027  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|---------------|----------|--------------------------------|---------------------------------|
| Restricted                | \$        | 89,000        | -        | -100.00%                       | \$ -89,000                      |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>89,000</b> | <b>-</b> | <b>-100.00%</b>                | <b>\$ -89,000</b>               |

# Impact Fee - Public Arts In-lieu Impact Fee Fund (827)

In October 2020, the City Council passed ordinance number 1613-2020 creating the public art requirement. The City is dedicated to improving infrastructure, economic development and cultural diversity through acquisition and exhibition of public art. The public art requirement applies to any new non-residential development project. The ordinance requires such projects to contribute public art with a value of at least one percent (1%) the amount of construction costs. In lieu of contributing public art, the public art requirement will allow for the payment of an in-lieu fee into a public art fund at the value of half of one percent (0.5%) of the amount of construction costs.

## Summary

**Revenues vs Expenditures Summary**

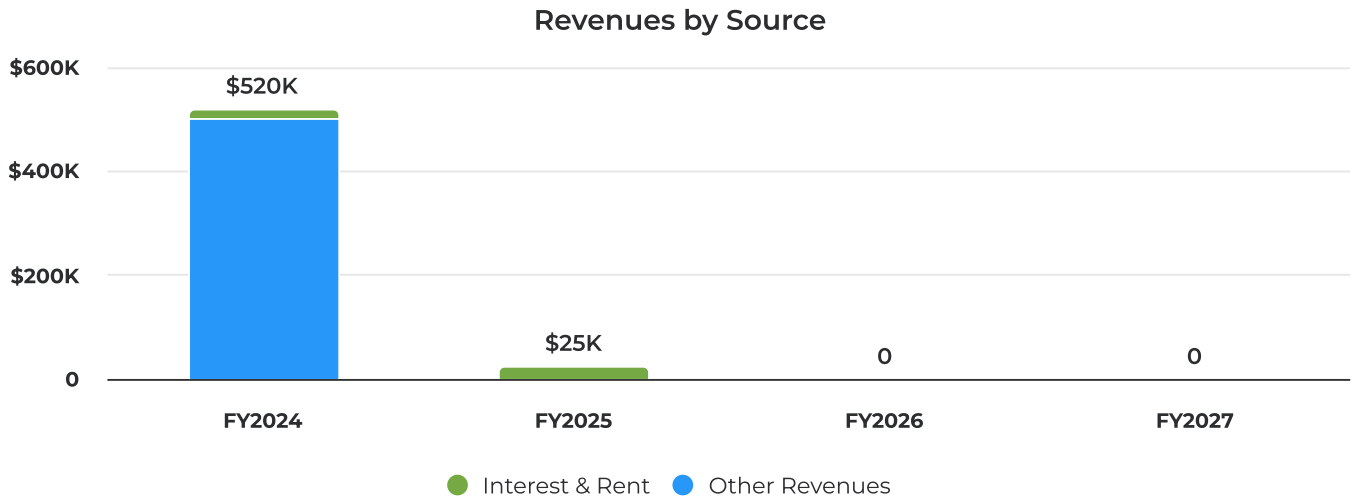


In the Impact Fee - Public Arts In-lieu IF Fund (827), the total expenditures budgeted for 2027 are \$89,080, representing a significant decrease of 77.55% compared to the 2026 budgeted expenditures of \$396,737. This marks a substantial reduction in planned spending for the fund.

Revenue budgeted for 2027 remains at \$0, consistent with the previous year, which also had no budgeted or actual revenue. There are no changes in revenue expectations between these years.

Overall, the key trend for 2027 is the marked decline in budgeted expenditures, while revenue remains unchanged at zero.

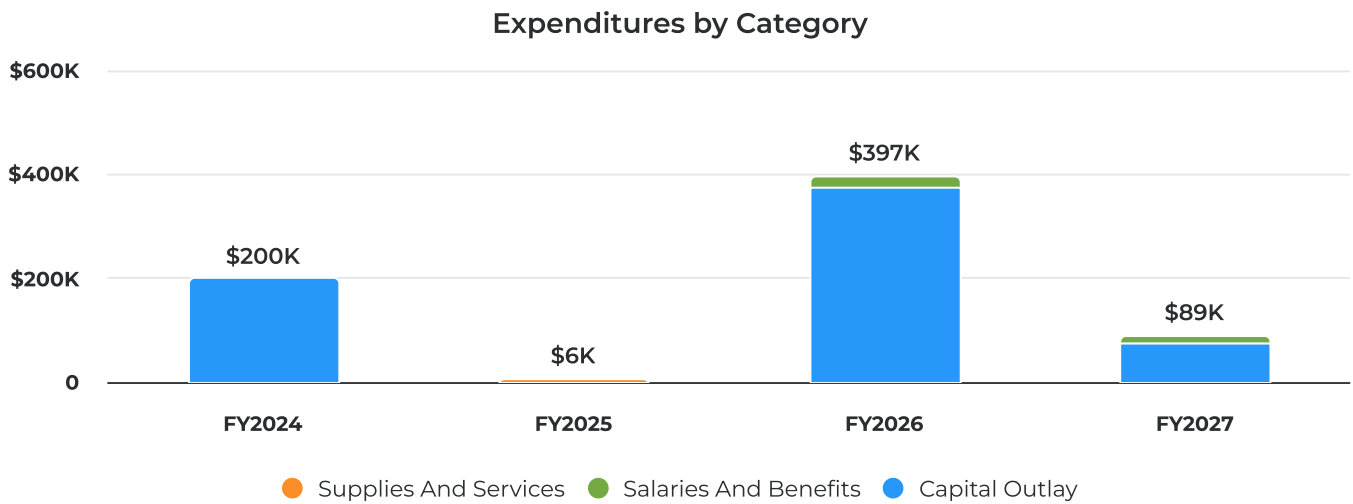
## Revenues by Source



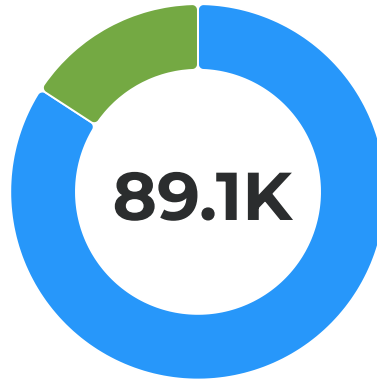
## Revenues by Source

| Category              | FY 2025 Actual   | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 24,749        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 24,749</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

## Expenditures by Category



### FY27 Expenditures by Category



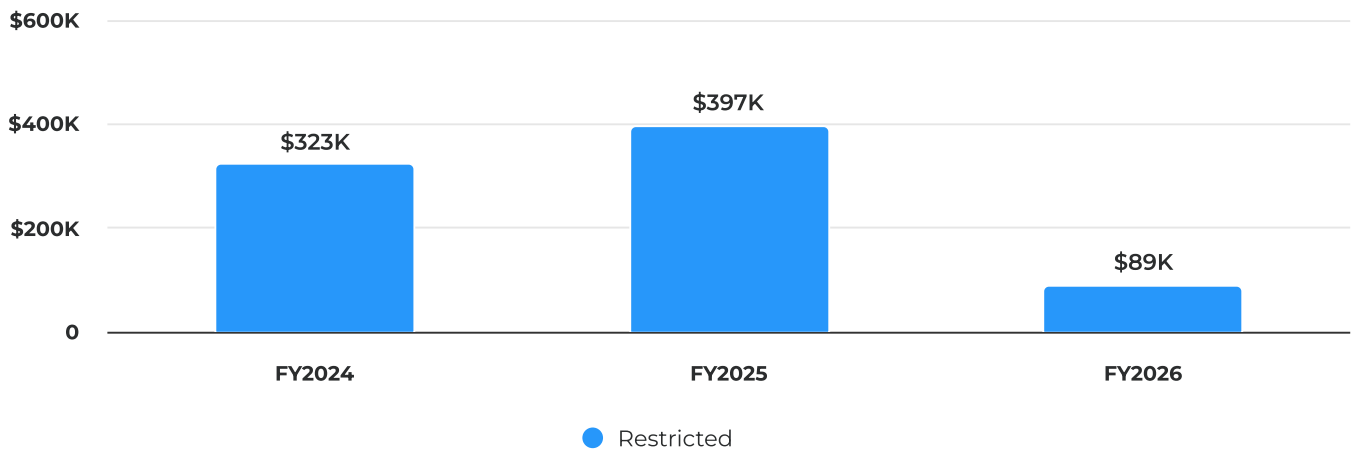
- Capital Outlay **\$75,000** 84.19%
- Salaries And Benefits **\$14,080** 15.81%

### Expenditures by Category

| Category                  | FY 2025 Actual  | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-----------------|------------------------|-------------------------|------------------|--|
| Salaries And Benefits     | - \$            | 21,737 \$              | 21,737 \$               | 14,080 \$        | -35.22%  |
| Supplies And Services     | \$ 5,933        | -                      | -                       | -                | -  |
| Capital Outlay            | - \$            | 375,000 \$             | 375,000 \$              | 75,000 \$        | -80.00%  |
| <b>Total Expenditures</b> | <b>\$ 5,933</b> | <b>\$ 396,737</b>      | <b>\$ 396,737</b>       | <b>\$ 89,080</b> | <b>-77.55%</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026          | FY 2027  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|------------------|----------|--------------------------------|---------------------------------|
| Restricted                | \$ 89,000        | -        | -100.00%                       | \$ -89,000                      |
| <b>Total Fund Balance</b> | <b>\$ 89,000</b> | <b>-</b> | <b>-100.00%</b>                | <b>\$ -89,000</b>               |

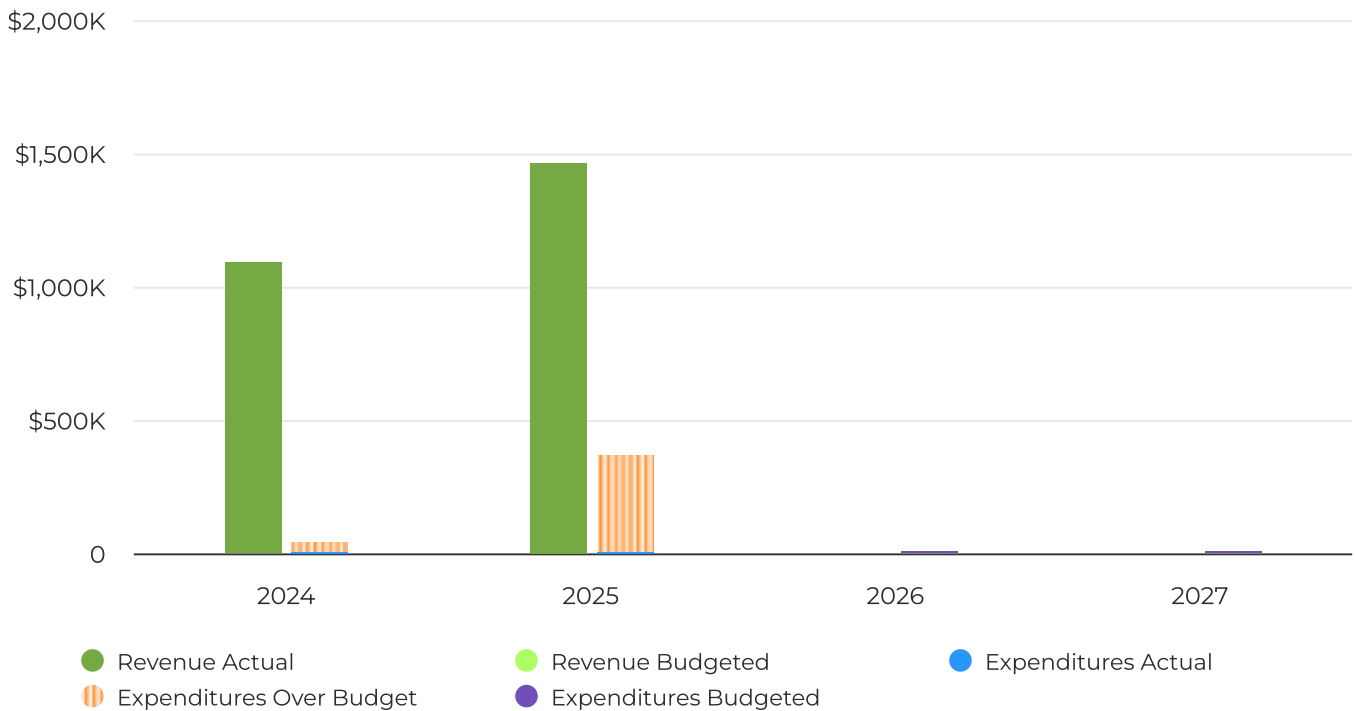


# Impact Fee - Child Care Impact Fee Fund (830)

The City Council adopted the nexus study for this citywide impact fee program in 2001. The study identified the need for new and expanded childcare facilities in the City. The estimated cost of the new and expanded facilities included in the nexus study totaled \$43.9 million. The nexus study identified new development’s share of the cost as 24.6% of the total new and expanded facilities cost. Development impact fee revenue was estimated at \$11.3 million, which includes administrative costs of 5% of total fee revenue. Existing development’s share of the cost is \$33.1 million (75.4% of new facilities) which must be funded with other funding sources.

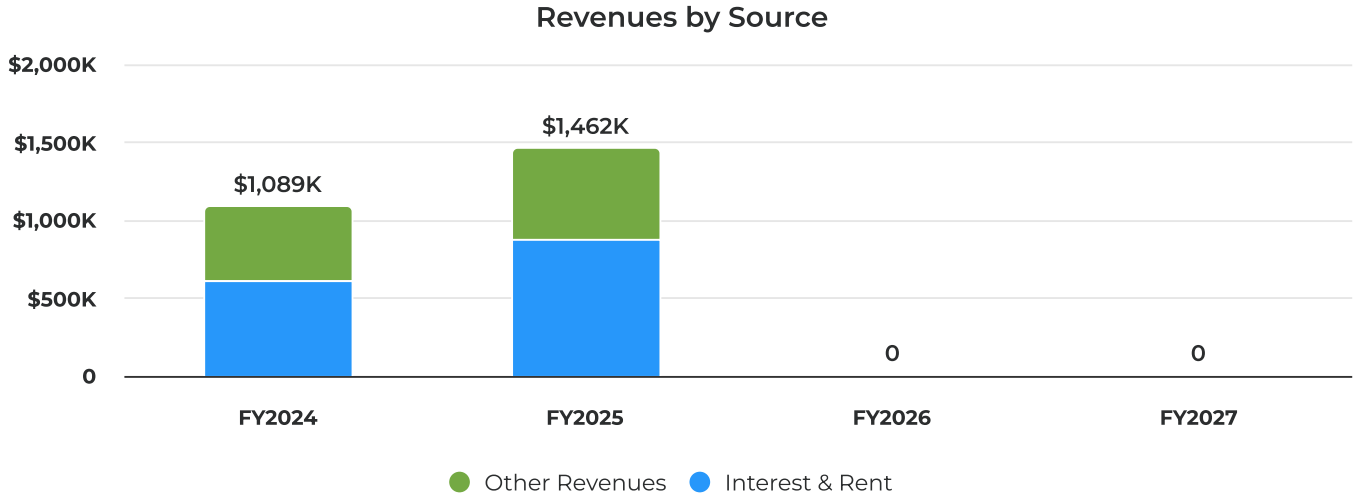
## Summary

**Revenues vs Expenditures Summary**



In the Impact Fee - Child Care IF Fund (830) for the 2027 budget year, the expenditures are budgeted at \$3,727, which represents no change, or 0%, from the previous year 2026. The revenue budget remains at \$0, consistent with the prior year. There are no actual revenue or expenditure figures available for 2027 as it is a budget year. Overall, the fund shows stability with no increases or decreases in either revenues or expenditures compared to 2026.

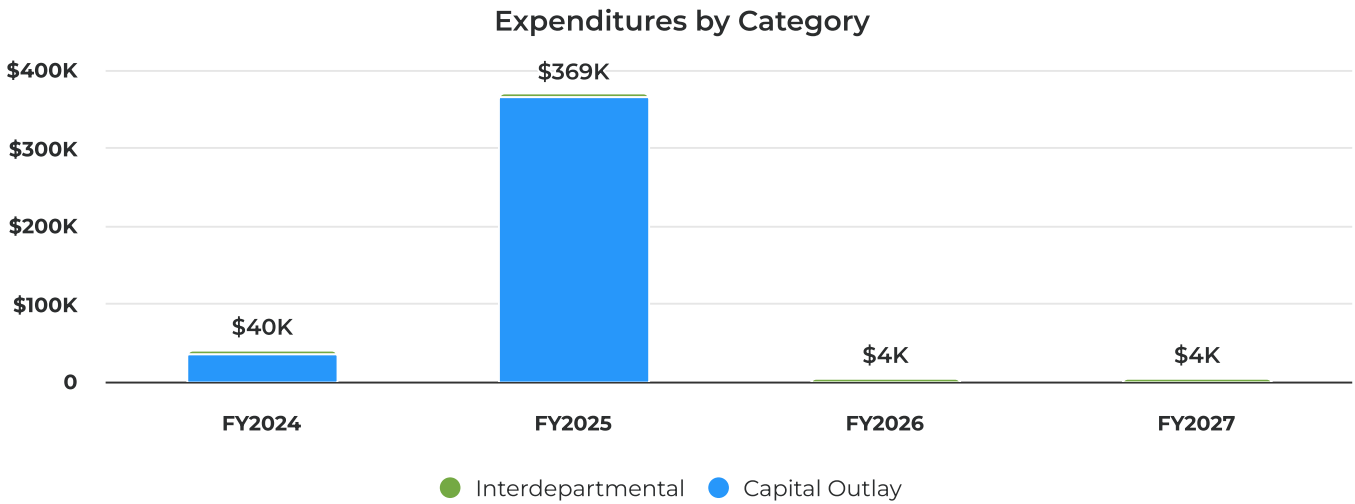
## Revenues by Source



## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|------------------|--|
| Interest & Rent       | \$ 867,824          | -                      | -                       | -                | -  |
| Other Revenues        | \$ 594,076          | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 1,461,900</b> | -                      | -                       | -                | -  |

## Expenditures by Category



### FY27 Expenditures by Category



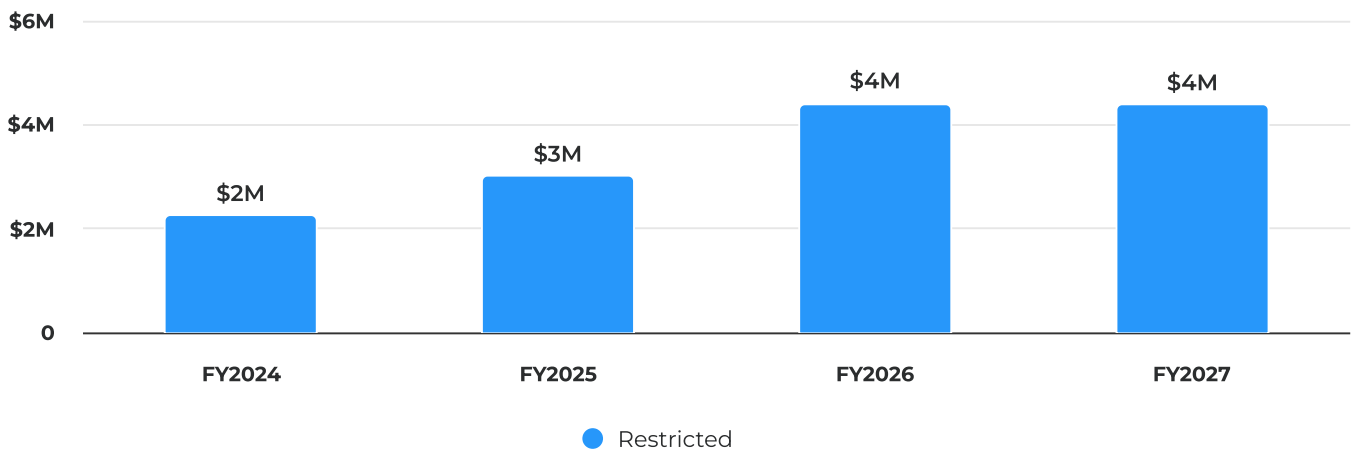
● Interdepartmental **\$3,727** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|------------------|--|
| Capital Outlay            | \$ 365,721        | -                      | \$ 8,474,056            | -                | -  |
| Interdepartmental         | \$ 3,727          | \$ 3,727               | \$ 3,727                | \$ 3,727         | -  |
| <b>Total Expenditures</b> | <b>\$ 369,448</b> | <b>\$ 3,727</b>        | <b>\$ 8,477,783</b>     | <b>\$ 3,727</b>  | <b>-</b>   |

### Fund Balance

#### Fund Balance Projections



In FY2027, the total fund balance projection for the Impact Fee - Child Care IF Fund (830) is \$4.4 million, representing a slight decrease of 0.09% from the previous year’s total of \$4.4 million. The entire fund balance remains classified as Restricted, maintaining 100% of the total fund balance.

The Restricted category, which was the largest and only category in FY2026 at \$4.4 million, experiences a minor decrease of \$4,000, or 0.09%, in FY2027. This contrasts with the previous year’s significant increase of \$1.4 million, or 45.74%, in the Restricted category.

Overall, the fund balance projections for FY2027 show stability with a negligible decline in the Restricted category, which continues to represent the full fund balance.

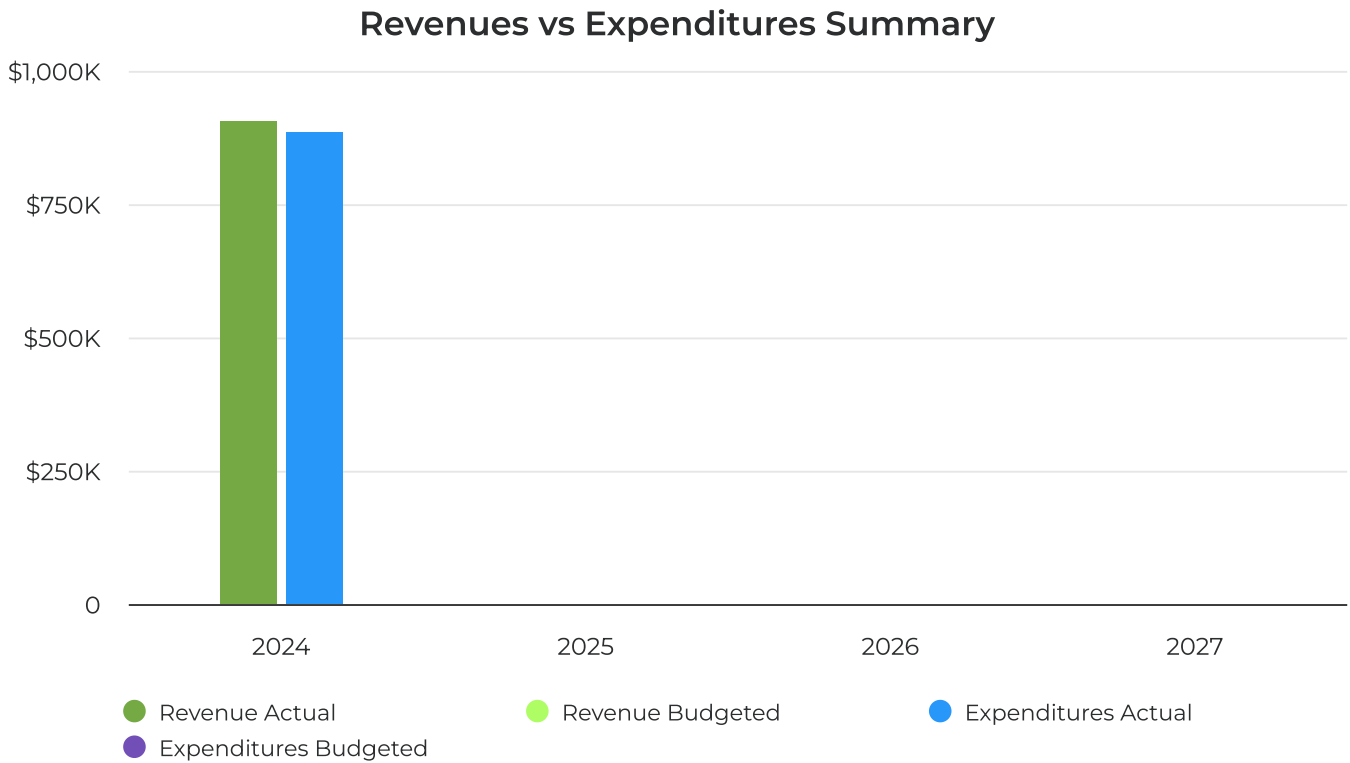
## Financial Summary

| Fund Balance              | FY 2026   |                  | FY 2027   |                  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|------------------|-----------|------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 4,392,000        | \$        | 4,388,000        | -0.09%                         | \$ -4,000                       |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>4,392,000</b> | <b>\$</b> | <b>4,388,000</b> | <b>-0.09%</b>                  | <b>\$ -4,000</b>                |

# Impact Fee - Oyster Point Interchange IF Fund (840)

The City Council adopted this plan area fee program on May 23, 1984, using a February 1983 Feasibility Study prepared by Nolte and Associates in conjunction with Resolution No. 71-84 which created the “Oyster Point Contribution Formula.” The 1983 Feasibility Study identified the need for the Oyster Point Interchange project, which was, at that time, referred to as the grade separation project.

## Summary

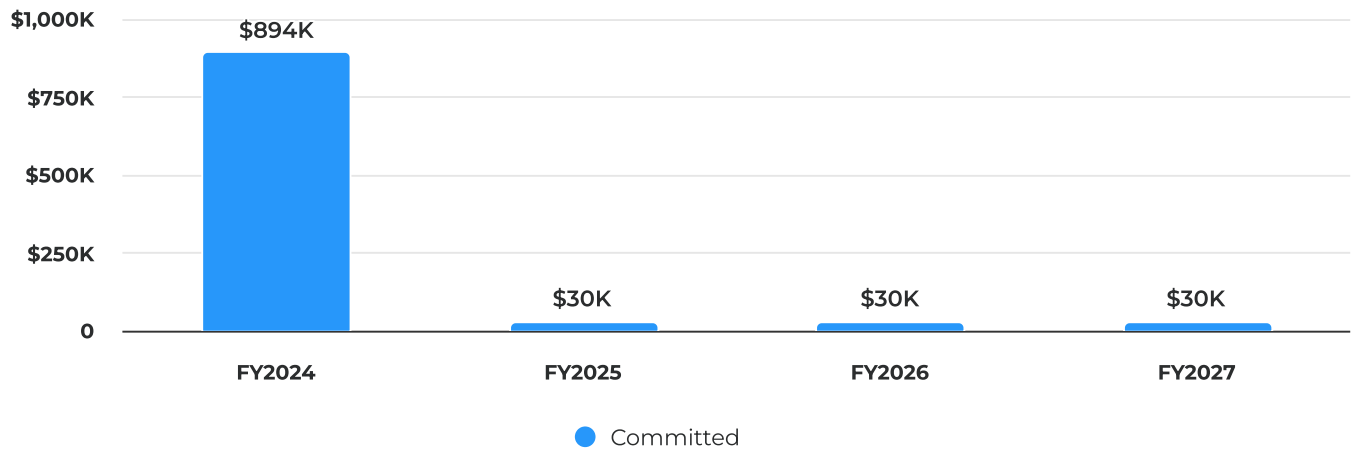


As in prior years, the budget contains no revenue or expenditures for this fund.

## Fund Balance

There are no expected revenues or expenditures for this fund in FY 2025-26; therefore, the fund balance is projected to remain unchanged from the prior fiscal year. Although the fund holds a balance, it is important to note that the Oyster Point Interchange Fee Fund also has an outstanding loan balance of \$1,166,152 due to the Successor Agency to the former Redevelopment Agency.

### Fund Balance Projections



### Financial Summary

| Fund Balance              |           | FY 2025       |           | FY 2026       |           | FY 2027       | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|---------------|-----------|---------------|-----------|---------------|--------------------------------|---------------------------------|
| Committed                 | \$        | 29,702        | \$        | 29,702        | \$        | 29,702        | -                              | -                               |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>29,702</b> | <b>\$</b> | <b>29,702</b> | <b>\$</b> | <b>29,702</b> | <b>-</b>                       | <b>-</b>                        |

# Proprietary - Major Funds

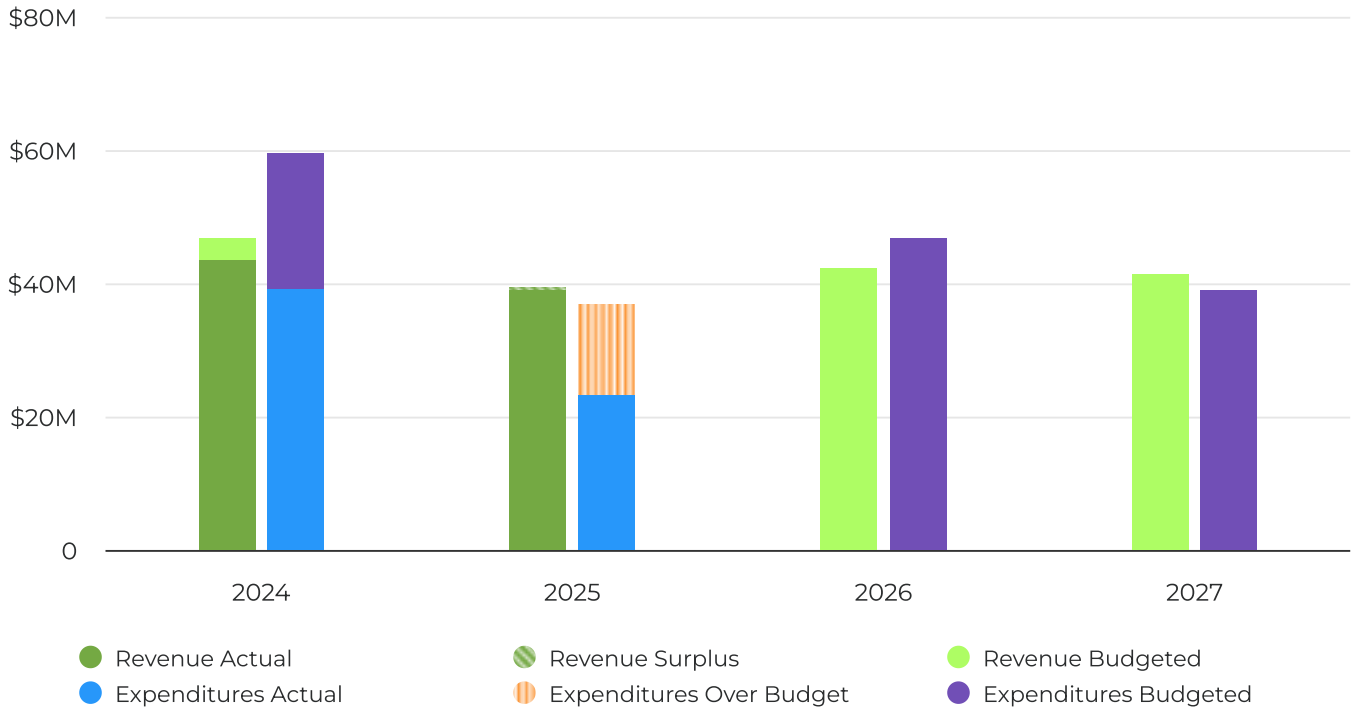
Enterprise Funds are associated with business type activities, where a fee is charged for a particular service. The funds in the following pages all support business activities operated by the City.

The Proprietary fund is further classified into Major and non-Major funds. The Proprietary Major Funds consist of the Sewer Enterprise Fund, the Parking District Fund and the Storm Water Fund.

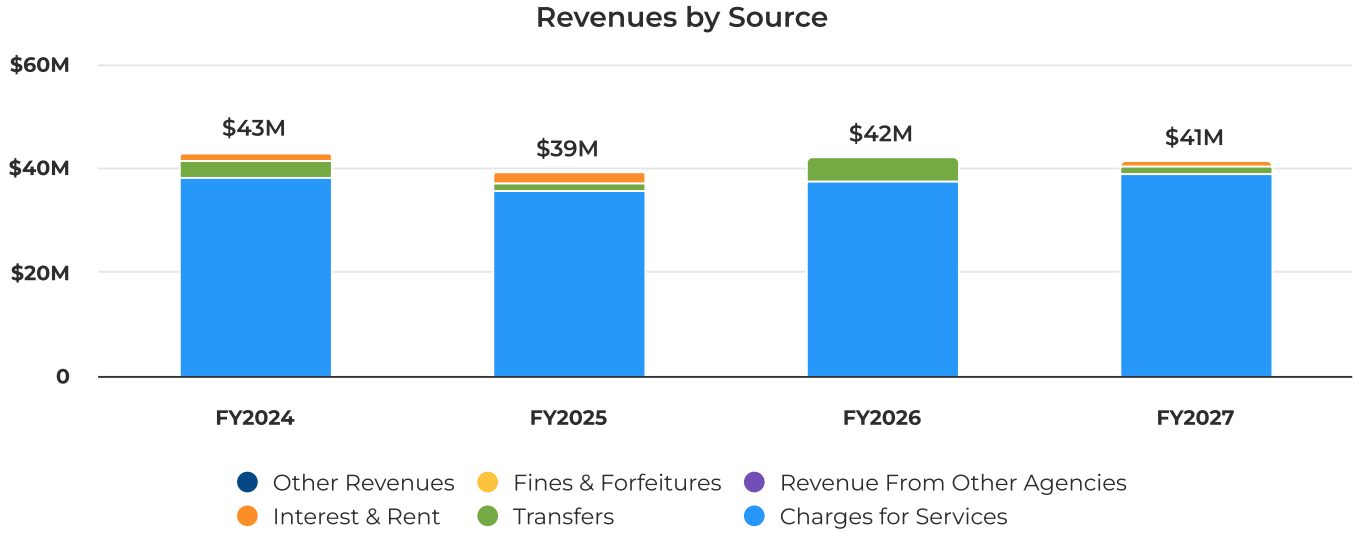
The graphs in this section compare *Adopted* Budgets year-over-year, while Actuals reflect all revenues or expenditures authorized during the year, including adjustments such as carry-forwards, grants received, and Council-approved appropriations. Because actuals are authorized using the final *Adjusted* budget, they may exceed the *Adopted* Budget.

## Summary

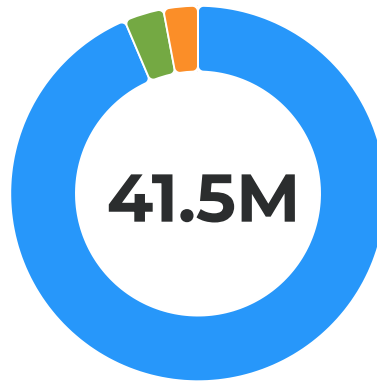
### Revenues vs Expenditures Summary



# Revenues by Source



## FY27 Revenues by Source



|                      |                     |        |
|----------------------|---------------------|--------|
| Charges for Services | <b>\$38,824,687</b> | 93.62% |
| Transfers            | <b>\$1,420,000</b>  | 3.42%  |
| Interest & Rent      | <b>\$1,225,000</b>  | 2.95%  |
| Fines & Forfeitures  | <b>\$3,000</b>      | 0.01%  |

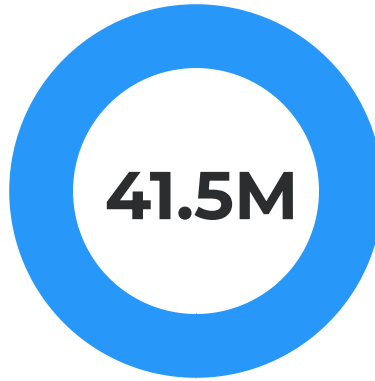
## Revenues by Source

| Category                    | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Fines & Forfeitures         | \$ 900               | \$ 3,000               | \$ 3,000                | \$ 3,000             | -  |
| Revenue From Other Agencies | \$ 409,624           | -                      | \$ 1,806,592            | -                    | -  |
| Charges for Services        | \$ 35,546,466        | \$ 37,462,955          | \$ 39,697,031           | \$ 38,824,687        | 3.63%  |
| Interest & Rent             | \$ 2,168,061         | \$ 135,000             | \$ 135,000              | \$ 1,225,000         | 807.41%  |
| Other Revenues              | \$ 136               | -                      | -                       | -                    | -  |
| Transfers                   | \$ 1,331,989         | \$ 4,620,000           | \$ 18,189,692           | \$ 1,420,000         | -69.26%  |
| <b>Total Revenues</b>       | <b>\$ 39,457,177</b> | <b>\$ 42,220,955</b>   | <b>\$ 59,831,315</b>    | <b>\$ 41,472,687</b> | <b>-1.77%</b>  |



# Revenues by Department

## FY27 Revenues by Department



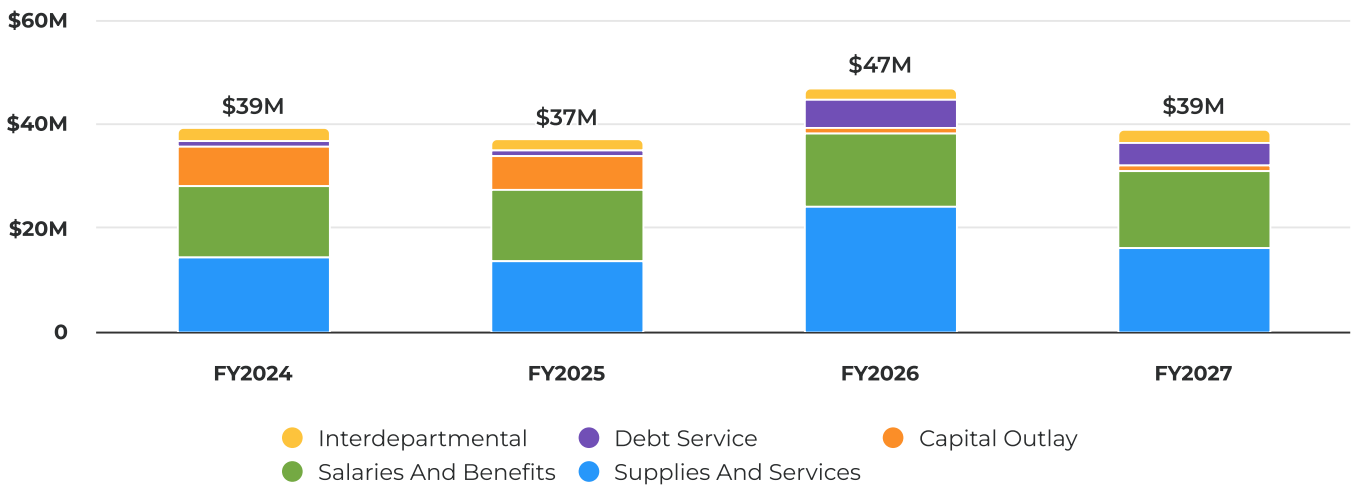
● Non Expense \$41,472,687 100.00%

### Revenues by Department

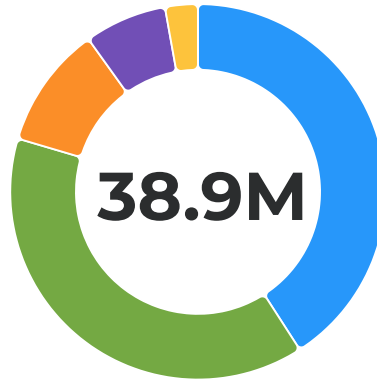
| Category                 | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|--------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Capital Improvement Plan | \$ 1,260,364         | \$ 3,700,000           | \$ 21,310,360           | -                    | -100.00%   |
| Non Expense              | \$ 38,196,813        | \$ 38,520,955          | \$ 38,520,955           | \$ 41,472,687        | 7.66%  |
| <b>Total Revenues</b>    | <b>\$ 39,457,177</b> | <b>\$ 42,220,955</b>   | <b>\$ 59,831,315</b>    | <b>\$ 41,472,687</b> | <b>-1.77%</b>  |

# Expenditures by Category

## Expenditures by Category



### FY27 Expenditures by Category



|                         |                     |        |
|-------------------------|---------------------|--------|
| ● Supplies And Services | <b>\$15,922,461</b> | 40.89% |
| ● Salaries And Benefits | <b>\$15,066,944</b> | 38.69% |
| ● Debt Service          | <b>\$4,097,218</b>  | 10.52% |
| ● Interdepartmental     | <b>\$2,756,613</b>  | 7.08%  |
| ● Capital Outlay        | <b>\$1,100,000</b>  | 2.82%  |

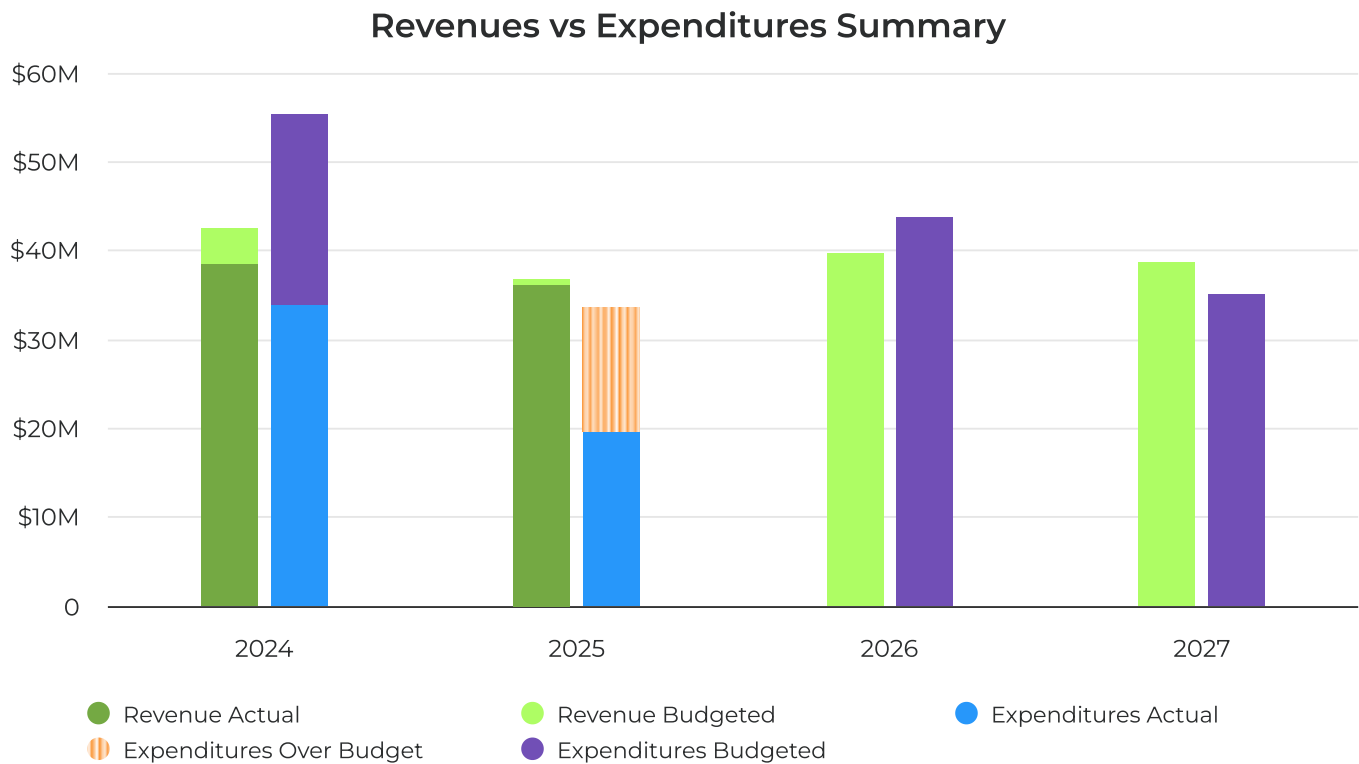
### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 13,847,530        | \$ 14,025,941          | \$ 14,112,768           | \$ 15,066,944        | 7.42%  |
| Supplies And Services     | \$ 13,472,085        | \$ 23,954,961          | \$ 68,127,249           | \$ 15,922,461        | -33.53%  |
| Debt Service              | \$ 1,015,331         | \$ 5,500,520           | \$ 5,500,520            | \$ 4,097,218         | -25.51%  |
| Capital Outlay            | \$ 6,416,537         | \$ 1,100,000           | \$ 1,996,177            | \$ 1,100,000         | -  |
| Interdepartmental         | \$ 2,207,929         | \$ 2,315,059           | \$ 2,315,059            | \$ 2,756,613         | 19.07%   |
| <b>Total Expenditures</b> | <b>\$ 36,959,413</b> | <b>\$ 46,896,482</b>   | <b>\$ 92,051,773</b>    | <b>\$ 38,943,236</b> | <b>-16.96%</b>   |

# Sewer Enterprise Fund (710)

The Sewer Enterprise Fund is used to operate the systems for the Water Quality Control Plant (WQCP), including sewer collection lines and pump stations. This fund also covers sanitary sewer capital projects that upgrade and improve the WQCP. This fund is classified as a Proprietary (Enterprise) Fund, as it is operated similarly to a private-sector business, with activities funded by user charges.

## Summary

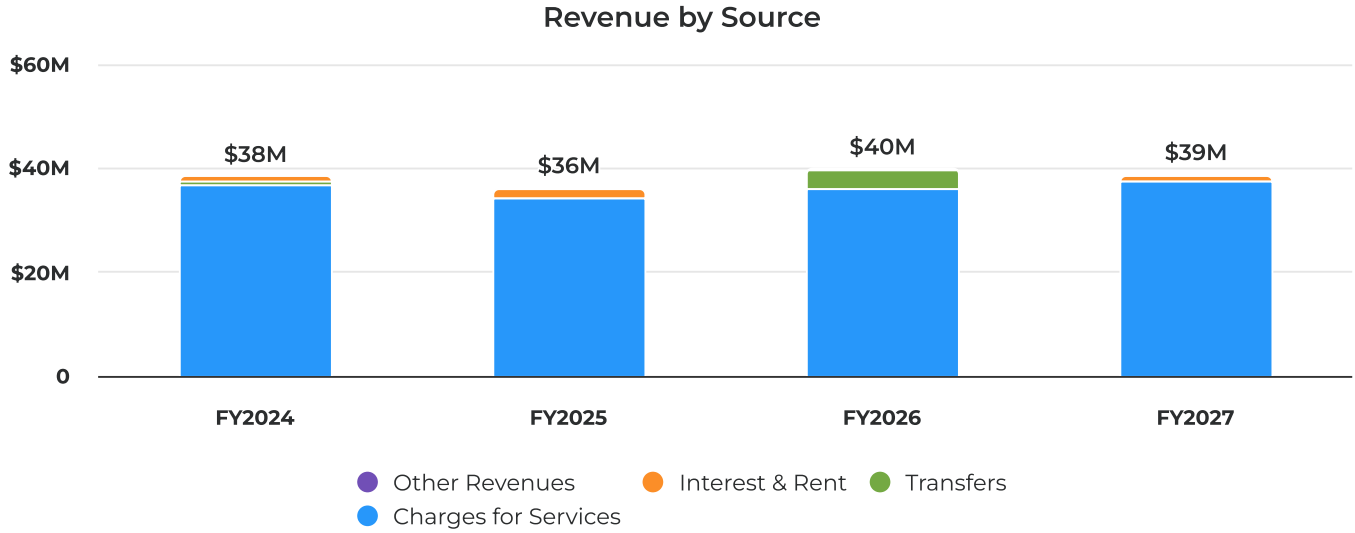


In the Sewer Enterprise Fund (710) for the 2027 budget year, budgeted expenditures are \$35.1 million, representing a decrease of 19.8% from the previous year's budgeted expenditures of \$43.8 million. Budgeted revenues for 2027 are \$38.6 million, which is a decrease of 3.11% compared to the prior year's budgeted revenues of \$39.8 million.

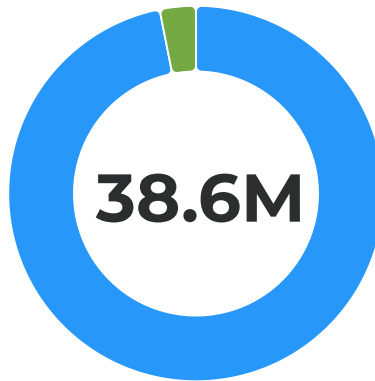
Comparing the two categories, expenditures show a more significant reduction than revenues from 2026 to 2027. The revenue budget remains higher than the expenditure budget in 2027, continuing the trend from the previous year but with a narrower margin due to the decreases in both categories.

A major change is the reduction in debt resulting from the defeasance of the 2004 State Water Resources Loan in the prior year. In the current fiscal year, the 2005 Water and Wastewater Bond is expected to be defeased, further reducing outstanding debt.

# Revenues by Source



## FY27 Revenues by Source

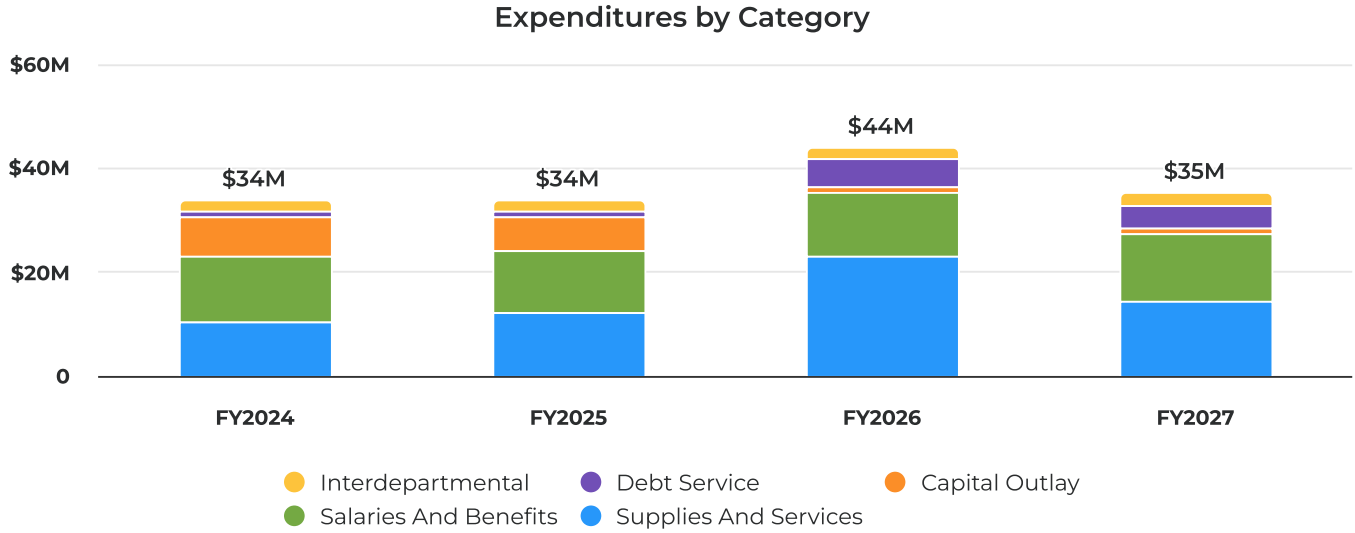


|  |                     |        |
|--|---------------------|--------|
| <span style="color: blue;">●</span> Charges for Services | <b>\$37,384,687</b> | 96.89% |
| <span style="color: green;">●</span> Interest & Rent     | <b>\$1,200,000</b>  | 3.11%  |

## Revenues by Source

| Category              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Charges for Services  | \$ 34,110,077        | \$ 36,013,685          | \$ 38,247,761           | \$ 37,384,687        | 3.81%  |
| Interest & Rent       | \$ 1,822,115         | \$ 110,000             | \$ 110,000              | \$ 1,200,000         | 990.91%  |
| Other Revenues        | \$ 136               | -                      | -                       | -                    | -  |
| Transfers             | \$ 114,197           | \$ 3,700,000           | \$ 16,151,307           | -                    | -100.00%   |
| <b>Total Revenues</b> | <b>\$ 36,046,525</b> | <b>\$ 39,823,685</b>   | <b>\$ 54,509,068</b>    | <b>\$ 38,584,687</b> | <b>-3.11%</b>  |

# Expenditures by Category



In FY2027, the Sewer Enterprise Fund’s total expenditures decreased by 19.8 percent to \$35.1 million, down from \$43.8 million in FY2026. Supplies and Services, the largest expenditure category, declined by 37.84 percent to \$14.2 million and now represent 40.43 percent of the total budget, compared to 52.17 percent in the prior year. This category includes construction services, and the reduction in capital spending accounts for the vast majority of the decrease.

Salaries and Benefits increased by 7.72 percent to \$13.2 million, representing 37.73 percent of total expenditures, up from 28.09 percent previously.

Debt Service expenditures decreased by 25.51 percent to \$4.1 million. The decline reflects the retirement of the 2004 State Water Resources Revolving Fund Loan in FY2025-26. Debt service now comprises 11.67 percent of total expenditures, down from 12.57 percent.

Interdepartmental costs rose by 21.08 percent to \$2.5 million, representing 7.04 percent of the budget, up from 4.66 percent. Capital Outlay, which represents vehicle and equipment purchases, remained stable at \$1.1 million accounting for 3.13 percent of total expenditures, unchanged from the prior year.

### FY27 Expenditures by Category



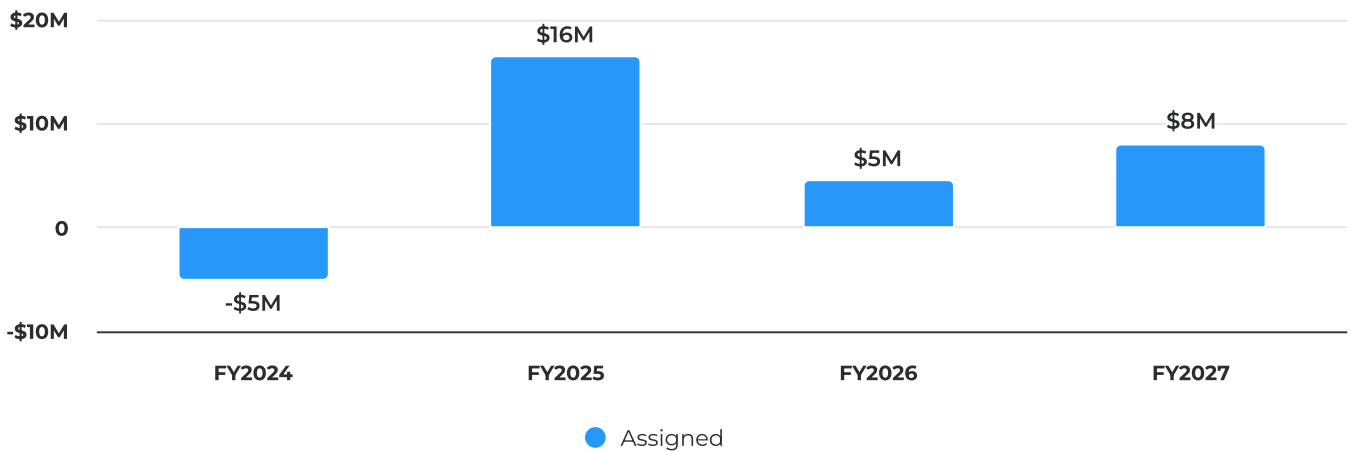
|                         |                     |        |
|-------------------------|---------------------|--------|
| ● Supplies And Services | <b>\$14,194,481</b> | 40.43% |
| ● Salaries And Benefits | <b>\$13,246,117</b> | 37.73% |
| ● Debt Service          | <b>\$4,097,218</b>  | 11.67% |
| ● Interdepartmental     | <b>\$2,471,871</b>  | 7.04%  |
| ● Capital Outlay        | <b>\$1,100,000</b>  | 3.13%  |

### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 12,064,612        | \$ 12,296,359          | \$ 12,383,186           | \$ 13,246,117        | 7.72%  |
| Supplies And Services     | \$ 11,990,709        | \$ 22,836,981          | \$ 62,127,922           | \$ 14,194,481        | -37.84%  |
| Debt Service              | \$ 1,015,331         | \$ 5,500,520           | \$ 5,500,520            | \$ 4,097,218         | -25.51%  |
| Capital Outlay            | \$ 6,619,458         | \$ 1,100,000           | \$ 1,996,177            | \$ 1,100,000         | -  |
| Interdepartmental         | \$ 1,990,985         | \$ 2,041,511           | \$ 2,041,511            | \$ 2,471,871         | 21.08%   |
| <b>Total Expenditures</b> | <b>\$ 33,681,095</b> | <b>\$ 43,775,371</b>   | <b>\$ 84,049,315</b>    | <b>\$ 35,109,687</b> | <b>-19.80%</b>   |

### Fund Balance

#### Fund Balance Projections



In FY2027, the Sewer Enterprise Fund's total fund balance projection is \$8 million, representing a 76.9% increase from the FY2026 total of \$4.5 million. The entire fund balance remains assigned, accounting for 100% of the total in both

years.

The assigned fund balance increased by \$3.5 million, or 76.9%, rising from \$4.5 million in FY2026 to \$8 million in FY2027. This increase reverses the significant decrease seen in the previous year, where the assigned fund balance had declined by \$11.9 million, or 72.52%.

### Financial Summary

| Fund Balance              | FY 2025              | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (\$ Change) | FY 2026 vs. FY 2027 (% Change) |
|---------------------------|----------------------|---------------------|---------------------|---------------------------------|--------------------------------|
| Assigned                  | \$ 16,443,447        | \$ 4,519,000        | \$ 7,994,000        | \$ 3,475,000                    | 76.90%                         |
| <b>Total Fund Balance</b> | <b>\$ 16,443,447</b> | <b>\$ 4,519,000</b> | <b>\$ 7,994,000</b> | <b>\$ 3,475,000</b>             | <b>76.90%</b>                  |

## Changes and Highlights

### FY 2026-27 Capital Projects

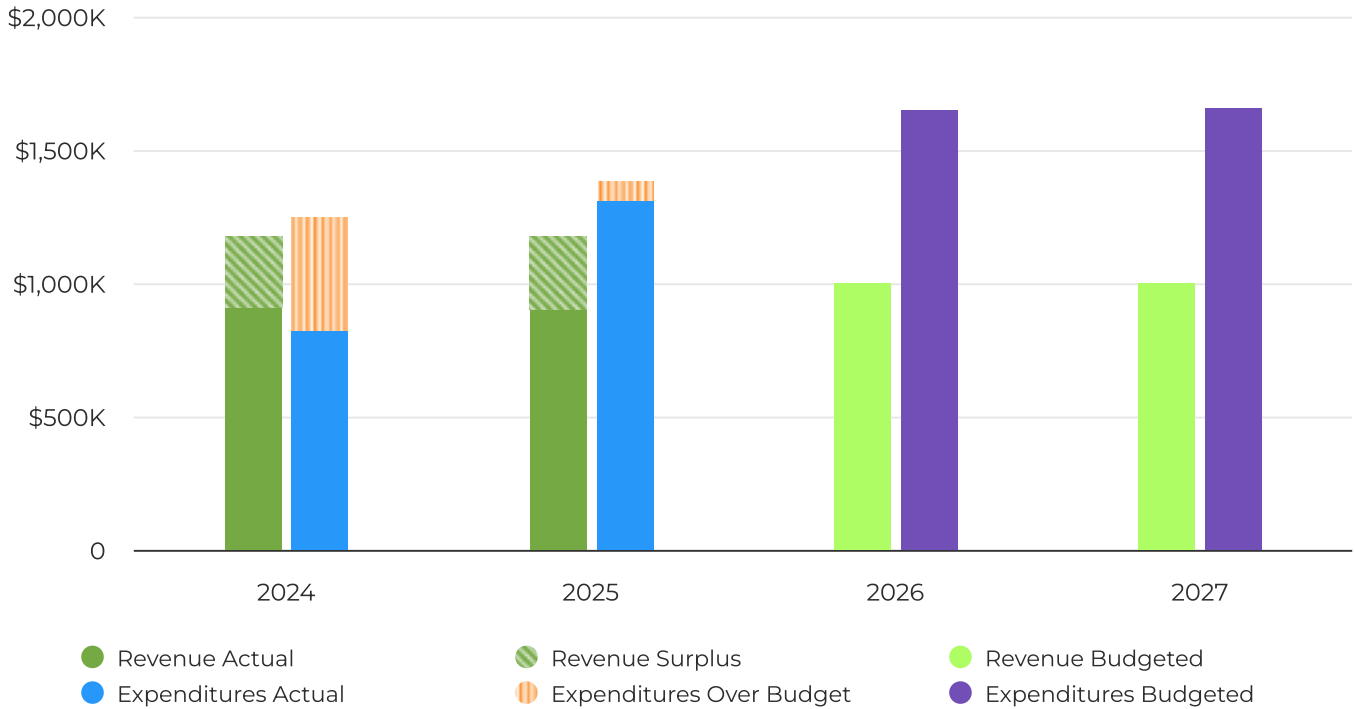
| Amount              | Project Name                    | Project# |
|---------------------|---------------------------------|----------|
| <b>\$ 1,000,000</b> | Sanitary Sewer Rehab FY 2025-26 | ss2601   |
| <b>\$ 1,000,000</b> | <b>Total CIP</b>                |          |

# Parking District Fund (720)

The Parking District Fund receives its revenue from the collection of parking fees from city-owned parking meters, parking lots, and the sale of parking permits within the South San Francisco Parking District No.1.

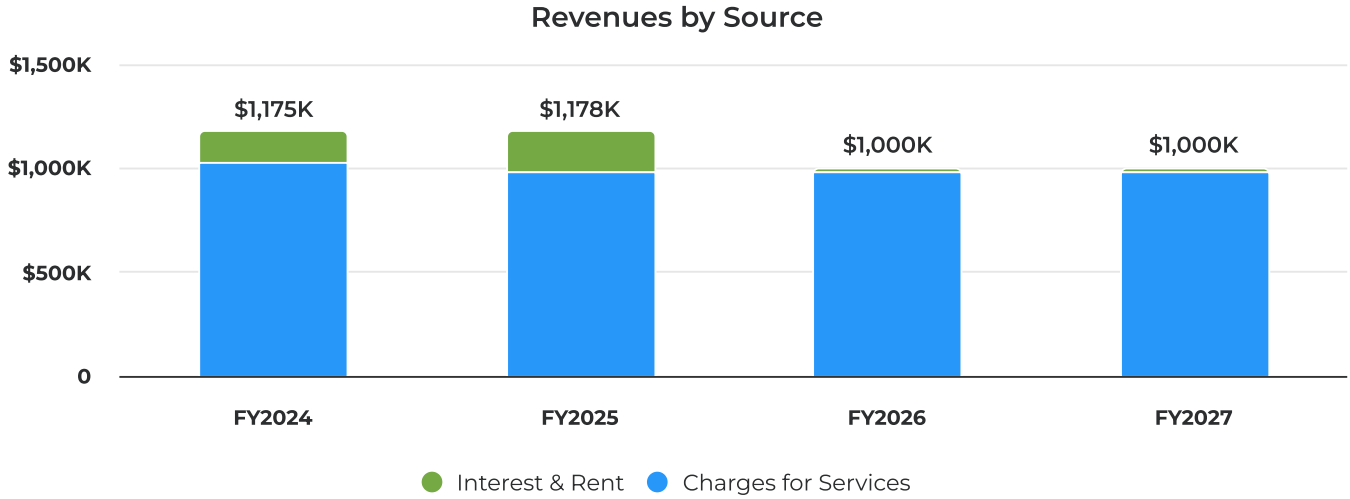
## Summary

**Revenues vs Expenditures Summary**

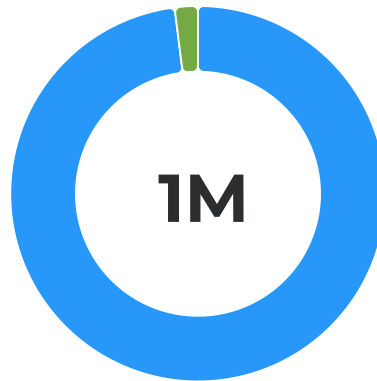


Staff is currently working with the Parking Place Commission to consider potential parking fee adjustments to help address the operating shortfall and move the Parking Fund toward a balanced operating budget. If approved, any fee increases would be implemented incrementally beginning in FY 2026–27. The Parking Fund currently maintains sufficient reserves to cover the shortfall in the near term.

## Revenues by Source



### FY27 Revenues by Source

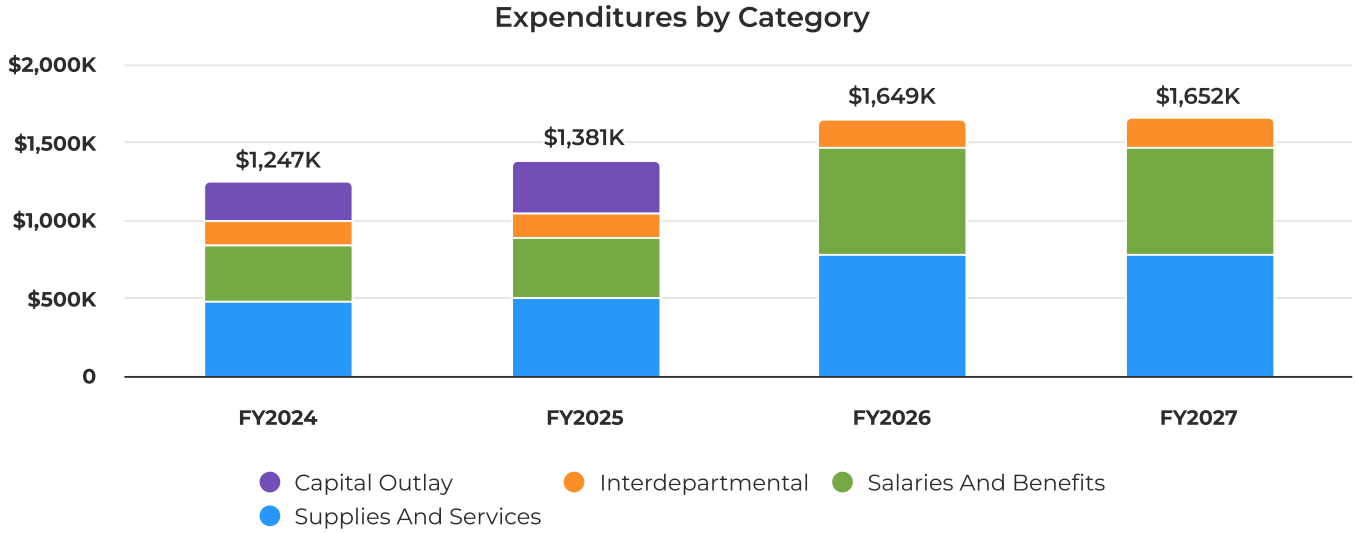


|  |                  |        |
|--|------------------|--------|
| <span style="color: blue;">●</span> Charges for Services | <b>\$980,000</b> | 98.00% |
| <span style="color: green;">●</span> Interest & Rent     | <b>\$20,000</b>  | 2.00%  |

## Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Charges for Services  | \$ 979,173          | \$ 980,000             | \$ 980,000              | \$ 980,000          | -  |
| Interest & Rent       | \$ 198,933          | \$ 20,000              | \$ 20,000               | \$ 20,000           | -  |
| <b>Total Revenues</b> | <b>\$ 1,178,106</b> | <b>\$ 1,000,000</b>    | <b>\$ 1,000,000</b>     | <b>\$ 1,000,000</b> | <b>-</b>   |

# Expenditures by Category



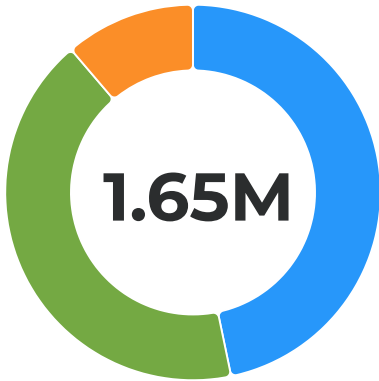
In FY2027, the total expenditures for the Parking District Fund reached \$1.7 million, representing a slight increase of 0.22% from FY2026. The largest expenditure category remained Supplies and Services at \$772,292, accounting for 46.74% of the total budget, with no change in amount or percentage from the previous year.

Salaries and Benefits continued as the second-largest category at \$694,132, making up 42.01% of total expenditures. This category saw a negligible decrease of \$15, or 0%, compared to FY2026.

The Interdepartmental category increased by \$3,688, or 2.03%, to \$185,774, representing 11.24% of the total budget. Capital Outlay expenditures remained at \$0, consistent with the prior year.

Overall, the FY2027 budget shows stability in the major expenditure categories with a minor increase driven primarily by the Interdepartmental costs.

## FY27 Expenditures by Category



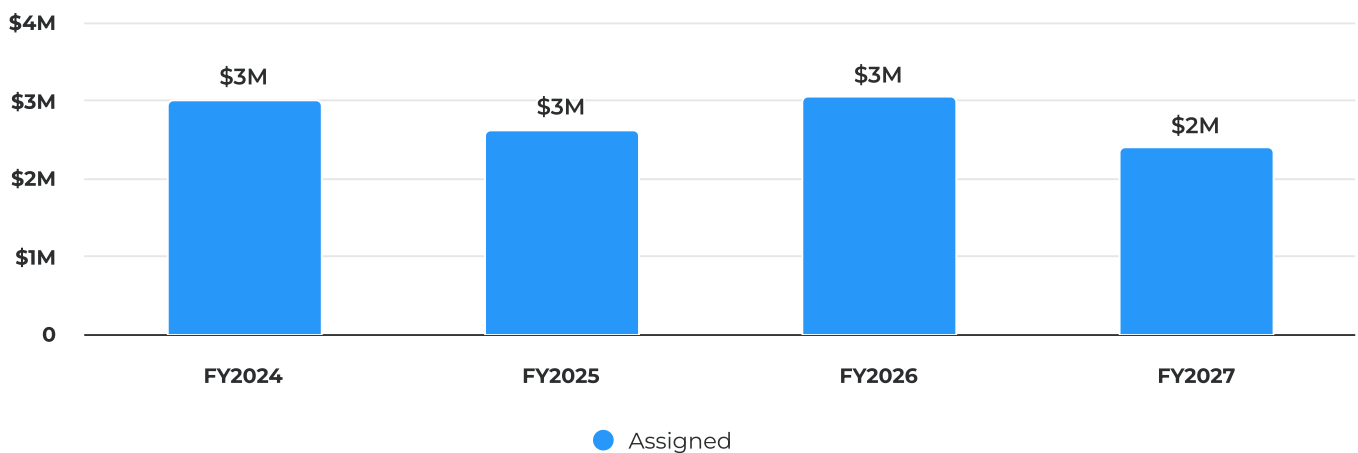
|                       |                  |        |
|-----------------------|------------------|--------|
| Supplies And Services | <b>\$772,292</b> | 46.74% |
| Salaries And Benefits | <b>\$694,132</b> | 42.01% |
| Interdepartmental     | <b>\$185,774</b> | 11.24% |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 391,591          | \$ 694,147             | \$ 694,147              | \$ 694,132          | -  |
| Supplies And Services     | \$ 496,975          | \$ 772,292             | \$ 775,714              | \$ 772,292          | -  |
| Capital Outlay            | \$ 333,345          | -                      | -                       | -                   | -  |
| Interdepartmental         | \$ 159,045          | \$ 182,086             | \$ 182,086              | \$ 185,774          | 2.03%  |
| <b>Total Expenditures</b> | <b>\$ 1,380,956</b> | <b>\$ 1,648,524</b>    | <b>\$ 1,651,946</b>     | <b>\$ 1,652,198</b> | <b>0.22%</b>   |

### Fund Balance

Fund Balance Projections



In FY2027, the total fund balance projection for the Parking District Fund (720) is \$2.4 million, representing a decrease of 21.45% from the previous year's total of \$3 million in FY2026.

The Assigned category remains the largest and only category, accounting for 100% of the total fund balance in both years. However, the Assigned fund balance decreases by \$652,000, or 21.45%, from \$3 million in FY2026 to \$2.4 million in FY2027.

This decline in the Assigned fund balance drives the overall reduction in the total fund balance projection for FY2027 compared to FY2026.

### Financial Summary

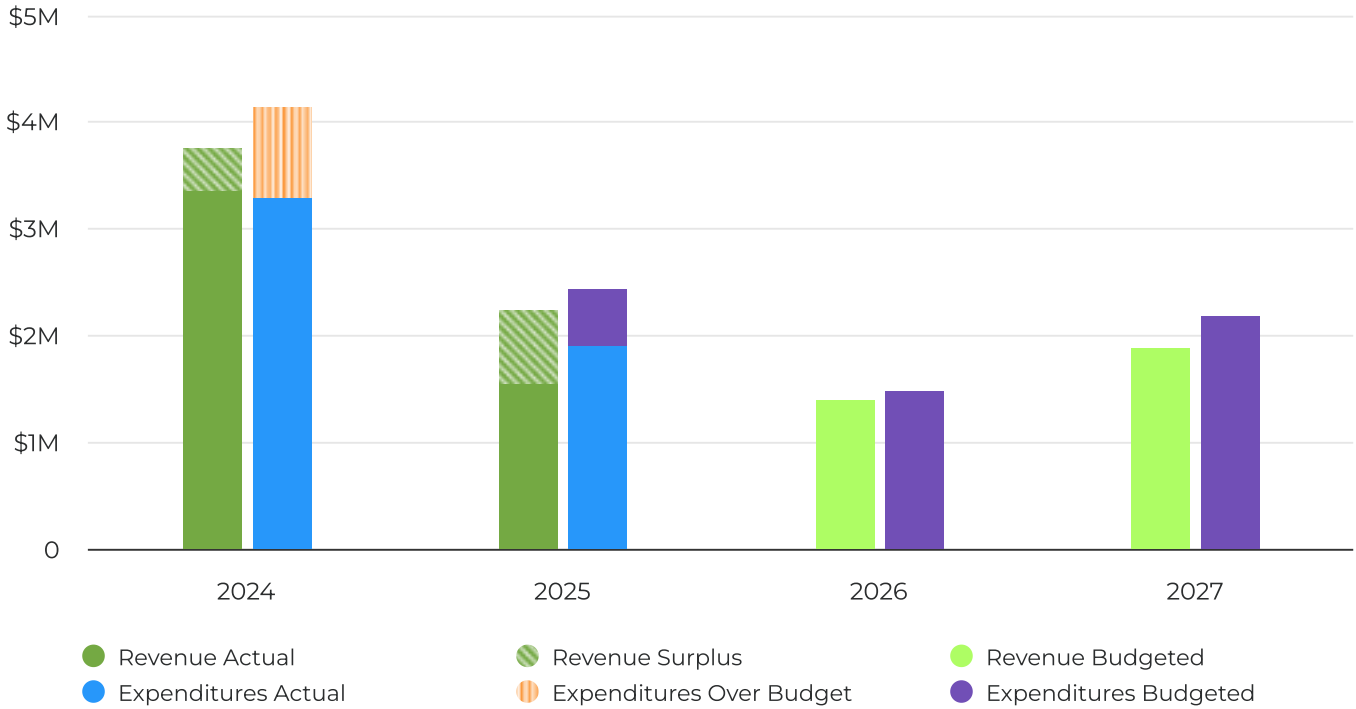
| Fund Balance              | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Assigned                  | \$ 3,039,000        | \$ 2,387,000        | -21.45%                        | \$ -652,000                     |
| <b>Total Fund Balance</b> | <b>\$ 3,039,000</b> | <b>\$ 2,387,000</b> | <b>-21.45%</b>                 | <b>\$ -652,000</b>              |

# Storm Water Fund (740)

The Storm Water Fund is used to comply with the City’s Municipal Regional Permit (MRP) as part of Federal and State regulations regarding water runoff.

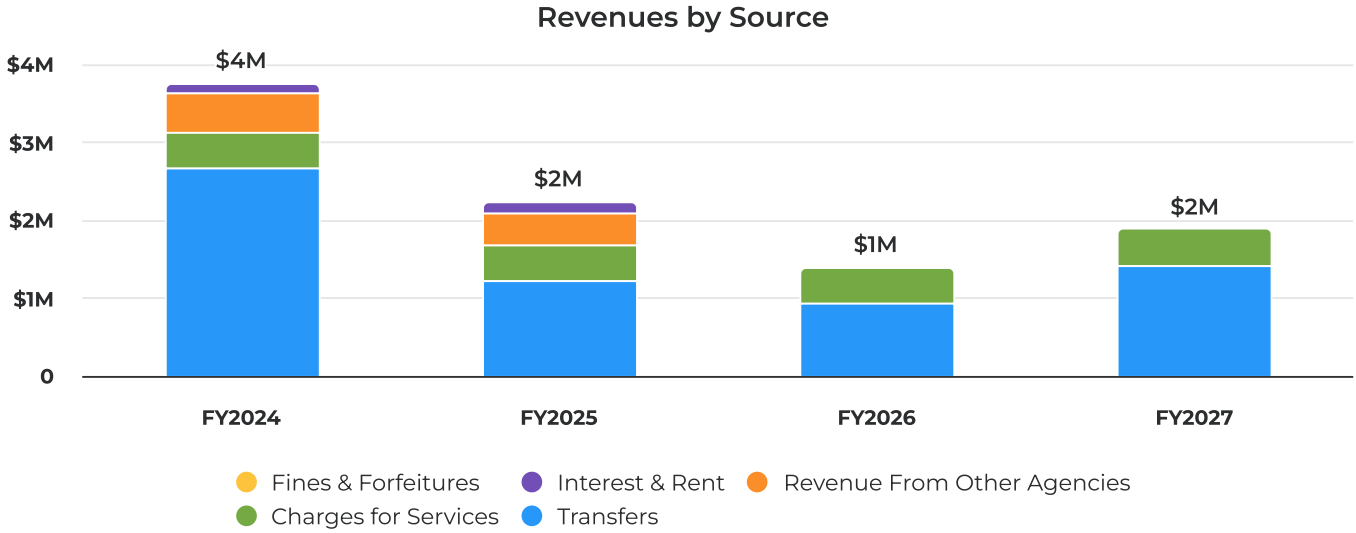
## Summary

**Revenues vs Expenditures Summary**

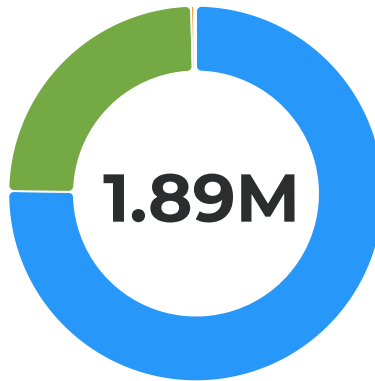


Due to statutory limitations in increasing Stormwater funding, the Stormwater fund is currently heavily subsidized with transfers from the General Fund and Gas Tax revenues. For FY 2026-27, there is a proposed increase of \$500,000 from Measure W to the Stormwater fund to cover the expense of operating the City’s new storm capture improvement (project sd1801). The City hopes to receive outside funds in the future to reduce the reliance on Measure W funding.

# Revenues by Source



## FY27 Revenues by Source



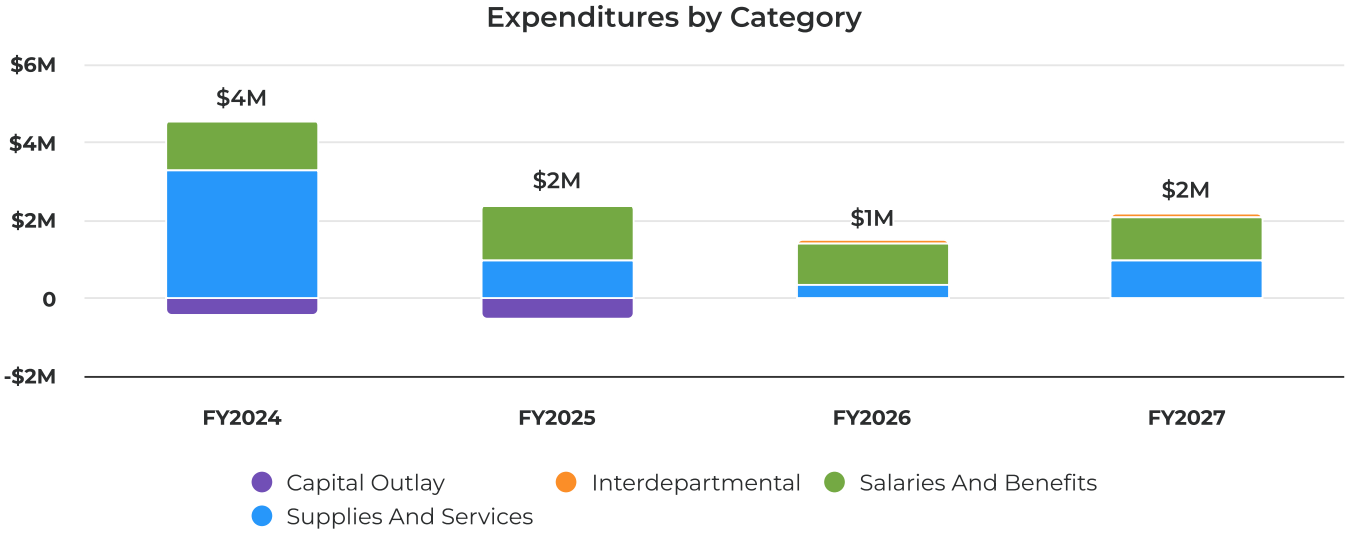
|                      |             |        |
|----------------------|-------------|--------|
| Transfers            | \$1,420,000 | 75.21% |
| Charges for Services | \$460,000   | 24.36% |
| Interest & Rent      | \$5,000     | 0.26%  |
| Fines & Forfeitures  | \$3,000     | 0.16%  |

## Revenues by Source

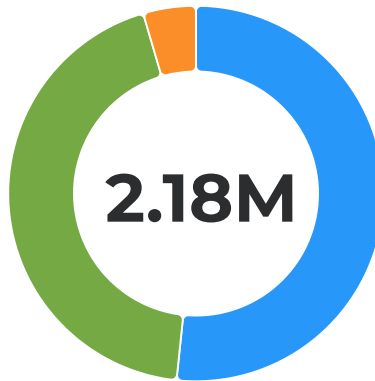
| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Fines & Forfeitures         | \$ 900              | \$ 3,000               | \$ 3,000                | \$ 3,000            | -  |
| Revenue From Other Agencies | \$ 409,624          | -                      | \$ 1,806,592            | -                   | -  |
| Charges for Services        | \$ 457,216          | \$ 469,270             | \$ 469,270              | \$ 460,000          | -1.98%   |
| Interest & Rent             | \$ 147,013          | \$ 5,000               | \$ 5,000                | \$ 5,000            | -  |
| Transfers                   | \$ 1,217,792        | \$ 920,000             | \$ 2,038,385            | \$ 1,420,000        | 54.35%   |
| <b>Total Revenues</b>       | <b>\$ 2,232,546</b> | <b>\$ 1,397,270</b>    | <b>\$ 4,322,247</b>     | <b>\$ 1,888,000</b> | <b>35.12%</b>  |



# Expenditures by Category



## FY27 Expenditures by Category

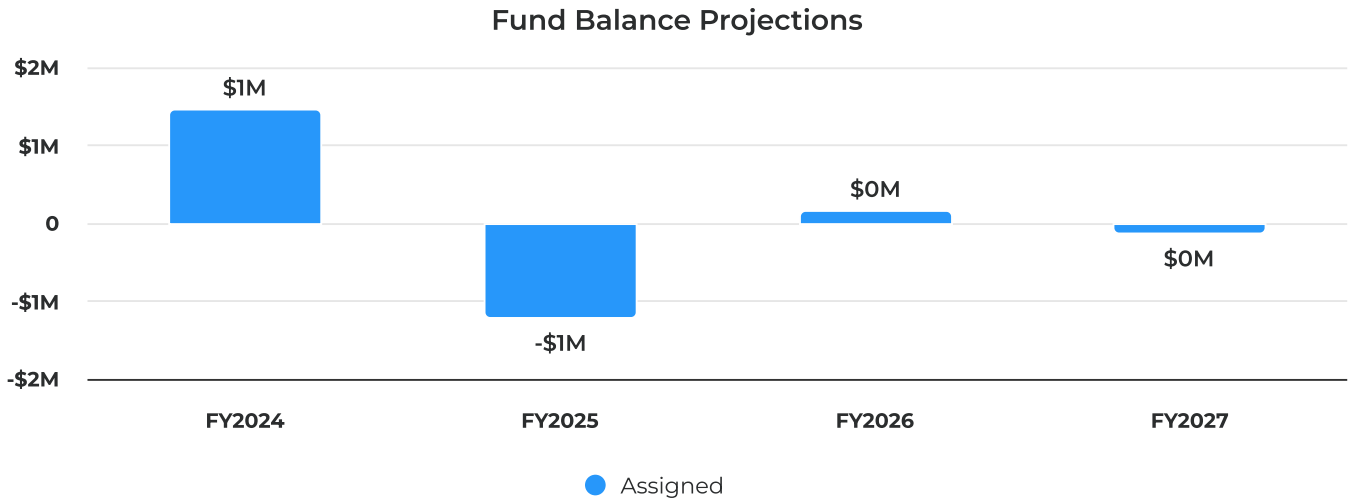


|                       |                    |        |
|-----------------------|--------------------|--------|
| Salaries And Benefits | <b>\$1,126,694</b> | 51.65% |
| Supplies And Services | <b>\$955,688</b>   | 43.81% |
| Interdepartmental     | <b>\$98,969</b>    | 4.54%  |

## Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 1,391,328        | \$ 1,035,436           | \$ 1,035,436            | \$ 1,126,694        | 8.81%  |
| Supplies And Services     | \$ 984,402          | \$ 345,688             | \$ 5,223,613            | \$ 955,688          | 176.46%  |
| Capital Outlay            | \$ -536,266         | -                      | -                       | -                   | -  |
| Interdepartmental         | \$ 57,899           | \$ 91,463              | \$ 91,463               | \$ 98,969           | 8.21%  |
| <b>Total Expenditures</b> | <b>\$ 1,897,363</b> | <b>\$ 1,472,587</b>    | <b>\$ 6,350,512</b>     | <b>\$ 2,181,351</b> | <b>48.13%</b>  |

## Fund Balance



In FY2027, the Storm Water Fund (740) projects a total fund balance of -\$137,000, representing a decrease of 187.82% from the FY2026 total of \$156,000. The entire fund balance in FY2027 is categorized as Assigned, which is -\$137,000 or 100% of the total, marking a significant decline of \$293,000 or 187.82% compared to the Assigned balance of \$156,000 in FY2026.

### Financial Summary

| Fund Balance              |           | FY 2026        |           | FY 2027         | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|----------------|-----------|-----------------|--------------------------------|---------------------------------|
| Assigned                  | \$        | 156,000        | \$        | -137,000        | -187.82%                       | \$ -293,000                     |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>156,000</b> | <b>\$</b> | <b>-137,000</b> | <b>-187.82%</b>                | <b>\$ -293,000</b>              |

## Changes and Highlights

### FY 2026-27 Capital Projects

| Amount            | Project Name                            | Project# |
|-------------------|---|----------|
| \$ 100,000        | Francisco Terrace Flood Protection Levy | sd2201   |
| <b>\$ 100,000</b> | <b>Total CIP</b>                        |          |

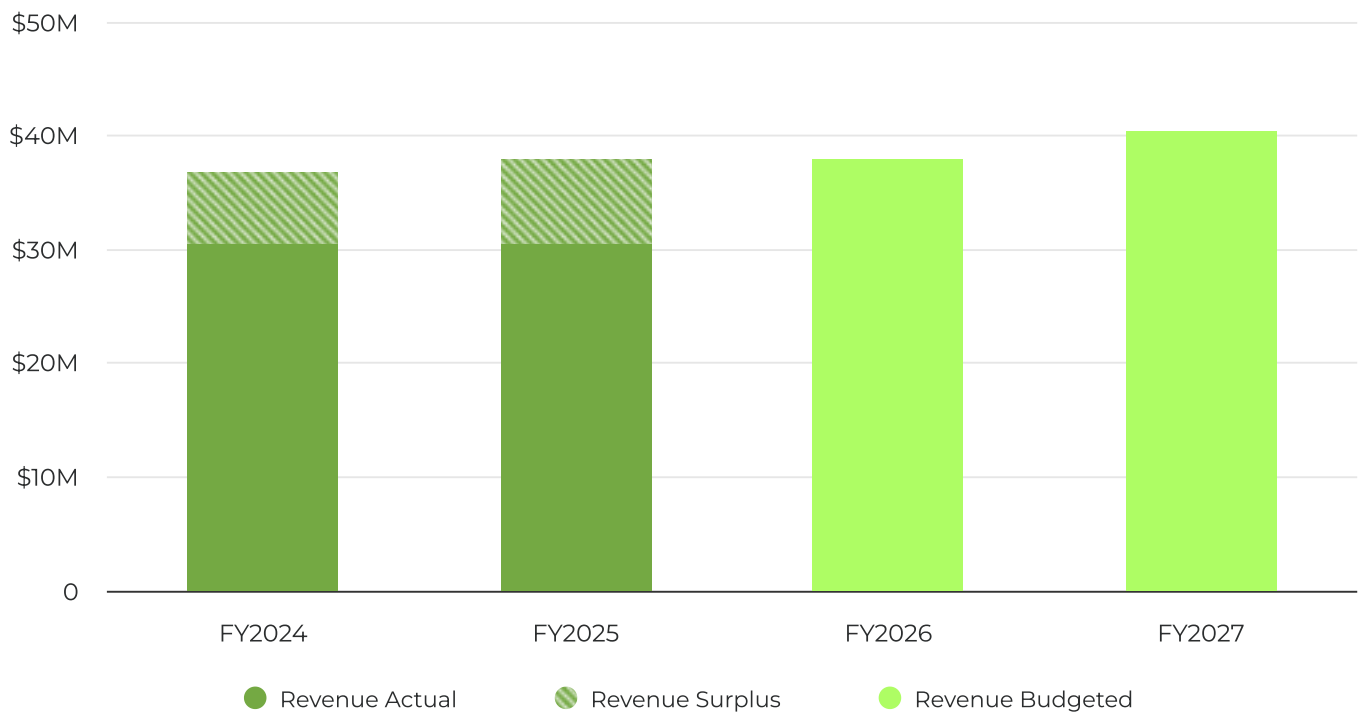
# Proprietary - non-Major Funds

The Proprietary Non-Major Funds consist of the Internal Service Funds, which include the City Service (Garage) Fund, Self-Insurance Fund, Health and Benefit Fund, Equipment Replacement Fund, and Information Technology Fund, as well as the Public, Education, and Government (PEG) Access Fund.

The graphs in this section compare *Adopted* Budgets year-over-year, while Actuals reflect all revenues or expenditures authorized during the year, including adjustments such as carry-forwards, grants received, and Council-approved appropriations. Because actuals are authorized using the final *Adjusted* budget, they may exceed the *Adopted* Budget.

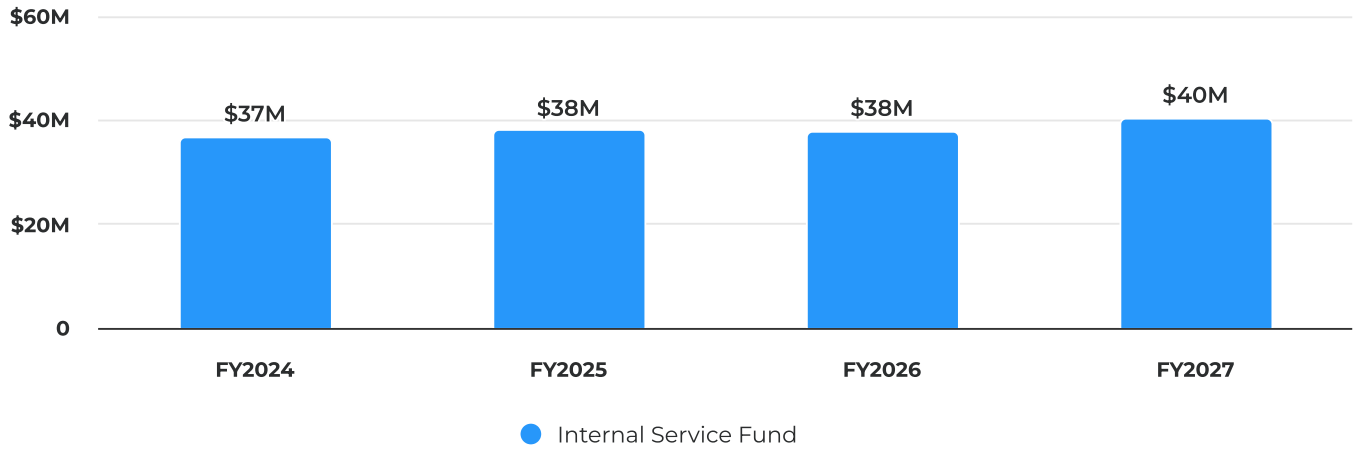
## Revenue Summary

Historical Revenues Across Fund Group



# Revenues by Fund

Historical Revenues by Fund



FY27 Revenues by Fund



Internal Service Fund \$40,451,104 100.00%

## Revenues by Fund

| Category              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Internal Service Fund | \$ 38,019,365        | \$ 37,951,054          | \$ 37,951,054           | \$ 40,451,104        | 6.59%  |
| <b>Total Revenues</b> | <b>\$ 38,019,365</b> | <b>\$ 37,951,054</b>   | <b>\$ 37,951,054</b>    | <b>\$ 40,451,104</b> | <b>6.59%</b>   |



# Revenues by Department

FY27 Revenues by Department



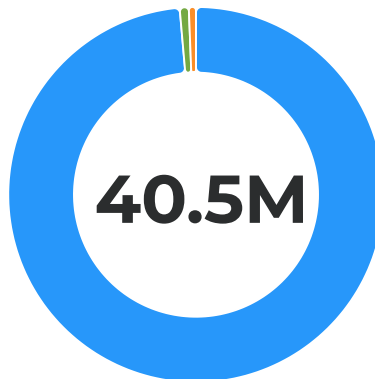
● Non Expense **\$40,451,104** 100.00%

## Revenues by Department

| Category               | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Information Technology | \$ 116,525           | -                      | -                       | -                    | -  |
| Non Expense            | \$ 37,902,840        | \$ 37,951,054          | \$ 37,951,054           | \$ 40,451,104        | 6.59%  |
| <b>Total Revenues</b>  | <b>\$ 38,019,365</b> | <b>\$ 37,951,054</b>   | <b>\$ 37,951,054</b>    | <b>\$ 40,451,104</b> | <b>6.59%</b>   |

# Revenues by Source

FY27 Revenues by Source



● Other Revenues **\$39,891,104** 98.62%  
 ● Interest & Rent **\$310,000** 0.77%  
 ● Transfers **\$250,000** 0.62%

## Revenues by Source

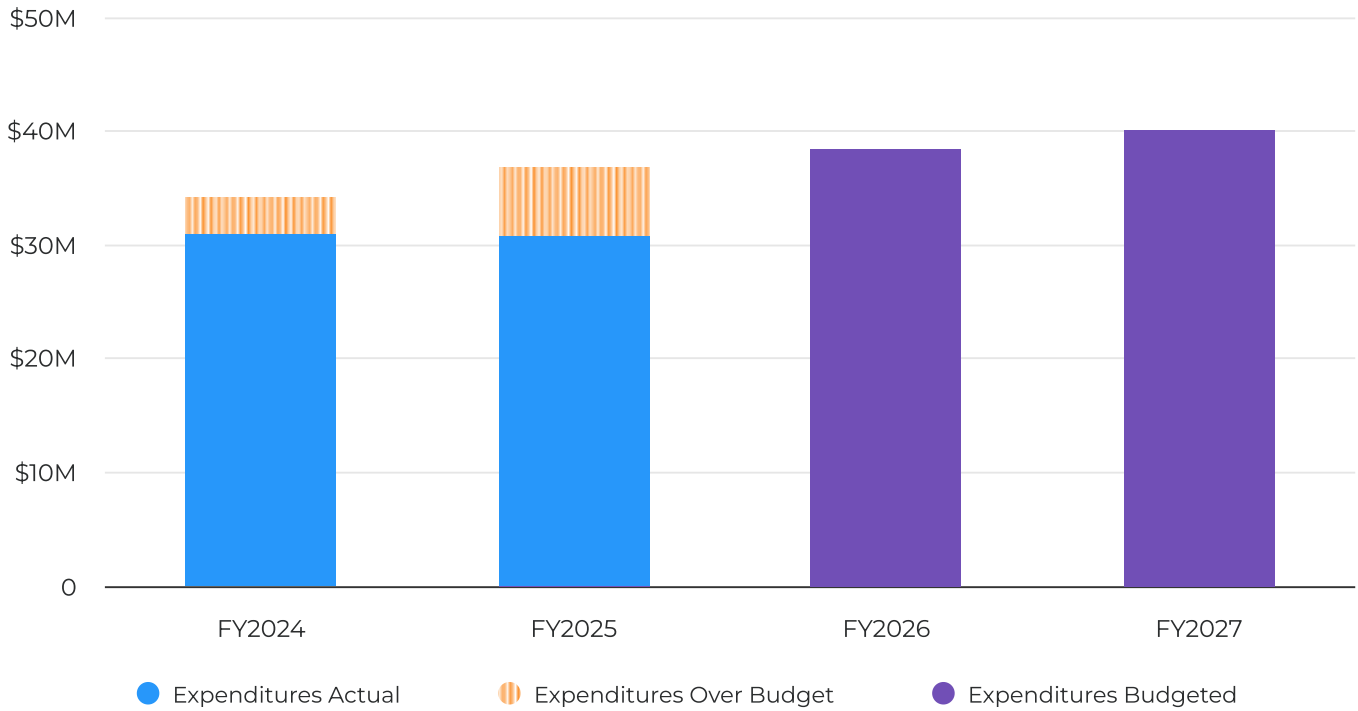
| Category                    | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|----------------|------------------------|-------------------------|------------------|--|
| Revenue From Other Agencies | \$ 134,796     | -                      | -                       | -                | -  |



| Category              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Charges for Services  | \$ 1,249             | -                      | -                       | -                    | -  |
| Interest & Rent       | \$ 2,237,178         | \$ 310,000             | \$ 310,000              | \$ 310,000           | -  |
| Other Revenues        | \$ 35,396,143        | \$ 37,391,054          | \$ 37,391,054           | \$ 39,891,104        | 6.69%  |
| Transfers             | \$ 250,000           | \$ 250,000             | \$ 250,000              | \$ 250,000           | -  |
| <b>Total Revenues</b> | <b>\$ 38,019,365</b> | <b>\$ 37,951,054</b>   | <b>\$ 37,951,054</b>    | <b>\$ 40,451,104</b> | <b>6.59%</b>   |

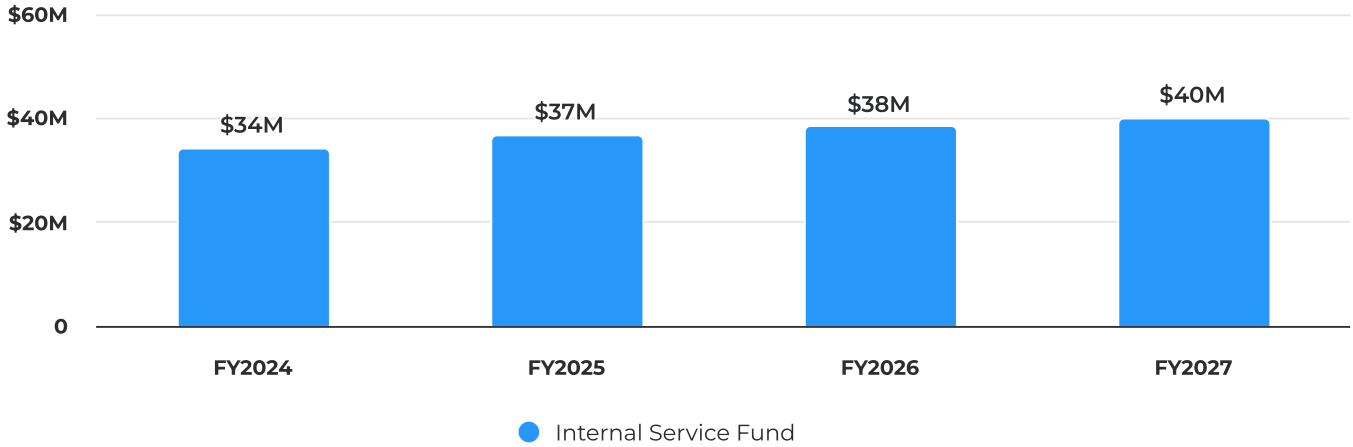
## Expenditure Summary

### Historical Expenditures Across Fund Group

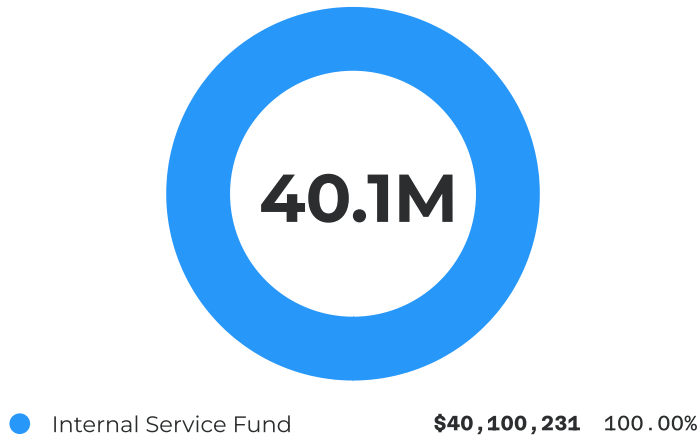


# Expenditures by Fund

Historical Expenditures by Fund



FY27 Expenditures by Fund

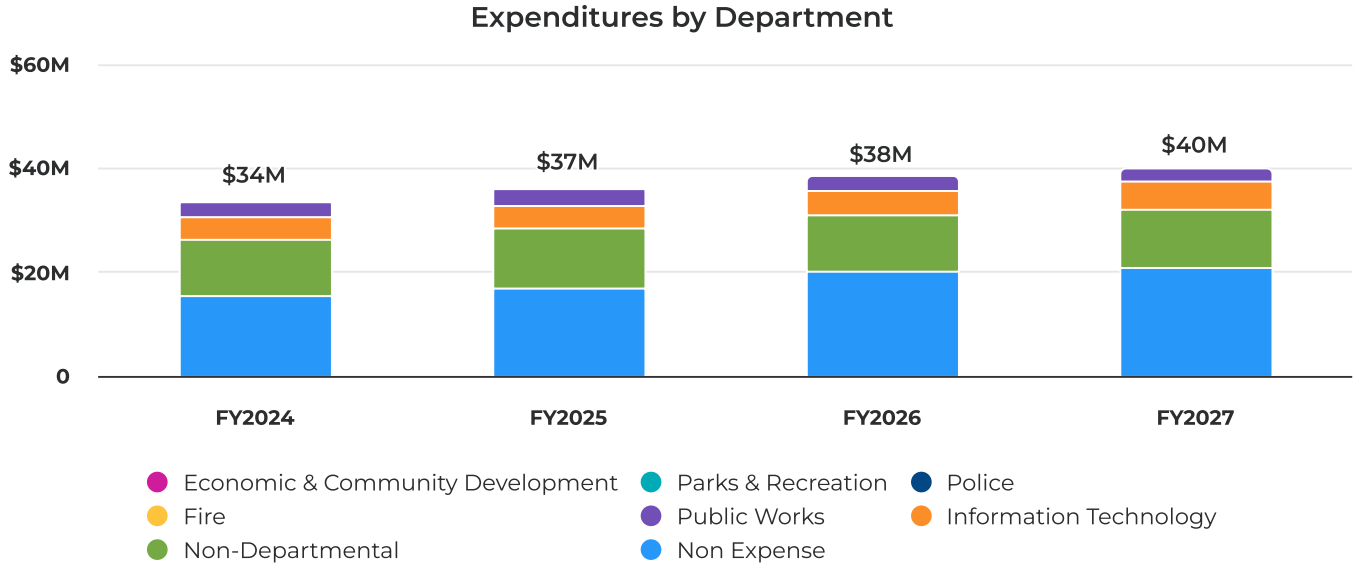


## Expenditures by Fund

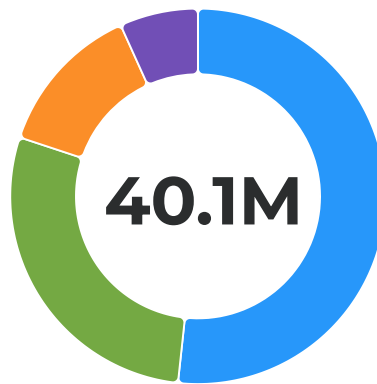
| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Proposed Budget (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|---|
| Internal Service Fund     | \$ 36,817,004        | \$ 38,404,815          | \$ 41,778,309           | \$ 40,100,231        | 4.41%   |
| <b>Total Expenditures</b> | <b>\$ 36,817,004</b> | <b>\$ 38,404,815</b>   | <b>\$ 41,778,309</b>    | <b>\$ 40,100,231</b> | <b>4.41%</b>  |



# Expenditures by Department



## FY27 Expenditures by Department



|                        |              |        |
|------------------------|--------------|--------|
| Non Expense            | \$20,732,000 | 51.70% |
| Non-Departmental       | \$11,379,000 | 28.38% |
| Information Technology | \$5,281,338  | 13.17% |
| Public Works           | \$2,707,893  | 6.75%  |

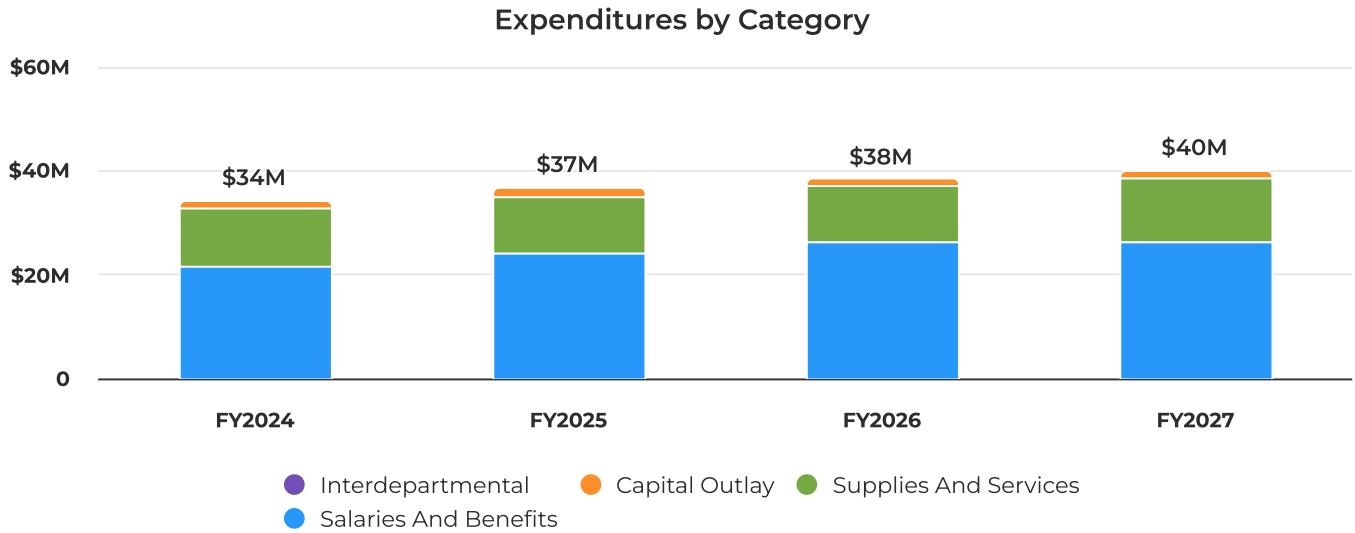
## Expenditures by Department

| Category                         | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|----------------------------------|----------------|------------------------|-------------------------|------------------|--|
| Economic & Community Development | \$ 13,390      | -                      | -                       | -                | -  |
| Fire                             | \$ 455,677     | -                      | -                       | -                | -  |
| Police                           | \$ 268,596     | -                      | -                       | -                | -  |
| Public Works                     | \$ 3,060,634   | \$ 2,652,337           | \$ 2,652,337            | \$ 2,707,893     | 2.09%  |
| Information Technology           | \$ 4,348,482   | \$ 4,708,478           | \$ 4,976,868            | \$ 5,281,338     | 12.17%   |
| Parks & Recreation               | \$ 184,349     | -                      | -                       | -                | -  |
| Non-Departmental                 | \$ 11,621,046  | \$ 11,114,000          | \$ 14,219,104           | \$ 11,379,000    | 2.38%  |
| Non Expense                      | \$ 16,864,829  | \$ 19,930,000          | \$ 19,930,000           | \$ 20,732,000    | 4.02%  |

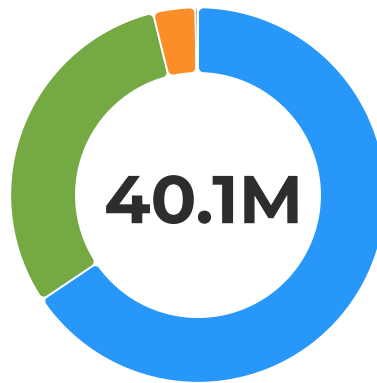


| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| <b>Total Expenditures</b> | <b>\$ 36,817,004</b> | <b>\$ 38,404,815</b>   | <b>\$ 41,778,309</b>    | <b>\$ 40,100,231</b> | <b>4.41%</b>   |

## Expenditures by Category



### FY27 Expenditures by Category



|                       |                     |        |
|-----------------------|---------------------|--------|
| Salaries And Benefits | <b>\$26,301,444</b> | 65.59% |
| Supplies And Services | <b>\$12,251,974</b> | 30.55% |
| Capital Outlay        | <b>\$1,464,000</b>  | 3.65%  |
| Interdepartmental     | <b>\$82,814</b>     | 0.21%  |

## Expenditures by Category

| Category              | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------|------------------------|-------------------------|------------------|--|
| Salaries And Benefits | \$ 23,890,230  | \$ 26,255,960          | \$ 26,255,960           | \$ 26,301,444    | 0.17%  |
| Supplies And Services | \$ 11,091,598  | \$ 10,628,474          | \$ 10,896,864           | \$ 12,251,974    | 15.28%   |
| Capital Outlay        | \$ 1,779,493   | \$ 1,464,000           | \$ 4,569,104            | \$ 1,464,000     | -  |



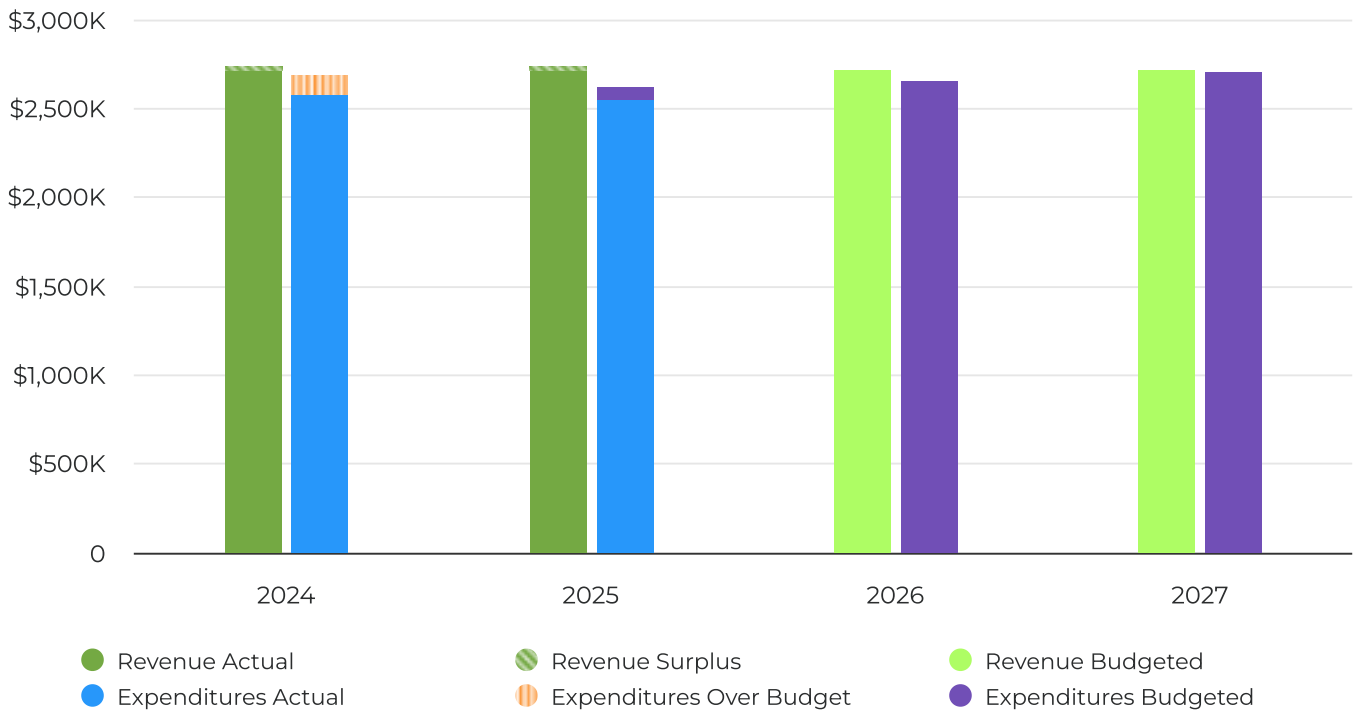
| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Interdepartmental         | \$ 55,683            | \$ 56,381              | \$ 56,381               | \$ 82,814            | 46.88%   |
| <b>Total Expenditures</b> | <b>\$ 36,817,004</b> | <b>\$ 38,404,815</b>   | <b>\$ 41,778,309</b>    | <b>\$ 40,100,231</b> | <b>4.41%</b>   |

# City Service Fund (781)

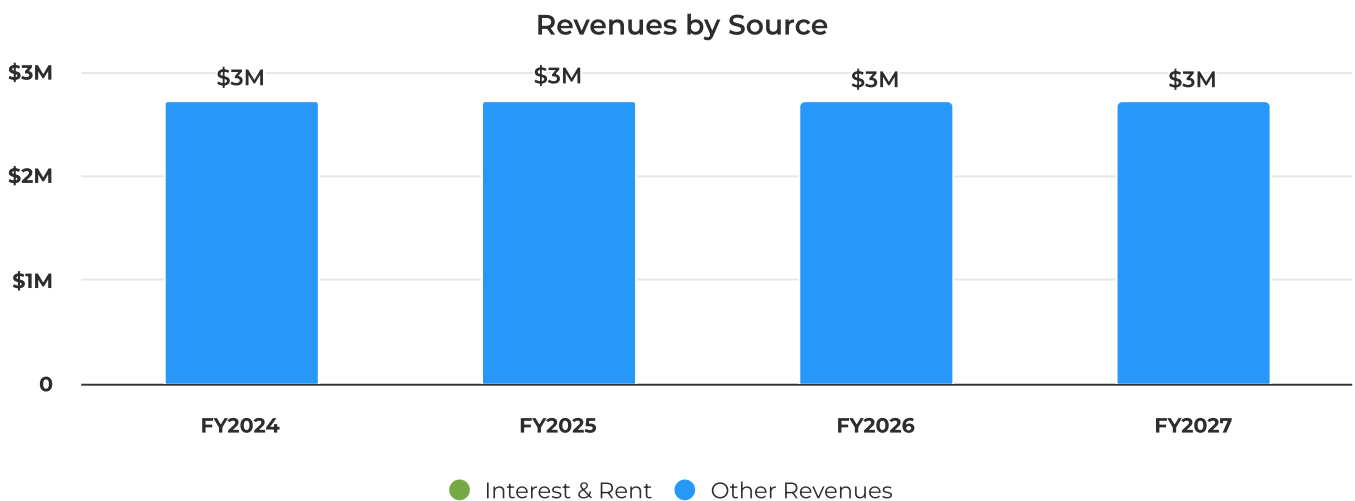
The City Services Fund is used to pay for in-house vehicle maintenance on City-owned vehicles. The Fleet Maintenance Division of the Public Works Department manages the budget for this fund. The fund receives its revenues by charging departments for the services rendered on an actual invoice basis. In recent years, the Fleet Management Division performed vehicle maintenance work for the Cities of Millbrae and Daly City to further regional consolidation efforts.

## Summary

**Revenues vs Expenditures Summary**



## Revenues by Source



### FY27 Revenues by Source



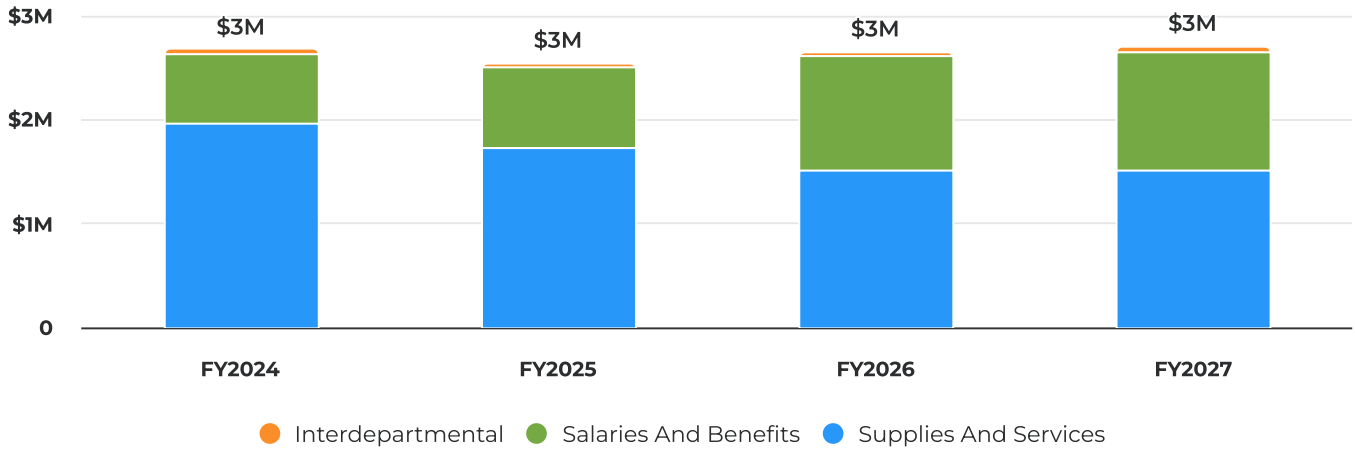
● Other Revenues **\$2,717,982** 100.00%

### Revenues by Source

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Interest & Rent       | \$ 20,801           | -                      | -                       | -                   | -  |
| Other Revenues        | \$ 2,717,982        | \$ 2,717,982           | \$ 2,717,982            | \$ 2,717,982        | -  |
| <b>Total Revenues</b> | <b>\$ 2,738,783</b> | <b>\$ 2,717,982</b>    | <b>\$ 2,717,982</b>     | <b>\$ 2,717,982</b> | <b>-</b>   |

### Expenditures by Category

Historical Expenditures by Category



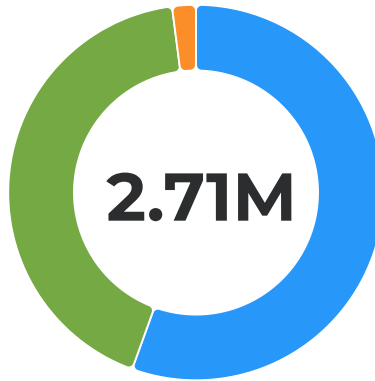
The City Service Fund (781) total expenditures for FY2027 are \$2.7 million, reflecting a 2.09% increase from FY2026. Supplies and Services remain the largest category at \$1.5 million, accounting for 55.53% of the total budget, with no change in amount from the previous year.

Salaries and Benefits represent the second largest category at \$1.1 million, or 42.42% of total expenditures, increasing by \$43,506 or 3.94% compared to FY2026. Interdepartmental expenditures increased notably by \$12,050 or 27.71%, reaching \$55,542 and making up 2.05% of the total budget.

Compared to FY2026, the Supplies and Services category stabilized with no change after a prior decrease, while Salaries and Benefits and Interdepartmental categories continued to grow, though at a slower rate for Salaries and

Benefits and a significant rate for Interdepartmental expenses.

### FY27 Expenditures by Category



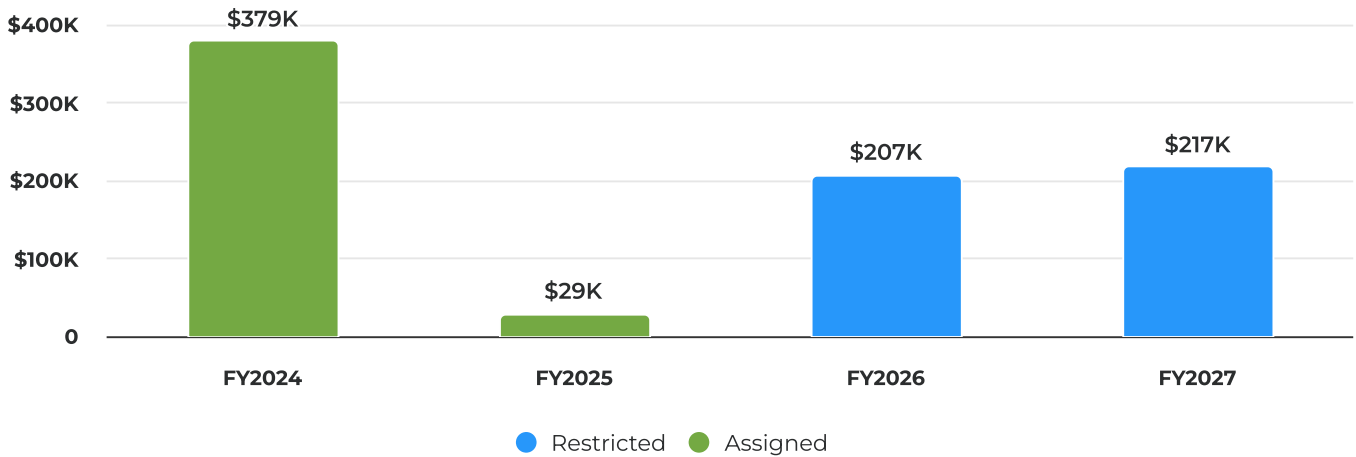
|  |                    |        |
|--|--------------------|--------|
| <span style="color: blue;">●</span> Supplies And Services  | <b>\$1,503,650</b> | 55.53% |
| <span style="color: green;">●</span> Salaries And Benefits | <b>\$1,148,701</b> | 42.42% |
| <span style="color: orange;">●</span> Interdepartmental    | <b>\$55,542</b>    | 2.05%  |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 772,370          | \$ 1,105,195           | \$ 1,105,195            | \$ 1,148,701        | 3.94%  |
| Supplies And Services     | \$ 1,728,798        | \$ 1,503,650           | \$ 1,503,650            | \$ 1,503,650        | -  |
| Interdepartmental         | \$ 42,794           | \$ 43,492              | \$ 43,492               | \$ 55,542           | 27.71%   |
| <b>Total Expenditures</b> | <b>\$ 2,543,962</b> | <b>\$ 2,652,337</b>    | <b>\$ 2,652,337</b>     | <b>\$ 2,707,893</b> | <b>2.09%</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance | FY 2026    | FY 2027    | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|--------------|------------|------------|--------------------------------|---------------------------------|
| Restricted   | \$ 207,000 | \$ 217,000 | 4.83%                          | \$ 10,000                       |

| Fund Balance              |           | FY 2026        |           | FY 2027        | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|----------------|-----------|----------------|--------------------------------|---------------------------------|
| <b>Total Fund Balance</b> | <b>\$</b> | <b>207,000</b> | <b>\$</b> | <b>217,000</b> | <b>4.83%</b>                   | <b>\$ 10,000</b>                |

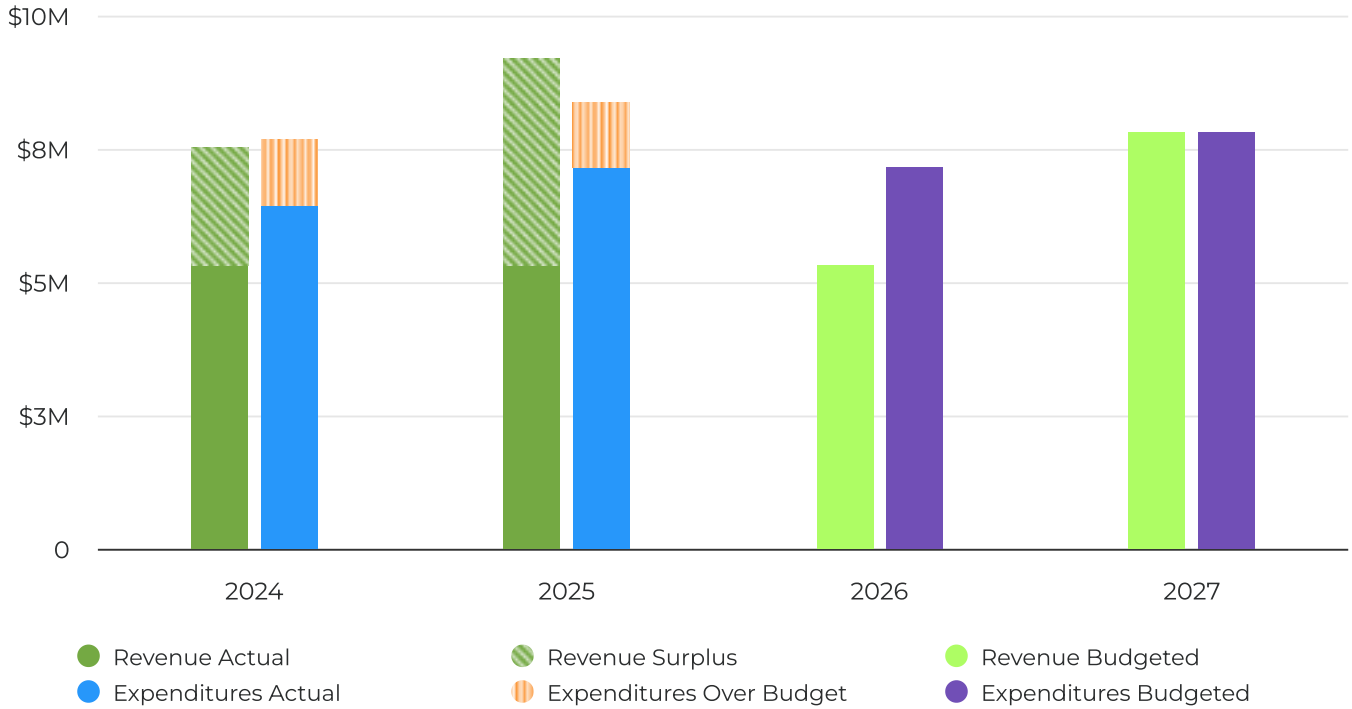
# Self Insurance Fund (782)

This fund is used to accumulate reserves to pay for workers' compensation claims and general liability insurance claims through the Pooled Liability Assurance Network Joint Powers Authority (PLAN JPA).

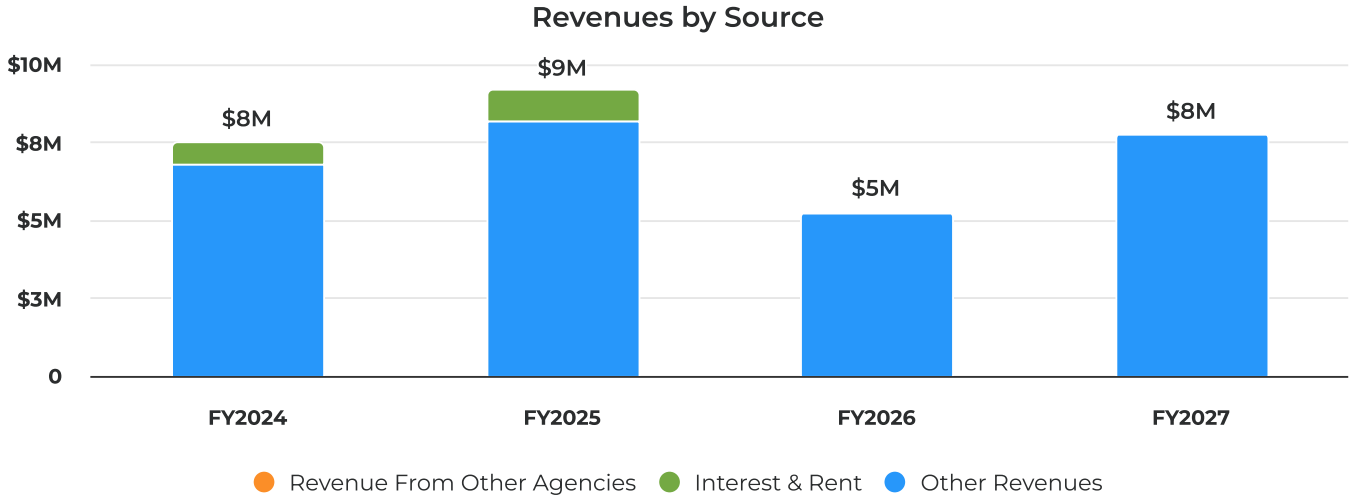
Actuarial studies determine the amount of reserves needed to have an adequate level of confidence that the City would be able to fund the maximum amount of claims. The City maintains adequate cash reserves within the fund on an ongoing basis.

## Summary

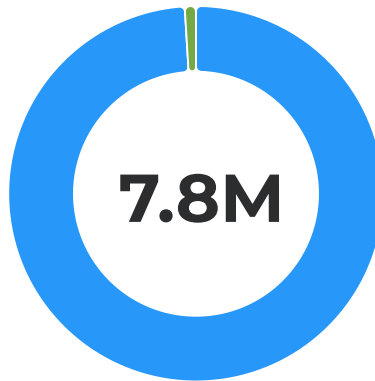
### Revenues vs Expenditures Summary



## Revenues by Source



### FY27 Revenues by Source

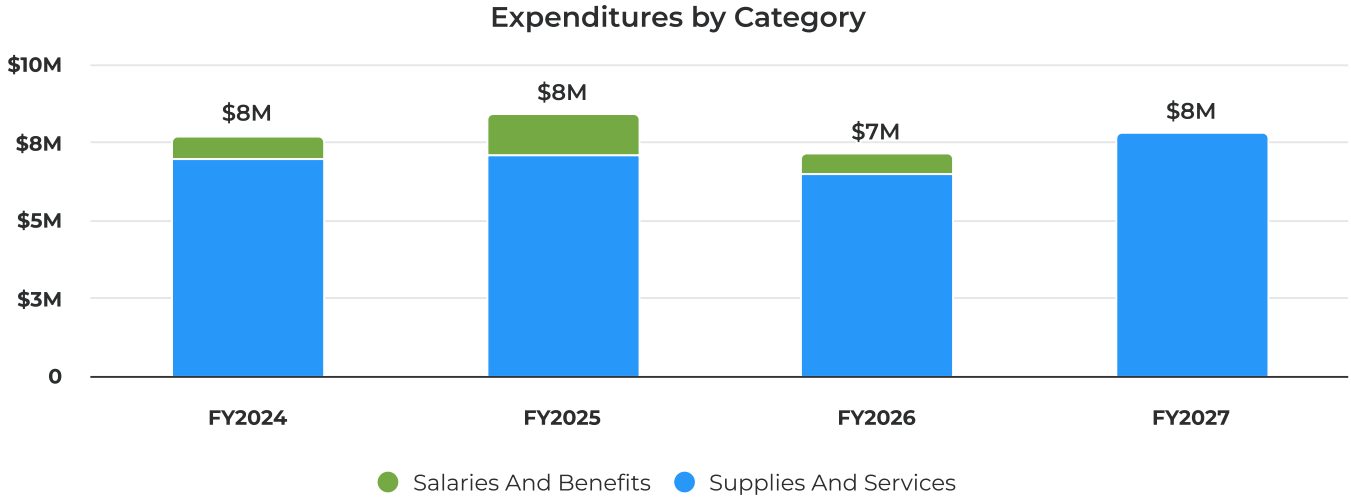


|  |                    |        |
|--|--------------------|--------|
| <span style="color: blue;">●</span> Other Revenues   | <b>\$7,725,000</b> | 99.04% |
| <span style="color: green;">●</span> Interest & Rent | <b>\$75,000</b>    | 0.96%  |

## Revenues by Source

| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Revenue From Other Agencies | \$ 18,271           | -                      | -                       | -                   | -  |
| Interest & Rent             | \$ 1,007,638        | \$ 75,000              | \$ 75,000               | \$ 75,000           | -  |
| Other Revenues              | \$ 8,155,781        | \$ 5,224,950           | \$ 5,224,950            | \$ 7,725,000        | 47.85%   |
| <b>Total Revenues</b>       | <b>\$ 9,181,690</b> | <b>\$ 5,299,950</b>    | <b>\$ 5,299,950</b>     | <b>\$ 7,800,000</b> | <b>47.17%</b>  |

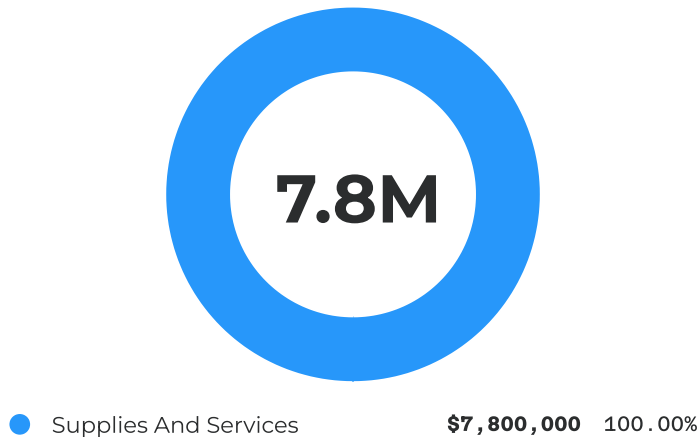
## Expenditures by Category



In FY2027, the Self Insurance Fund (782) has a total expenditure budget of \$7.8 million, representing a 9.32% increase from the FY2026 total of \$7.1 million. The largest expenditure category in FY2027 is Supplies And Services, which accounts for 100% of the total budget at \$7.8 million. This category increased by \$1.3 million, or 20.28%, compared to FY2026 when it was \$6.5 million and represented 90.89% of the total.

Conversely, the Salaries And Benefits category, which was \$650,000 and 9.11% of the total in FY2026, is completely eliminated in FY2027, showing a decrease of \$650,000 or 100%. This shift results in Supplies And Services becoming the sole expenditure category in FY2027, highlighting a significant reallocation of budget resources within the fund.

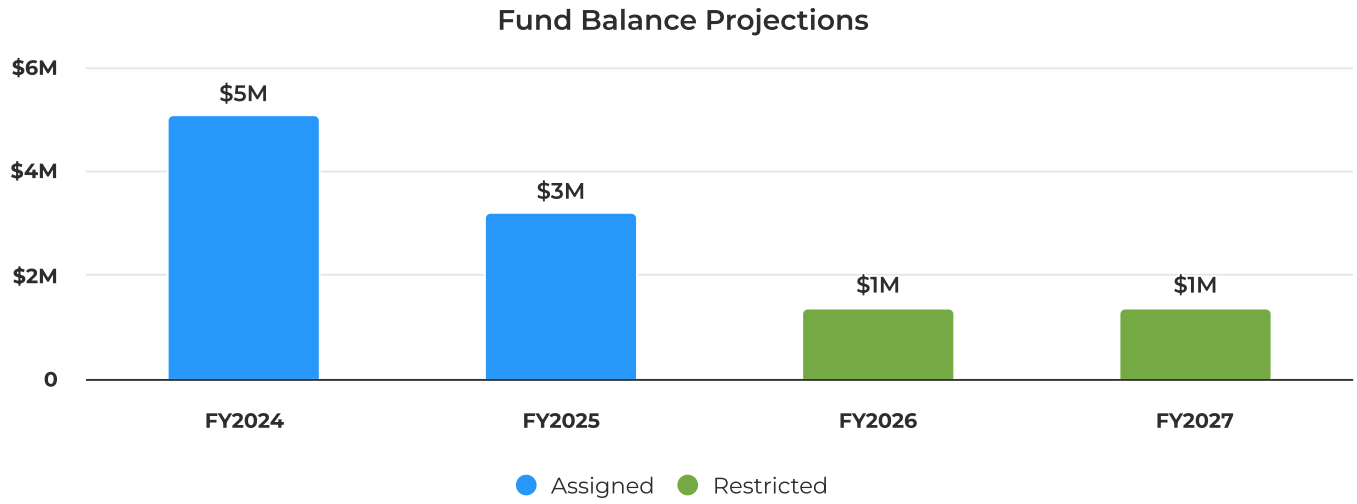
### FY27 Expenditures by Category



### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 1,319,807        | \$ 650,000             | \$ 650,000              | -                   | -100.00%   |
| Supplies And Services     | \$ 7,073,617        | \$ 6,485,000           | \$ 6,485,000            | \$ 7,800,000        | 20.28%   |
| <b>Total Expenditures</b> | <b>\$ 8,393,423</b> | <b>\$ 7,135,000</b>    | <b>\$ 7,135,000</b>     | <b>\$ 7,800,000</b> | <b>9.32%</b>   |

# Fund Balance



## Financial Summary

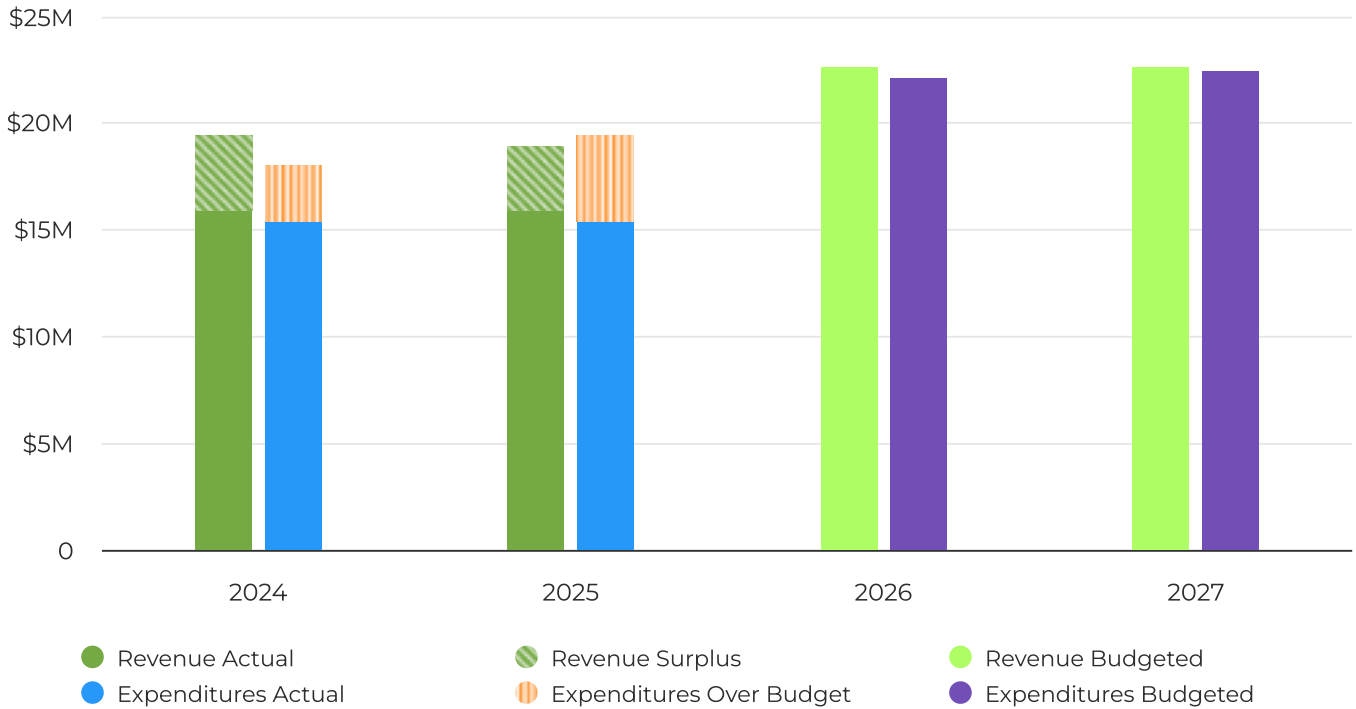
| Fund Balance              | FY 2025             | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Assigned                  | \$ 3,182,895        | -                   | -                   | -                              | -                               |
| Restricted                | -                   | \$ 1,362,000        | \$ 1,362,000        | -                              | -                               |
| <b>Total Fund Balance</b> | <b>\$ 3,182,895</b> | <b>\$ 1,362,000</b> | <b>\$ 1,362,000</b> | -                              | -                               |

# Benefits Fund (783)

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.

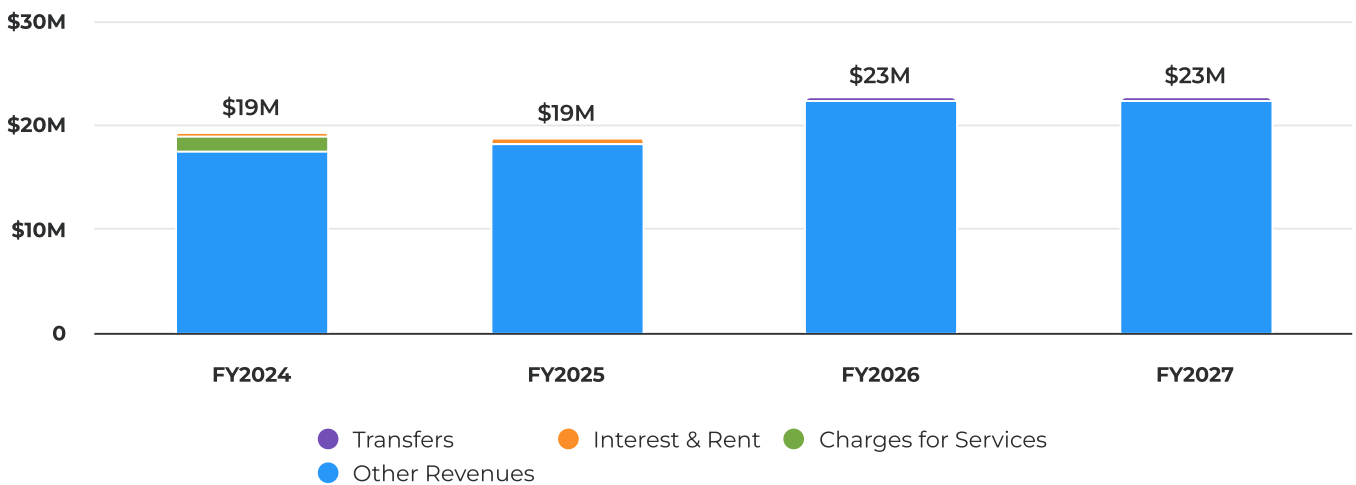
## Summary

### Revenues vs Expenditures Summary

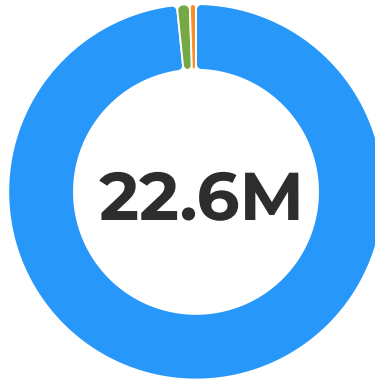


## Revenues by Source

### Revenue by Source



### FY27 Revenues by Source



|                   |                     |        |
|-------------------|---------------------|--------|
| ● Other Revenues  | <b>\$22,274,000</b> | 98.37% |
| ● Transfers       | <b>\$250,000</b>    | 1.10%  |
| ● Interest & Rent | <b>\$120,000</b>    | 0.53%  |

### Revenues by Source

| Category              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Charges for Services  | \$ 1,249             | -                      | -                       | -                    | -  |
| Interest & Rent       | \$ 532,881           | \$ 120,000             | \$ 120,000              | \$ 120,000           | -  |
| Other Revenues        | \$ 18,122,551        | \$ 22,274,000          | \$ 22,274,000           | \$ 22,274,000        | -  |
| Transfers             | \$ 250,000           | \$ 250,000             | \$ 250,000              | \$ 250,000           | -  |
| <b>Total Revenues</b> | <b>\$ 18,906,681</b> | <b>\$ 22,644,000</b>   | <b>\$ 22,644,000</b>    | <b>\$ 22,644,000</b> | <b>-</b>   |

### Revenues by Department

#### FY27 Revenues by Department



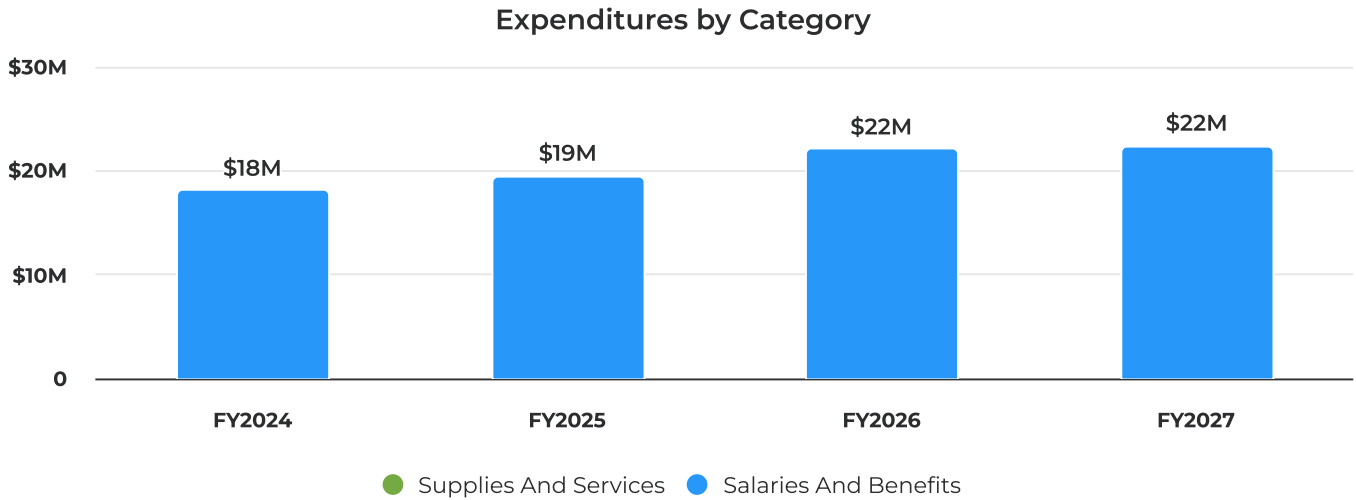
|               |                     |         |
|---------------|---------------------|---------|
| ● Non Expense | <b>\$22,644,000</b> | 100.00% |
|---------------|---------------------|---------|

### Revenues by Department

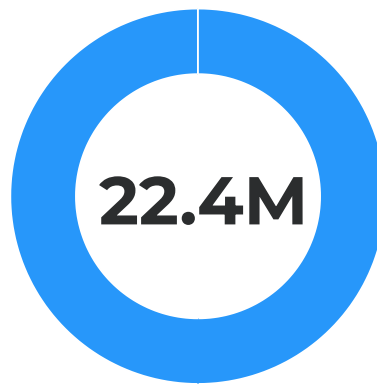
| Category    | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-------------|----------------|------------------------|-------------------------|------------------|--|
| Non Expense | \$ 18,906,681  | \$ 22,644,000          | \$ 22,644,000           | \$ 22,644,000    | -  |

| Category              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------------|------------------------|-------------------------|----------------------|--|
| <b>Total Revenues</b> | <b>\$ 18,906,681</b> | <b>\$ 22,644,000</b>   | <b>\$ 22,644,000</b>    | <b>\$ 22,644,000</b> | <b>-</b>   |

## Expenditures by Category



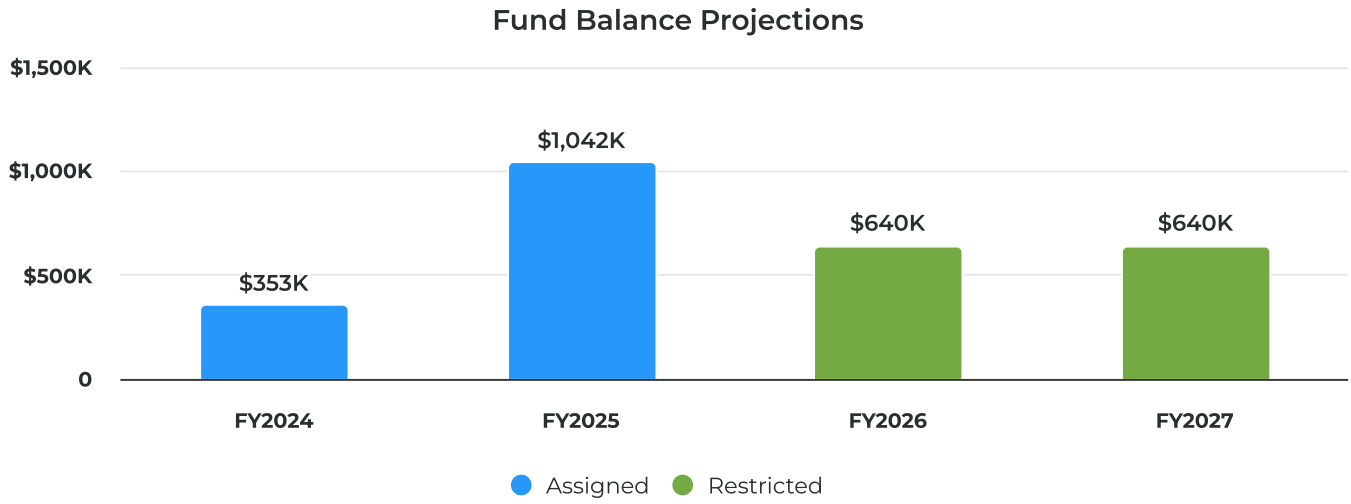
### FY27 Expenditures by Category



## Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 19,476,385        | \$ 22,102,000          | \$ 22,102,000           | \$ 22,404,000        | 1.37%  |
| Supplies And Services     | \$ 500               | \$ 3,000               | \$ 3,000                | \$ 3,000             | -  |
| <b>Total Expenditures</b> | <b>\$ 19,476,885</b> | <b>\$ 22,105,000</b>   | <b>\$ 22,105,000</b>    | <b>\$ 22,407,000</b> | <b>1.37%</b>   |

## Fund Balance



### Financial Summary

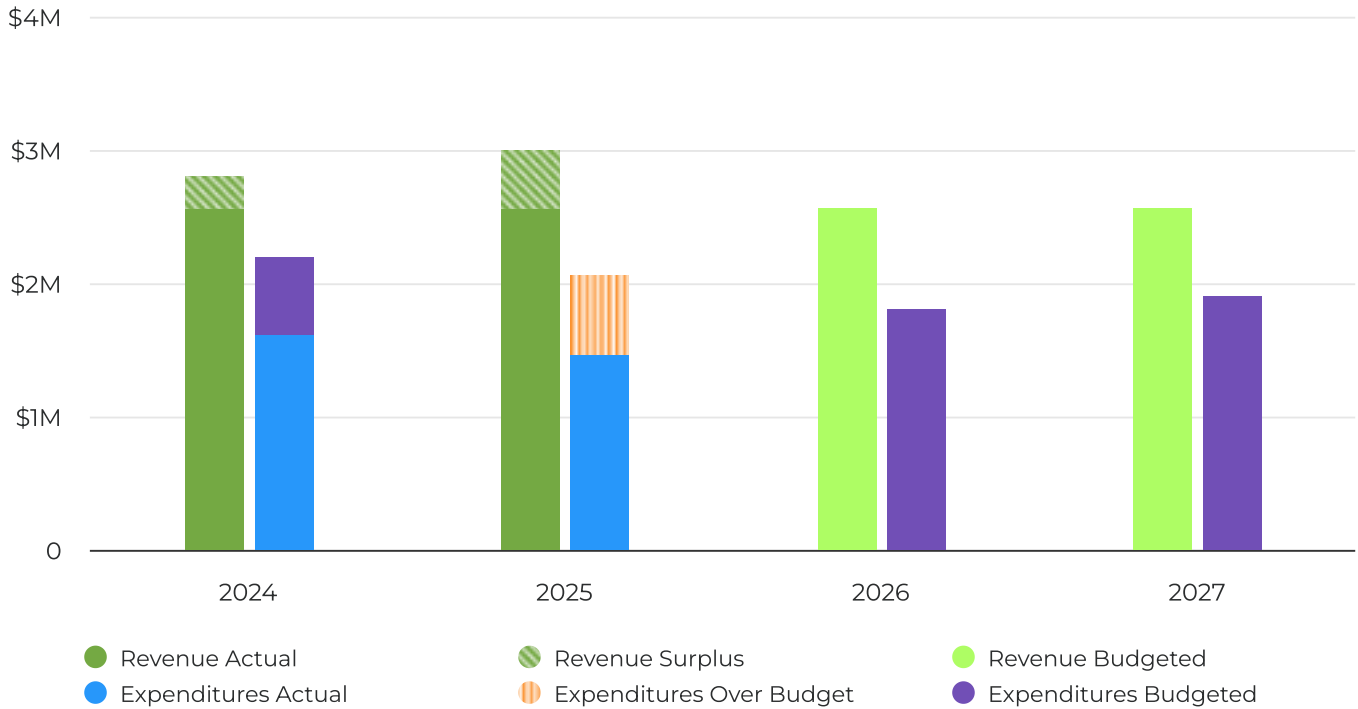
| Fund Balance              |           | FY 2026        | FY 2027           | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|----------------|-------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 640,000        | \$ 640,000        | -                              | -                               |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>640,000</b> | <b>\$ 640,000</b> | <b>-</b>                       | <b>-</b>                        |

# Equipment Replacement (784)

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 replacement costs.

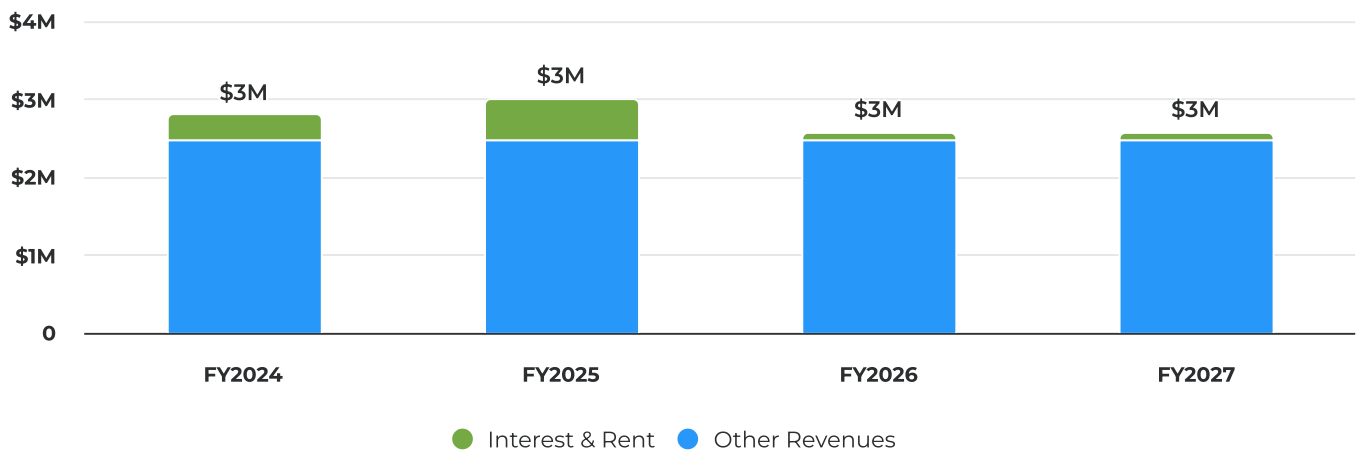
## Summary

Revenues vs Expenditures Summary

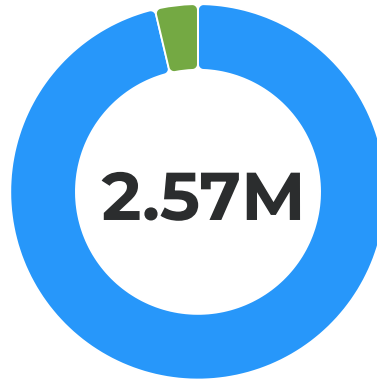


## Revenues by Source

Revenues by Source



### FY27 Revenues by Source



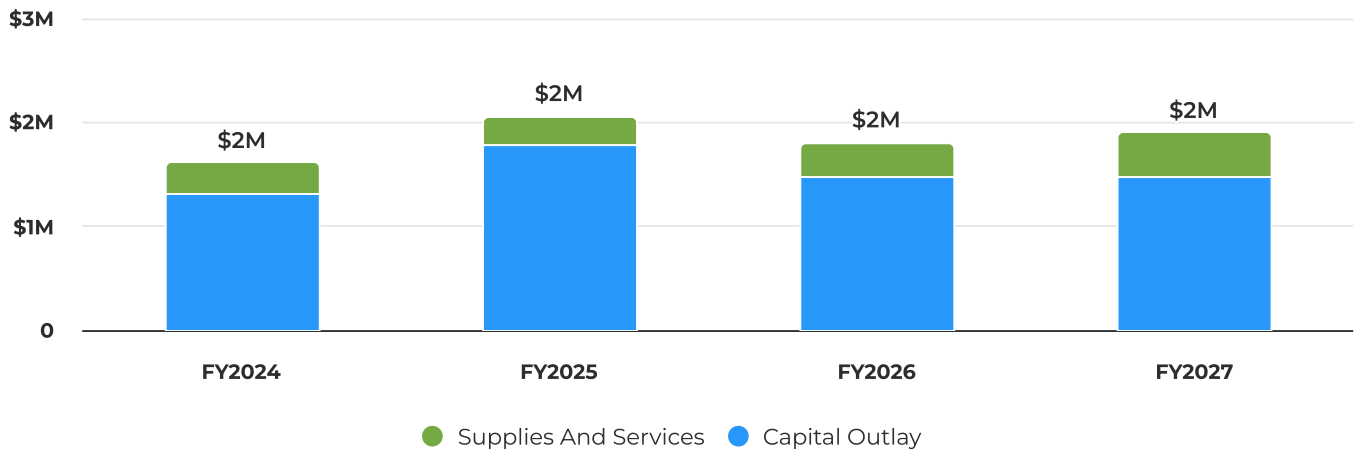
|  |                    |        |
|--|--------------------|--------|
| <span style="color: blue;">●</span> Other Revenues   | <b>\$2,474,547</b> | 96.30% |
| <span style="color: green;">●</span> Interest & Rent | <b>\$95,000</b>    | 3.70%  |

### Revenues by Source

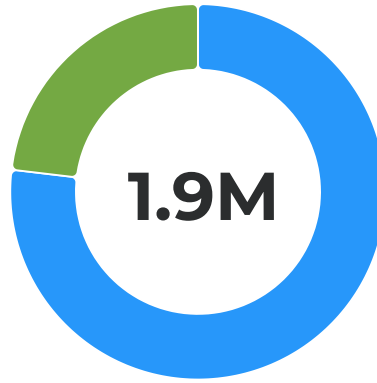
| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Interest & Rent       | \$ 526,551          | \$ 95,000              | \$ 95,000               | \$ 95,000           | -  |
| Other Revenues        | \$ 2,474,579        | \$ 2,474,547           | \$ 2,474,547            | \$ 2,474,547        | -  |
| <b>Total Revenues</b> | <b>\$ 3,001,130</b> | <b>\$ 2,569,547</b>    | <b>\$ 2,569,547</b>     | <b>\$ 2,569,547</b> | -  |

### Expenditures by Category

#### Expenditures by Category



### FY27 Expenditures by Category



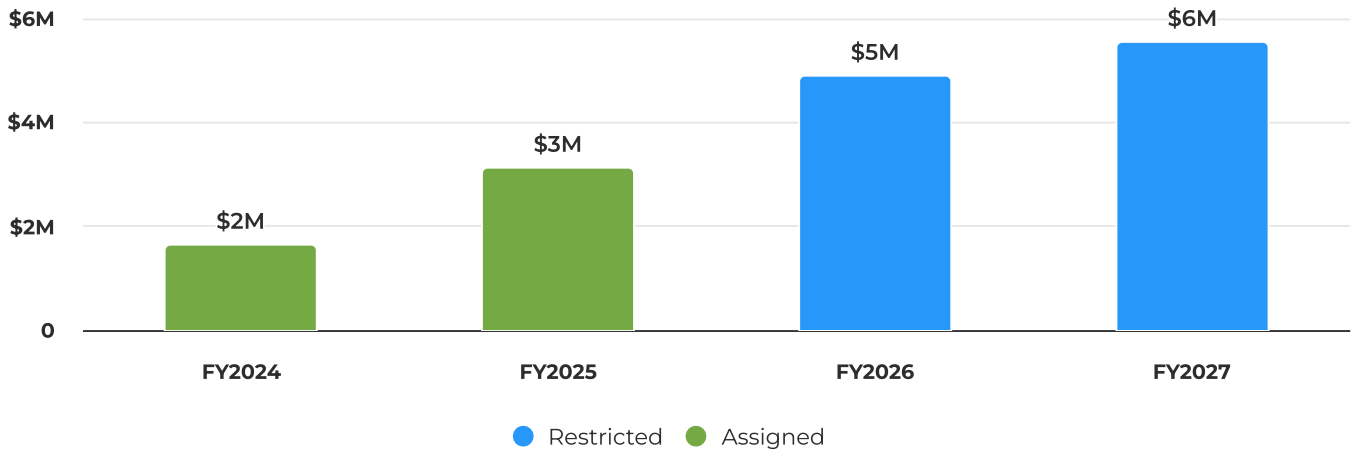
|  |                    |        |
|--|--------------------|--------|
| <span style="color: blue;">●</span> Capital Outlay         | <b>\$1,464,000</b> | 76.89% |
| <span style="color: green;">●</span> Supplies And Services | <b>\$440,000</b>   | 23.11% |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Supplies And Services     | \$ 274,758          | \$ 340,000             | \$ 340,000              | \$ 440,000          | 29.41%   |
| Capital Outlay            | \$ 1,779,493        | \$ 1,464,000           | \$ 4,569,104            | \$ 1,464,000        | -  |
| <b>Total Expenditures</b> | <b>\$ 2,054,251</b> | <b>\$ 1,804,000</b>    | <b>\$ 4,909,104</b>     | <b>\$ 1,904,000</b> | <b>5.54%</b>   |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026             | FY 2027             | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|---------------------|---------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 4,898,000        | \$ 5,563,000        | 13.58%                         | \$ 665,000                      |
| <b>Total Fund Balance</b> | <b>\$ 4,898,000</b> | <b>\$ 5,563,000</b> | <b>13.58%</b>                  | <b>\$ 665,000</b>               |

# Vehicle Replacement List

## Public Works

| Vehicle Number | Vehicle Type              | Replacement Vehicle         | Est. Replacement Cost |
|----------------|---------------------------|-----------------------------|-----------------------|
| 301            | 2001 Sterling Crane Truck | Palfinger Model PK 33002-EH | \$600,000.00          |

## Parks and Recreation

|     |                               |  |             |
|-----|-------------------------------|--|-------------|
| 219 | 2007 Chevrolet Silverado 1500 | Chevrolet Silverado EV 1500            | \$65,000.00 |
| 233 | 2007 Ford Ranger              | Chevrolet Silverado EV 1500            | \$65,000.00 |
| 257 | 2007 Ford Ranger              | Chevrolet Silverado EV 1500            | \$65,000.00 |
| 249 | 2006 Ford F150                | Chevrolet Silverado EV 1500            | \$65,000.00 |
| 271 | 2001 Chevrolet Silverado 2500 | 2026 Ford F250 Utility Box/Ladder Rack | \$85,000.00 |

## Facilities

|     |                  |  |             |
|-----|------------------|--|-------------|
| 221 | 2009 Ford Ranger | Chevrolet Silverado EV 1500 W/Liftgate | \$75,000.00 |
| 258 | 2009 Ford Ranger | Chevrolet Silverado EV 1500 W/Liftgate | \$75,000.00 |

## Fire

|     |                         |                                   |              |
|-----|-------------------------|-----------------------------------|--------------|
| 514 | 2017 Ford F150 Crew Cab | Chevrolet Silverado 2500 Crew Cab | \$93,000.00  |
| 521 | 2007 Ford F250 Crew Cab | Chevrolet Silverado 3500 Crew Cab | \$101,000.00 |

## Police

|    |                |  |             |
|----|----------------|--|-------------|
| 19 | 2010 Ford F150 | Chevrolet Silverado EV 1500 W/Liftgate | \$75,000.00 |
|----|----------------|--|-------------|

Equipment Replacement (784)

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|       |                |   |                    |
|-------|----------------|---|--------------------|
| 24    | 2014 Ford F150 | Chevrolet Silverado EV 1500<br>W/Liftgate | \$75,000.00        |
| Total |                |   | \$1,439,000.0<br>0 |

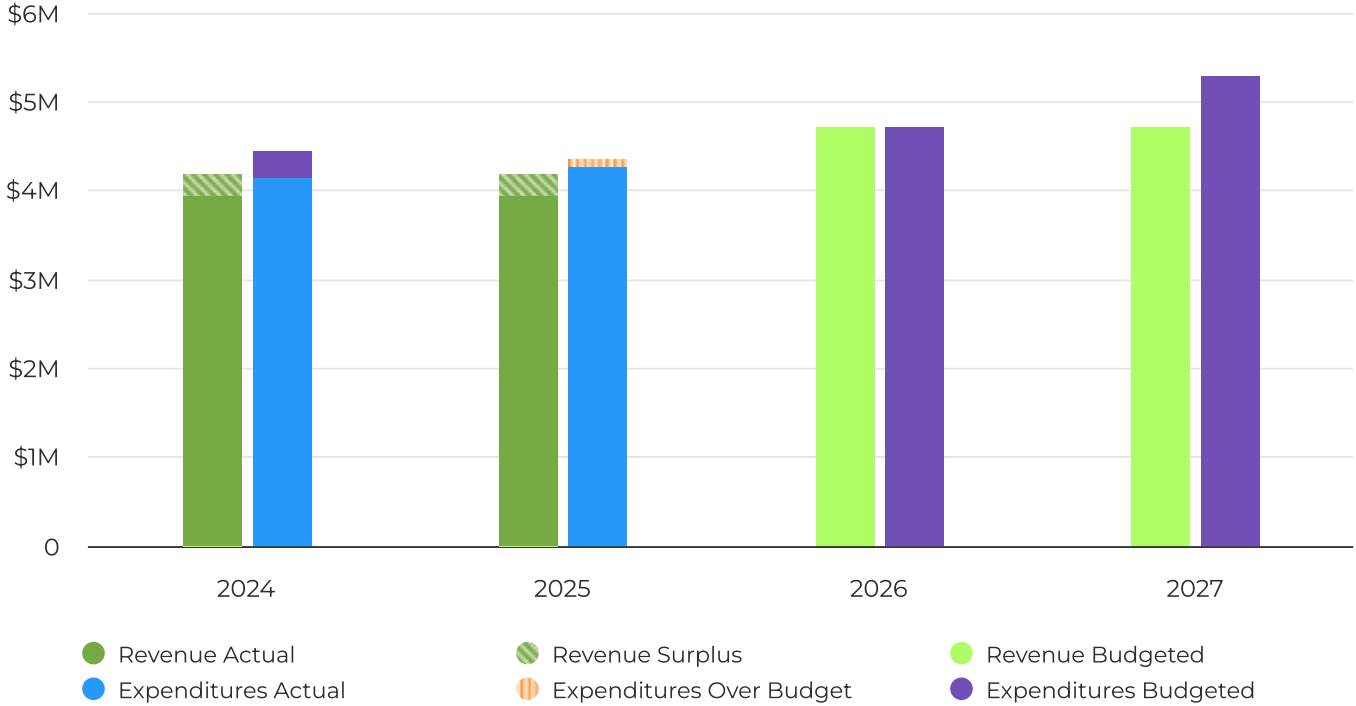


# Information Technology (785)

The Information Technology (IT) Fund is funded through an allocation charge to departments for the maintenance and upkeep of the City’s computers, telephones, servers, copiers, scanners, Citywide software, etc. The Information Technology Department manages this fund. In addition to in-house IT services, the IT Department provides services to the Town of Hillsborough to further regional consolidation efforts.

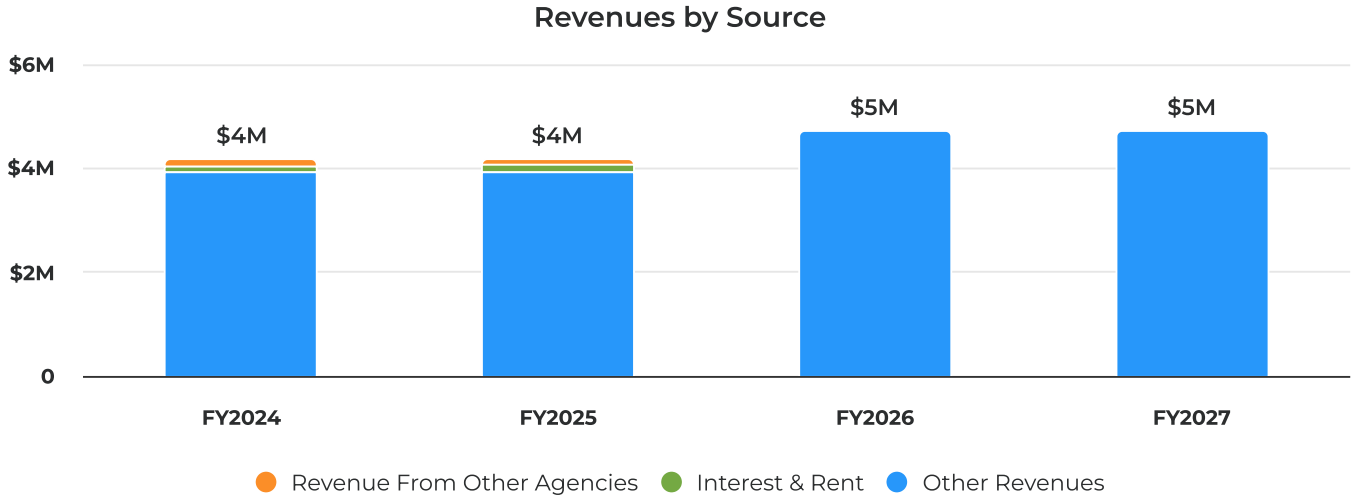
## Summary

**Revenues vs Expenditures Summary**

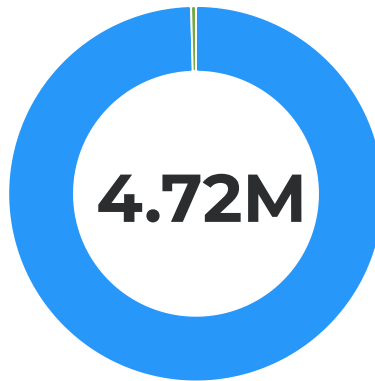


In general, for operational internal service funds, revenues should match expenditures. However, as reserves have been increasing in this fund, expenditures in FY2026-27 exceed revenues to bring the reserve balance down.

# Revenues by Source



## FY27 Revenues by Source

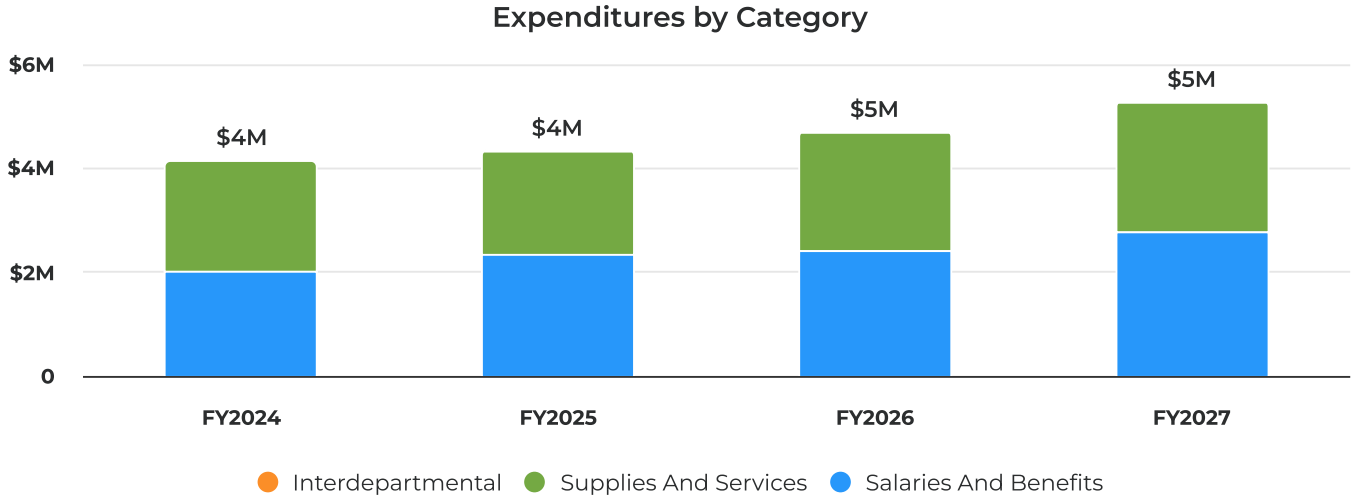


|                 |             |        |
|-----------------|-------------|--------|
| Other Revenues  | \$4,699,575 | 99.58% |
| Interest & Rent | \$20,000    | 0.42%  |

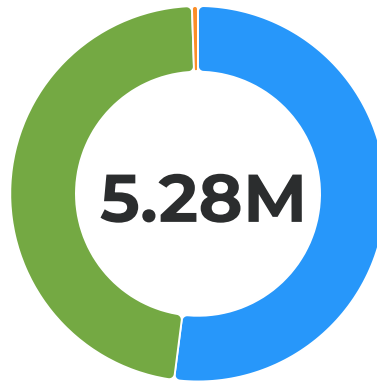
## Revenues by Source

| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Revenue From Other Agencies | \$ 116,525          | -                      | -                       | -                   | -  |
| Interest & Rent             | \$ 149,307          | \$ 20,000              | \$ 20,000               | \$ 20,000           | -  |
| Other Revenues              | \$ 3,925,249        | \$ 4,699,575           | \$ 4,699,575            | \$ 4,699,575        | -  |
| <b>Total Revenues</b>       | <b>\$ 4,191,081</b> | <b>\$ 4,719,575</b>    | <b>\$ 4,719,575</b>     | <b>\$ 4,719,575</b> | <b>-</b>   |

# Expenditures by Category



## FY27 Expenditures by Category



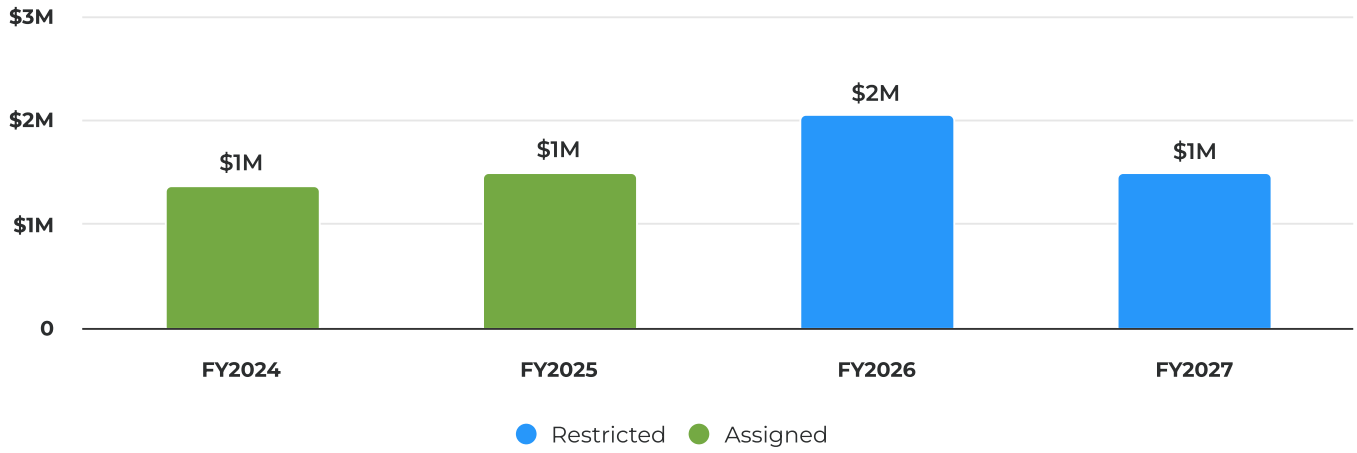
|                         |                    |        |
|-------------------------|--------------------|--------|
| ● Salaries And Benefits | <b>\$2,748,742</b> | 52.05% |
| ● Supplies And Services | <b>\$2,505,324</b> | 47.44% |
| ● Interdepartmental     | <b>\$27,272</b>    | 0.52%  |

## Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 2,321,668        | \$ 2,398,765           | \$ 2,398,765            | \$ 2,748,742        | 14.59%   |
| Supplies And Services     | \$ 2,013,925        | \$ 2,296,824           | \$ 2,565,214            | \$ 2,505,324        | 9.08%  |
| Interdepartmental         | \$ 12,889           | \$ 12,889              | \$ 12,889               | \$ 27,272           | 111.59%  |
| <b>Total Expenditures</b> | <b>\$ 4,348,482</b> | <b>\$ 4,708,478</b>    | <b>\$ 4,976,868</b>     | <b>\$ 5,281,338</b> | <b>12.17%</b>  |

# Fund Balance

Fund Balance Projections



## Financial Summary

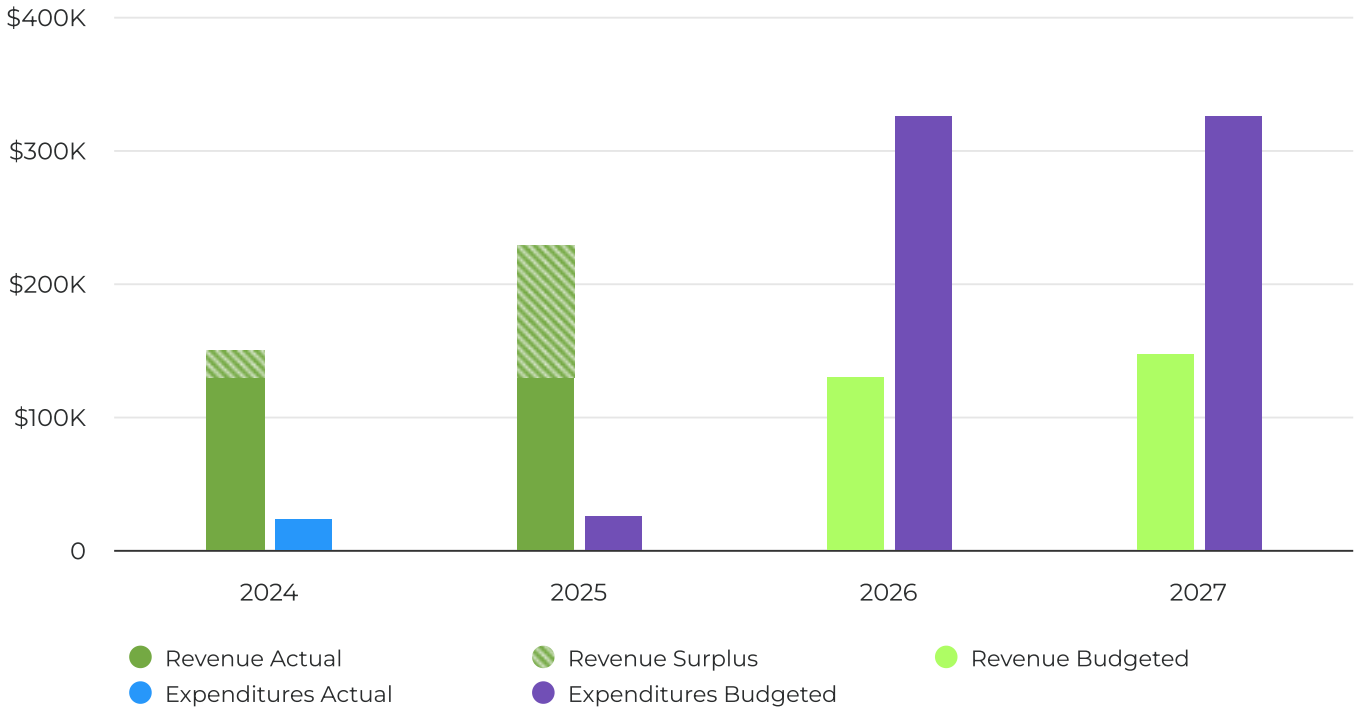
| Fund Balance              | FY 2026   |                  | FY 2027   |                  | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-----------|------------------|-----------|------------------|--------------------------------|---------------------------------|
| Restricted                | \$        | 2,043,000        | \$        | 1,482,000        | -27.46%                        | \$ -561,000                     |
| <b>Total Fund Balance</b> | <b>\$</b> | <b>2,043,000</b> | <b>\$</b> | <b>1,482,000</b> | <b>-27.46%</b>                 | <b>\$ -561,000</b>              |

# PEG Equipment & Access (786)

This fund was created in FY 2011-12 to account for franchise fees that the City receives and are used for the City's Public, Educational, and Governmental channels.

## Summary

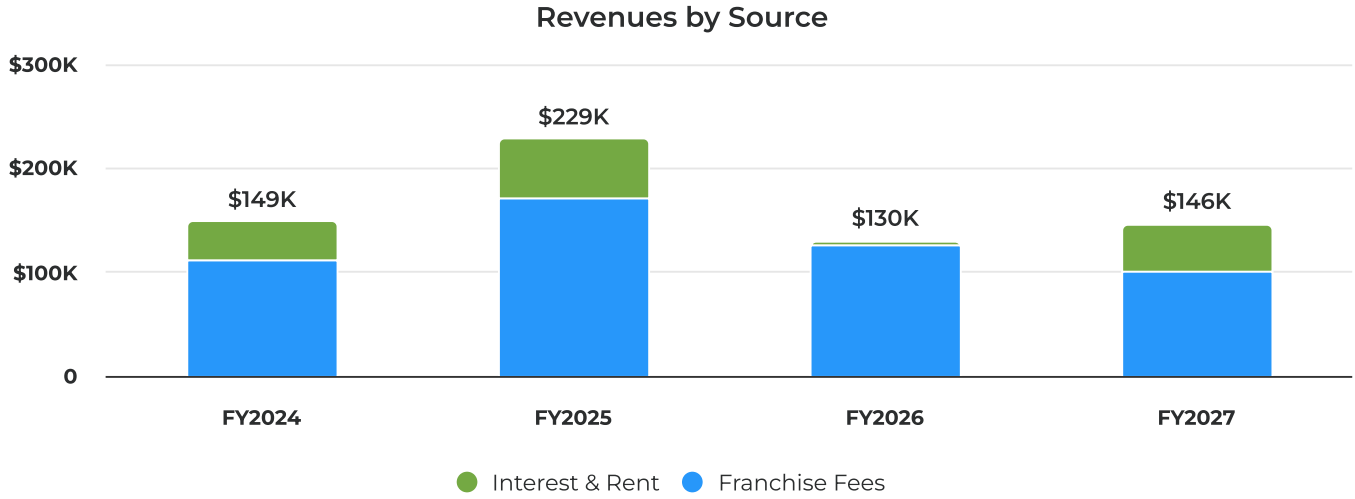
**Revenues vs Expenditures Summary**



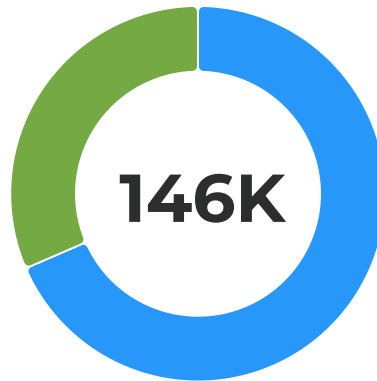
In the 2027 budget for PEG Equipment & Access (786), the expenditures are budgeted at \$325,000, which remains unchanged from the previous year's budget, showing a 0% change. This follows a significant increase of 1,200% in expenditures from the prior period to 2026.

On the revenue side, the 2027 budget is set at \$146,000, representing a 12.31% increase from the 2026 revenue budget of \$130,000. The revenue budget has grown while expenditures have stabilized at the previous year's level.

## Revenues by Source



### FY27 Revenues by Source



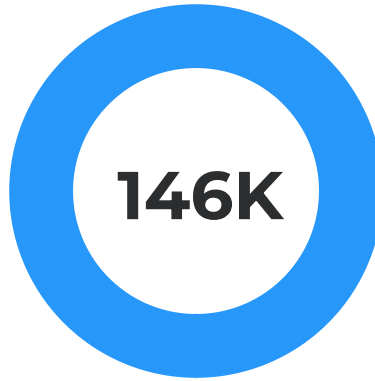
|  |                         |
|--|-------------------------|
| <span style="color: blue;">●</span> Franchise Fees   | <b>\$100,000</b> 68.49% |
| <span style="color: green;">●</span> Interest & Rent | <b>\$46,000</b> 31.51%  |

## Revenues by Source

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Franchise Fees        | \$ 170,090        | \$ 125,000             | \$ 125,000              | \$ 100,000        | -20.00%  |
| Interest & Rent       | \$ 58,483         | \$ 5,000               | \$ 5,000                | \$ 46,000         | 820.00%  |
| <b>Total Revenues</b> | <b>\$ 228,573</b> | <b>\$ 130,000</b>      | <b>\$ 130,000</b>       | <b>\$ 146,000</b> | <b>12.31%</b>  |

# Revenues by Department

## FY27 Revenues by Department



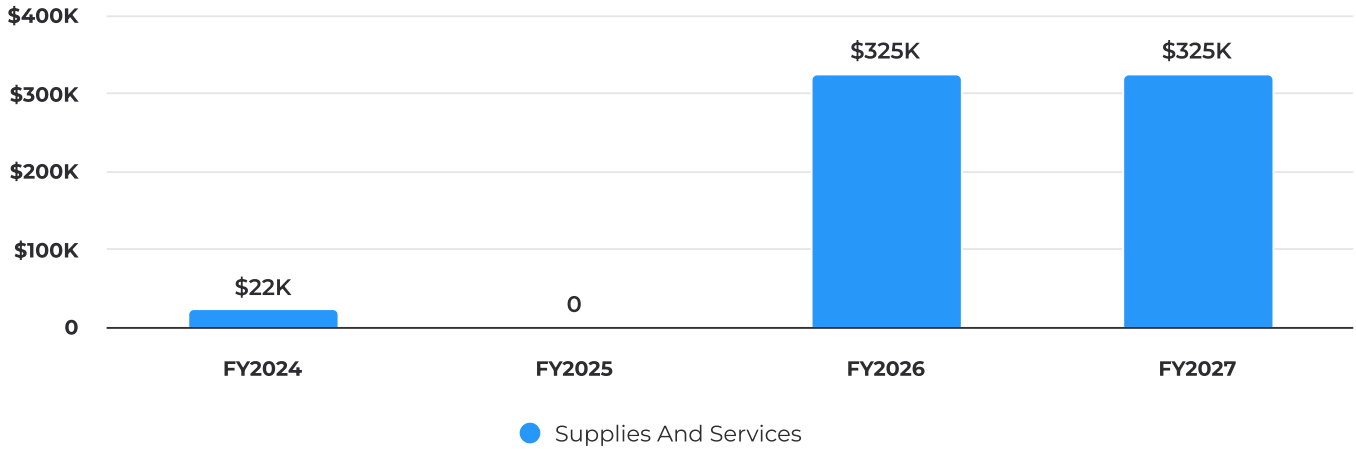
● Non Expense **\$146,000** 100.00%

## Revenues by Department

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Non Expense           | \$ 228,573        | \$ 130,000             | \$ 130,000              | \$ 146,000        | 12.31%   |
| <b>Total Revenues</b> | <b>\$ 228,573</b> | <b>\$ 130,000</b>      | <b>\$ 130,000</b>       | <b>\$ 146,000</b> | <b>12.31%</b>  |

# Expenditures by Category

## Expenditures by Category



### FY27 Expenditures by Category



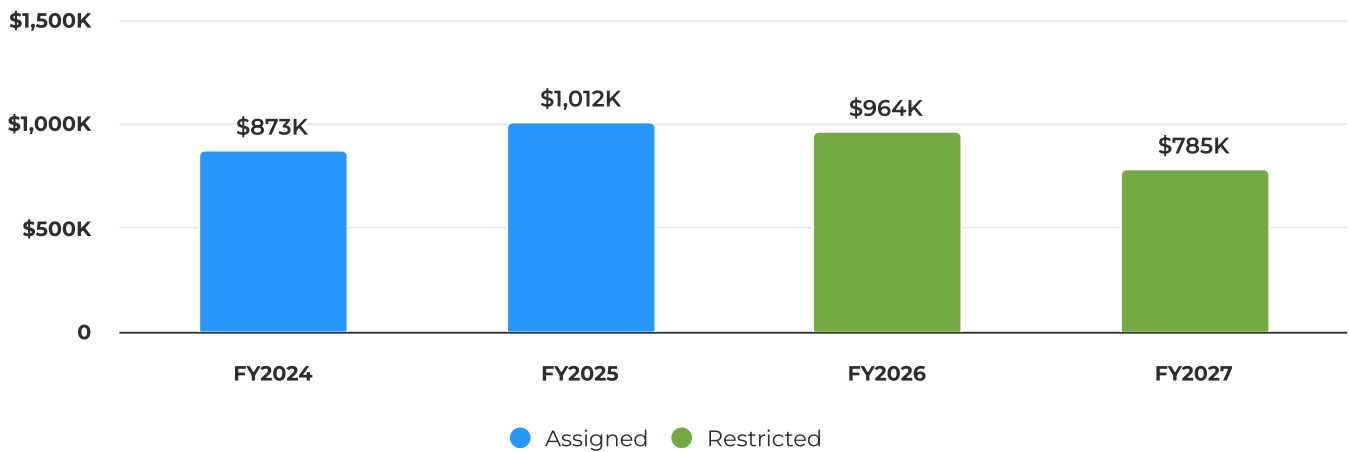
● Supplies And Services **\$325,000** 100.00%

### Expenditures by Category

| Category                  | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------|------------------------|-------------------------|-------------------|--|
| Supplies And Services     | - \$           | 325,000 \$             | 25,000 \$               | 325,000 \$        | -  |
| <b>Total Expenditures</b> | - \$           | <b>325,000 \$</b>      | <b>25,000 \$</b>        | <b>325,000 \$</b> | -  |

### Fund Balance

#### Fund Balance Projections



### Financial Summary

| Fund Balance              | FY 2026           | FY 2027           | FY 2026 vs. FY 2027 (% Change) | FY 2026 vs. FY 2027 (\$ Change) |
|---------------------------|-------------------|-------------------|--------------------------------|---------------------------------|
| Restricted                | \$ 964,000        | \$ 785,000        | -18.57%                        | \$ -179,000                     |
| <b>Total Fund Balance</b> | <b>\$ 964,000</b> | <b>\$ 785,000</b> | <b>-18.57%</b>                 | <b>\$ -179,000</b>              |

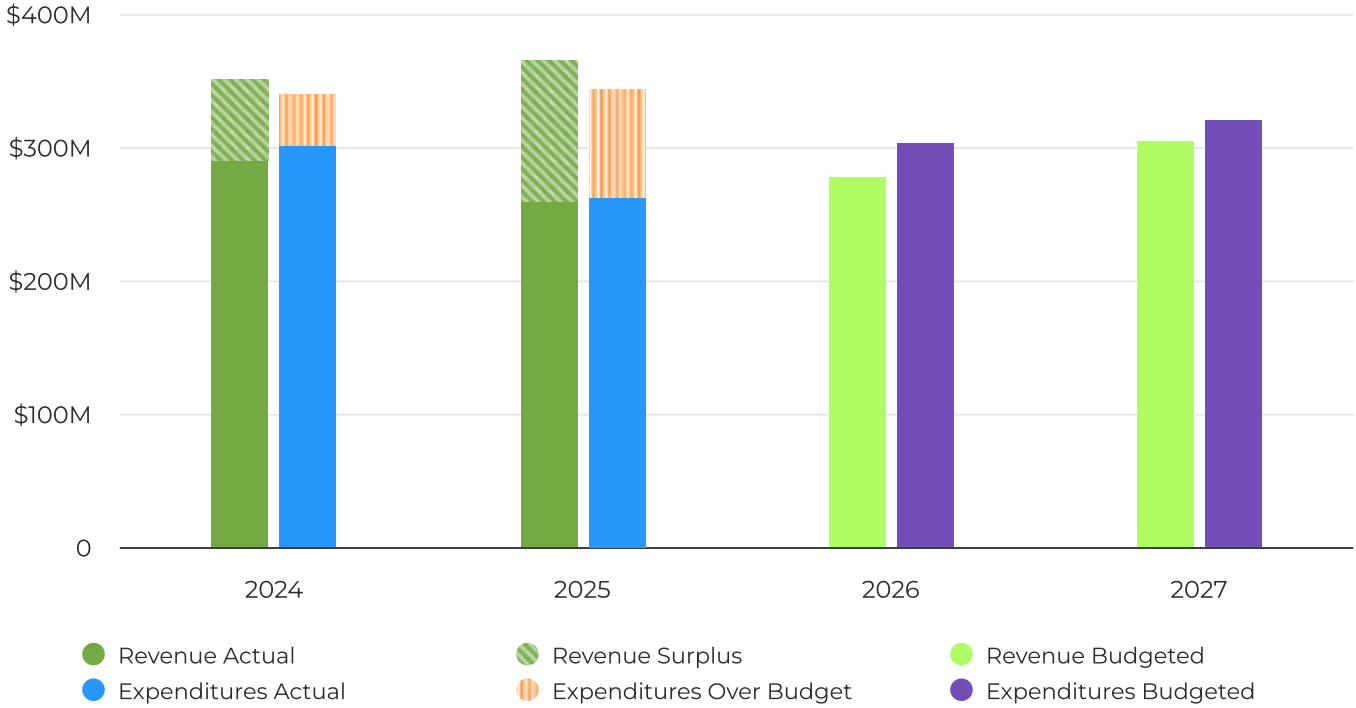


# City-Wide All Funds Summary

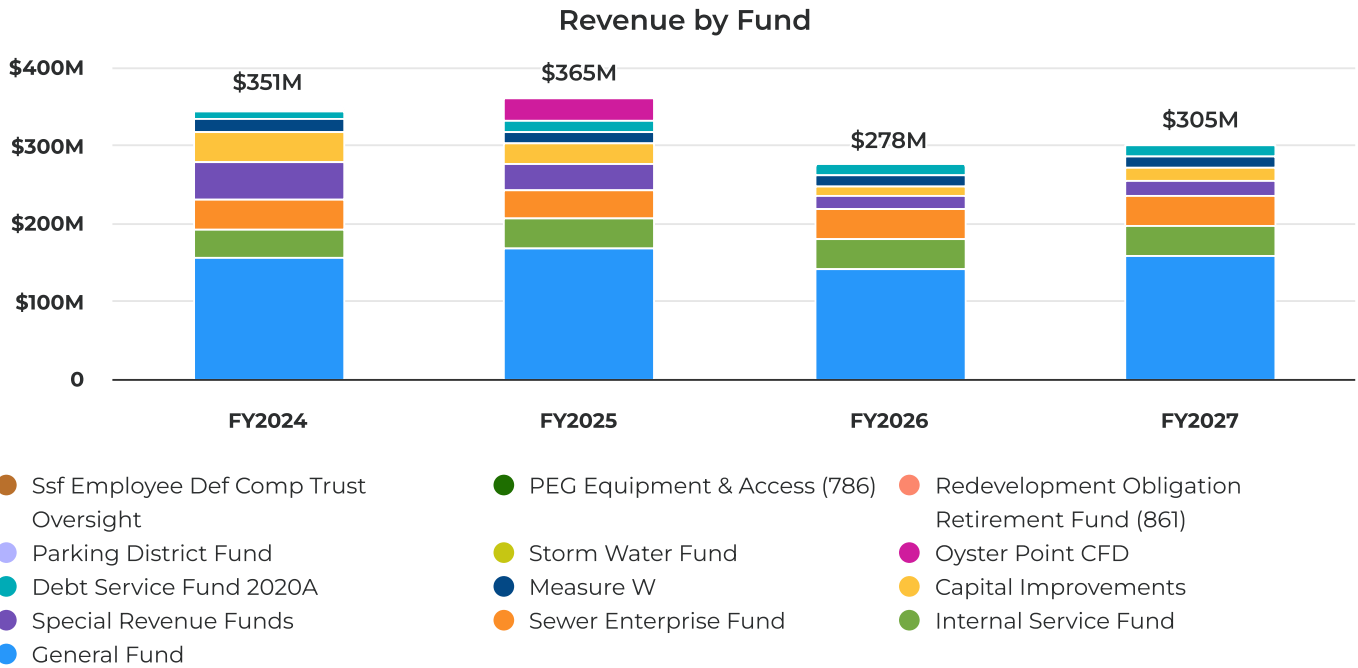
## City-Wide All Funds Summary

The graphs in this section compare *Adopted* Budgets year-over-year, while Actuals reflect all revenues or expenditures authorized during the year, including adjustments such as carry-forwards, grants received, and Council-approved appropriations. Because actuals are authorized using the final *Adjusted* budget, they may exceed the *Adopted* Budget.

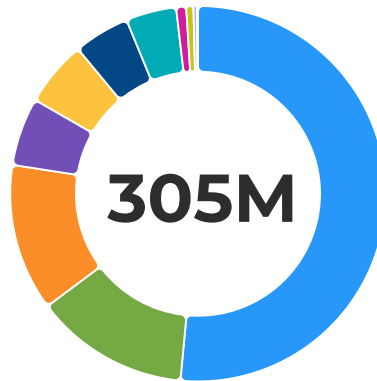
### Revenues vs Expenditures Summary



# City-Wide Revenues Summary by Fund



## FY27 City-Wide Revenues Summary by Fund



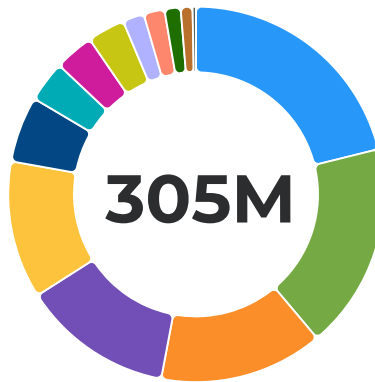
|  |                      |        |
|--|----------------------|--------|
| <span style="color: blue;">●</span> General Fund                           | <b>\$156,834,722</b> | 51.50% |
| <span style="color: green;">●</span> Internal Service Fund                 | <b>\$40,451,104</b>  | 13.28% |
| <span style="color: orange;">●</span> Sewer Enterprise Fund                | <b>\$38,584,687</b>  | 12.67% |
| <span style="color: purple;">●</span> Capital Improvements                 | <b>\$17,875,000</b>  | 5.87%  |
| <span style="color: yellow;">●</span> Special Revenue Funds                | <b>\$17,231,170</b>  | 5.66%  |
| <span style="color: blue;">●</span> Measure W                              | <b>\$14,645,200</b>  | 4.81%  |
| <span style="color: teal;">●</span> Debt Service Fund 2020A                | <b>\$13,230,288</b>  | 4.34%  |
| <span style="color: pink;">●</span> Oyster Point CFD                       | <b>\$2,610,853</b>   | 0.86%  |
| <span style="color: yellow;">●</span> Storm Water Fund                     | <b>\$1,888,000</b>   | 0.62%  |
| <span style="color: purple;">●</span> Parking District Fund                | <b>\$1,000,000</b>   | 0.33%  |
| <span style="color: orange;">●</span> PEG Equipment & Access (786)         | <b>\$146,000</b>     | 0.05%  |
| <span style="color: green;">●</span> Ssf Employee Def Comp Trust Oversight | <b>\$45,400</b>      | 0.01%  |

### City-Wide Revenues Summary by Fund

| Category                                       | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|--|-----------------------|------------------------|-------------------------|-----------------------|--|
| Internal Service Fund                          | \$ 38,019,365         | \$ 37,951,054          | \$ 37,951,054           | \$ 40,451,104         | 6.59%  |
| Capital Improvements                           | \$ 25,739,773         | \$ 13,516,279          | \$ 119,105,007          | \$ 17,875,000         | 32.25%   |
| Special Revenue Funds                          | \$ 34,761,895         | \$ 15,662,826          | \$ 15,662,826           | \$ 17,231,170         | 10.01%   |
| General Fund                                   | \$ 167,557,421        | \$ 140,487,744         | \$ 153,411,720          | \$ 156,834,722        | 11.64%   |
| Measure W                                      | \$ 15,319,939         | \$ 14,645,200          | \$ 14,645,200           | \$ 14,645,200         | -  |
| Debt Service Fund 2020A                        | \$ 13,231,738         | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288         | -0.05%   |
| Sewer Enterprise Fund                          | \$ 36,046,525         | \$ 39,823,685          | \$ 54,509,068           | \$ 38,584,687         | -3.11%   |
| Parking District Fund                          | \$ 1,178,106          | \$ 1,000,000           | \$ 1,000,000            | \$ 1,000,000          | -  |
| Storm Water Fund                               | \$ 2,232,546          | \$ 1,397,270           | \$ 4,322,247            | \$ 1,888,000          | 35.12%   |
| PEG Equipment & Access (786)                   | \$ 228,573            | \$ 130,000             | \$ 130,000              | \$ 146,000            | 12.31%   |
| Oyster Point CFD                               | \$ 29,787,295         | -                      | \$ 962,000              | \$ 2,610,853          | -  |
| Ssf Employee Def Comp Trust Oversight          | \$ 49,627             | \$ 33,829              | \$ 33,829               | \$ 45,400             | 34.20%   |
| Redevelopment Obligation Retirement Fund (861) | \$ 450,336            | -                      | -                       | -                     | -  |
| <b>Total Revenues</b>                          | <b>\$ 364,603,139</b> | <b>\$ 277,884,425</b>  | <b>\$ 414,969,489</b>   | <b>\$ 304,542,423</b> | <b>9.59%</b>   |

### City-Wide Revenues Summary by Source

FY27 City-Wide Revenues Summary by Source



|                             |              |        |
|-----------------------------|--------------|--------|
| Property Tax                | \$64,352,506 | 21.13% |
| Charges for Services        | \$53,976,734 | 17.72% |
| Other Revenues              | \$43,003,109 | 14.12% |
| Sales Tax                   | \$39,569,200 | 12.99% |
| Transfers                   | \$36,108,000 | 11.86% |
| Transient Occupancy Tax     | \$17,300,000 | 5.68%  |
| Licenses & Permits          | \$10,743,000 | 3.53%  |
| Interest & Rent             | \$10,345,691 | 3.40%  |
| Revenue From Other Agencies | \$9,835,362  | 3.23%  |
| Franchise Fees              | \$5,600,000  | 1.84%  |
| Business License            | \$5,500,000  | 1.81%  |
| Commercial Parking Tax      | \$4,210,000  | 1.38%  |
| Other Taxes                 | \$3,122,323  | 1.03%  |
| Fines & Forfeitures         | \$876,500    | 0.29%  |

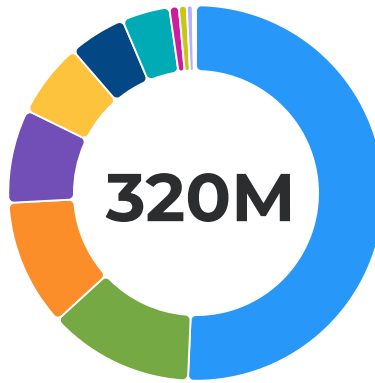
**City-Wide Revenue Summary by Source**

| Category                    | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Other Taxes                 | \$ 1,261,239          | \$ 200,000             | \$ 1,162,000            | \$ 3,122,323          | 1,461.16%  |
| Commercial Parking Tax      | \$ 8,049,080          | \$ 3,250,000           | \$ 4,450,000            | \$ 4,210,000          | 29.54%   |
| Business License            | \$ 4,835,297          | \$ 5,500,000           | \$ 5,500,000            | \$ 5,500,000          | -  |
| Transient Occupancy Tax     | \$ 16,342,013         | \$ 15,286,000          | \$ 15,286,000           | \$ 17,300,000         | 13.18%   |
| Sales Tax                   | \$ 40,179,884         | \$ 39,084,680          | \$ 39,084,680           | \$ 39,569,200         | 1.24%  |
| Property Tax                | \$ 65,142,234         | \$ 59,298,746          | \$ 66,487,500           | \$ 64,352,506         | 8.52%  |
| Franchise Fees              | \$ 5,987,762          | \$ 6,325,000           | \$ 6,325,000            | \$ 5,600,000          | -11.46%  |
| Licenses & Permits          | \$ 16,746,021         | \$ 10,743,000          | \$ 12,093,000           | \$ 10,743,000         | -  |
| Fines & Forfeitures         | \$ 574,324            | \$ 876,500             | \$ 876,500              | \$ 876,500            | -  |
| Revenue From Other Agencies | \$ 15,118,219         | \$ 6,942,704           | \$ 40,108,283           | \$ 9,835,362          | 41.66%   |
| Charges for Services        | \$ 51,394,494         | \$ 50,778,083          | \$ 56,645,543           | \$ 53,976,734         | 6.30%  |
| Interest & Rent             | \$ 27,672,615         | \$ 5,977,400           | \$ 8,337,400            | \$ 10,345,691         | 73.08%   |
| Other Financing Sources     | \$ 28,630,199         | -                      | \$ 960,000              | -                     | -  |
| Other Revenues              | \$ 48,608,201         | \$ 40,506,649          | \$ 40,506,649           | \$ 43,003,109         | 6.16%  |
| Transfers                   | \$ 34,061,561         | \$ 33,115,664          | \$ 117,146,934          | \$ 36,108,000         | 9.04%  |
| <b>Total Revenues</b>       | <b>\$ 364,603,139</b> | <b>\$ 277,884,425</b>  | <b>\$ 414,969,489</b>   | <b>\$ 304,542,423</b> | <b>9.59%</b>   |



# City-Wide Expenditures Summary by Fund

## FY27 City-Wide Expenditures Summary by Fund



|   |                      |        |
|---|----------------------|--------|
| ● General Fund                          | <b>\$162,288,164</b> | 50.68% |
| ● Internal Service Fund                 | <b>\$40,100,231</b>  | 12.52% |
| ● Sewer Enterprise Fund                 | <b>\$35,109,687</b>  | 10.96% |
| ● Special Revenue Funds                 | <b>\$25,884,163</b>  | 8.08%  |
| ● Capital Improvements                  | <b>\$20,529,073</b>  | 6.41%  |
| ● Measure W                             | <b>\$15,783,772</b>  | 4.93%  |
| ● Debt Service Fund 2020A               | <b>\$13,230,288</b>  | 4.13%  |
| ● Oyster Point CFD                      | <b>\$2,588,853</b>   | 0.81%  |
| ● Storm Water Fund                      | <b>\$2,181,351</b>   | 0.68%  |
| ● Parking District Fund                 | <b>\$1,652,198</b>   | 0.52%  |
| ● PEG Equipment & Access (786)          | <b>\$325,000</b>     | 0.10%  |
| ● Permit Program Maint                  | <b>\$294,100</b>     | 0.09%  |
| ● Redevelopment Obligation              | <b>\$211,950</b>     | 0.07%  |
| ● Retirement Fund (861)                 |                      |        |
| ● Ssf Employee Def Comp Trust Oversight | <b>\$33,600</b>      | 0.01%  |

## City-Wide Expenditures Summary by Fund

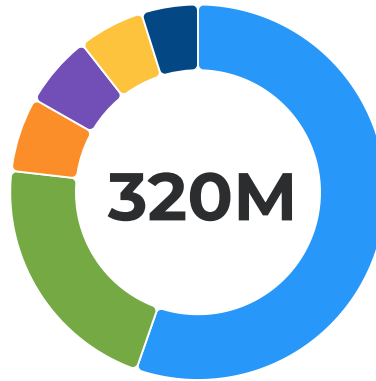
| Category                              | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------------------|----------------|------------------------|-------------------------|------------------|--|
| General Fund                          | \$ 147,626,179 | \$ 152,532,413         | \$ 162,110,831          | \$ 162,288,164   | 6.40%  |
| Measure W                             | \$ 12,804,322  | \$ 13,415,968          | \$ 20,976,947           | \$ 15,783,772    | 17.65%   |
| Permit Program Maint                  | \$ 316,551     | \$ 294,100             | \$ 317,504              | \$ 294,100       | -  |
| Special Revenue Funds                 | \$ 21,628,282  | \$ 22,635,708          | \$ 112,153,714          | \$ 25,884,163    | 14.35%   |
| Capital Improvements                  | \$ 44,593,556  | \$ 15,416,279          | \$ 191,504,301          | \$ 20,529,073    | 33.16%   |
| Debt Service Fund 2020A               | \$ 13,231,738  | \$ 13,236,538          | \$ 13,236,538           | \$ 13,230,288    | -0.05%   |
| Sewer Enterprise Fund                 | \$ 33,681,095  | \$ 43,775,371          | \$ 84,049,315           | \$ 35,109,687    | -19.80%  |
| Parking District Fund                 | \$ 1,380,956   | \$ 1,648,524           | \$ 1,651,946            | \$ 1,652,198     | 0.22%  |
| Storm Water Fund                      | \$ 1,897,363   | \$ 1,472,587           | \$ 6,350,512            | \$ 2,181,351     | 48.13%   |
| Internal Service Fund                 | \$ 36,817,004  | \$ 38,404,815          | \$ 41,778,309           | \$ 40,100,231    | 4.41%  |
| PEG Equipment & Access (786)          | -              | \$ 325,000             | \$ 25,000               | \$ 325,000       | -  |
| Oyster Point CFD                      | \$ 26,953,545  | -                      | \$ 1,003,713            | \$ 2,588,853     | -  |
| Ssf Employee Def Comp Trust Oversight | \$ 35,695      | \$ 33,600              | \$ 33,600               | \$ 33,600        | -  |



| Category                                       | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|--|-----------------------|------------------------|-------------------------|-----------------------|--|
| Redevelopment Obligation Retirement Fund (861) | \$ 3,107,851          | \$ 73,131              | \$ 5,492,583            | \$ 211,950            | 189.82%  |
| <b>Total Expenditures</b>                      | <b>\$ 344,074,136</b> | <b>\$ 303,264,033</b>  | <b>\$ 640,684,812</b>   | <b>\$ 320,212,431</b> | <b>5.59%</b>   |

## City-Wide Expenditures Summary by Category

FY27 City-Wide Expenditures Summary by Category



|                       |                      |        |
|-----------------------|----------------------|--------|
| Salaries And Benefits | <b>\$177,167,173</b> | 55.33% |
| Supplies And Services | <b>\$68,845,690</b>  | 21.50% |
| Capital Outlay        | <b>\$20,514,000</b>  | 6.41%  |
| Debt Service          | <b>\$19,832,237</b>  | 6.19%  |
| Transfers             | <b>\$18,233,000</b>  | 5.69%  |
| Interdepartmental     | <b>\$15,620,331</b>  | 4.88%  |

## City-Wide Expenditures Summary by Category

| Category                  | FY 2025 Actual        | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-----------------------|------------------------|-------------------------|-----------------------|--|
| Salaries And Benefits     | \$ 151,384,862        | \$ 159,185,218         | \$ 167,482,815          | \$ 177,167,173        | 11.30%   |
| Supplies And Services     | \$ 121,864,295        | \$ 76,834,164          | \$ 298,857,012          | \$ 68,845,690         | -10.40%  |
| Debt Service              | \$ 15,230,281         | \$ 18,737,058          | \$ 19,740,771           | \$ 19,832,237         | 5.84%  |
| Capital Outlay            | \$ 26,413,857         | \$ 19,555,279          | \$ 111,147,074          | \$ 20,514,000         | 4.90%  |
| Interdepartmental         | \$ 12,278,635         | \$ 13,052,930          | \$ 13,052,930           | \$ 15,620,331         | 19.67%   |
| Transfers                 | \$ 16,902,206         | \$ 15,899,385          | \$ 30,404,211           | \$ 18,233,000         | 14.68%   |
| <b>Total Expenditures</b> | <b>\$ 344,074,136</b> | <b>\$ 303,264,033</b>  | <b>\$ 640,684,812</b>   | <b>\$ 320,212,431</b> | <b>5.59%</b>   |

# Departments Summary

## **BUDGETED CITY DEPARTMENTS**

The City of South San Francisco is organized into eight administrative departments and six operating departments with one non-departmental classification used for miscellaneous charges that cannot be attributed to a specific department. Each department is summarized individually in the following pages. Below is a list of departments within the City:

### **General Government Departments**

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

**City Attorney** - deals with all legal matters as they relate to City functions. The City Council has appointed the law firm Redwood Public Law to provide attorney services for the City.

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

**Finance** – accounts for the City’s finances, prepares the budget, processes payroll, pays vendors, and administers risk management. It also files all state and federally mandated financial reports, manages the City’s banking contracts, and provides administrative support to the City Treasurer.

**Human Resources (HR)** – responsible for the recruitment and support of employees, maintenance of benefits, succession development, employee training, and labor negotiations.

**Information Technology (IT)** – in charge of acquiring and maintaining the City’s IT infrastructure.

### **Operating Departments**

**Economic and Community Development** – oversees planning and building functions, the Successor Agency to the Re-Development Agency (RDA), and general issues relating to economic development and community support within the City.

**Fire** - responsible for the protection of life and property in the event of an emergency within the City.

**Police** – responsible for public safety to support quality of life within the City.

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

**Public Works** – maintains City infrastructure, the Water Quality Control Plant, and the City’s fleet of vehicles and large equipment, and oversees the Parking District. Manages the Capital Improvement Program, Traffic Advisory Committee, Right of Way, and Environmental Inspections.

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

# City Council

## MISSION STATEMENT:

The South San Francisco City Council serves as the City's governing body, responsible for setting local policies, enacting ordinances and resolutions, and approving the City's annual budget. The Council provides strategic direction to ensure the effective and equitable delivery of municipal services and collaborates closely with the City Manager and City staff to implement initiatives that align with community priorities.



| Mayor         | Vice Mayor    | Councilmember     | Councilmember | Councilmember |
|---------------|---------------|-------------------|---------------|---------------|
| Mark Addiego  | Mark Nagales  | Buenaflor Nicolas | James Coleman | Eddie Flores  |
| District 1    | District 2    | District 3        | District 4    | District 5    |
| Term Nov 2026 | Term Nov 2028 | Term Nov 2026     | Term Nov 2028 | Term Nov 2026 |

## ELECTIONS:

The South San Francisco City Council is comprised of five members, each elected by district to represent one of the City's five geographic areas. Council elections are held in even-numbered years, with three members elected during one election cycle and the remaining two elected in the following cycle. Each Councilmember serves a four-year term.

Each year, following certification of the election results, the Council selects one of its members to serve as Mayor and another to serve as Vice Mayor at the annual City Council reorganization meeting. The Mayor presides over City Council meetings, represents the City at official and ceremonial functions, and acts as the primary spokesperson for the City.

City Council meetings are typically held on the second and fourth Wednesdays of each month and are open to the public. Community participation is strongly encouraged as the Council values input from residents, businesses, and stakeholders in shaping the future of South San Francisco.

## CITY COUNCIL RESPONSIBILITIES:

- Serve as the governing body of the City of South San Francisco
- Establish local policies through the adoption of ordinances and resolutions
- Approve the City's annual budget and oversee long-term financial planning
- Appoint members to all municipal advisory bodies, commissions, and committees
- Represent the City on regional and county boards and committees, such as the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC), that influence policy affecting South San Francisco

- Serve as the Board of Directors for the Successor Agency to the former Redevelopment Agency, which provides oversight for the dissolution and ongoing management of redevelopment obligations
- Provide policy direction to the City Manager and work in collaboration with City staff to implement Council initiatives
- Promote fiscal responsibility, sustainability, equity, and innovation in public service
- Ensure transparent governance and encouraging active community engagement
- Strive to enhance quality of life and support a safe, inclusive, and resilient city for all residents

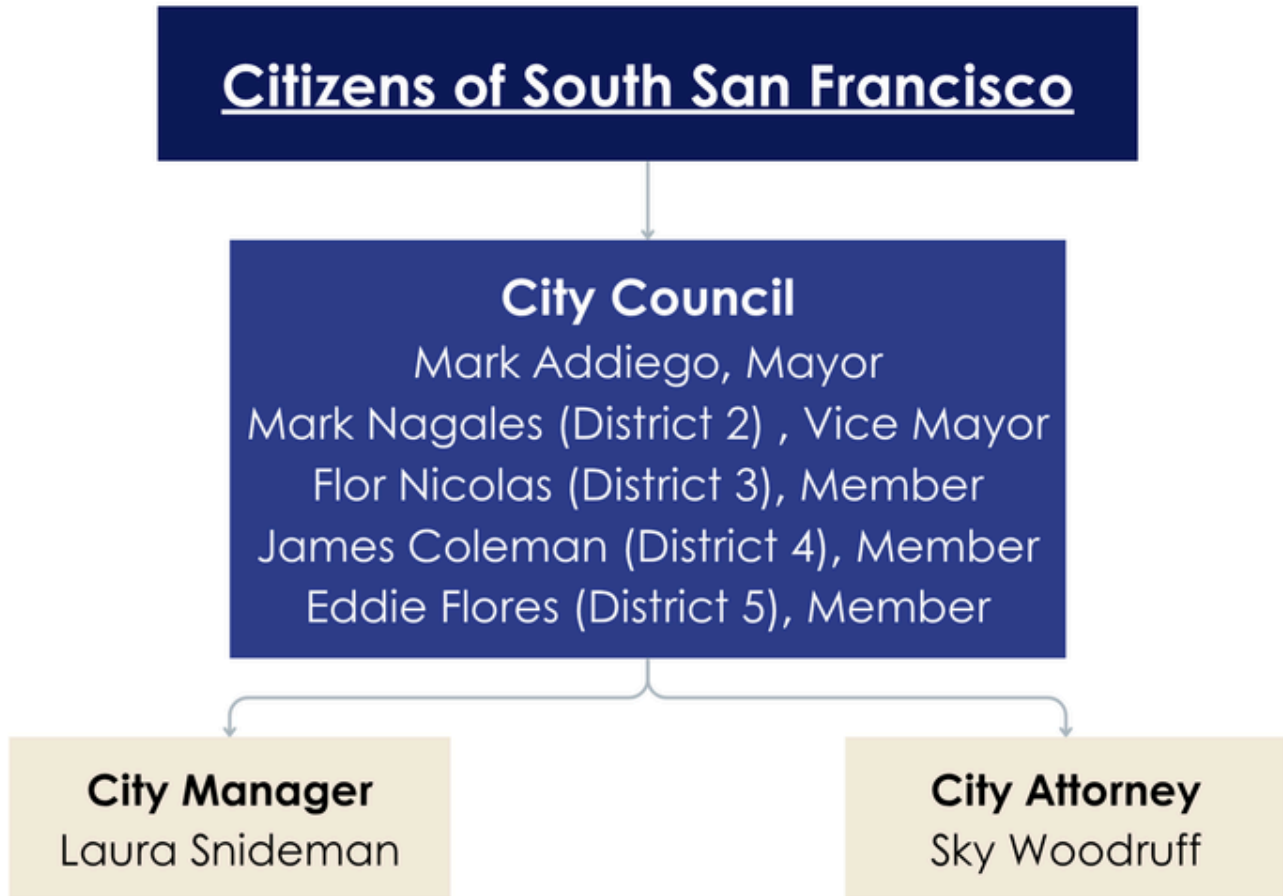
## **ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:**

- Partnered with the YMCA Community Resource Center, International Association of Firefighters Local 1507, and the City Manager's Office to kick off the Diaper Donation Program to support families in need
- Held the first Lunar New Year Night Market
- As a part of the City's Cultures United effort, celebrated the diversity of cultures in the City through various events, including the Mayor's signature event, Cultura Fest, as well as Festa Italiana, and Holi
- Continued the Every Kid Deserves a Bike program by distributing 200 free bicycles, helmets, and training to students in 4<sup>th</sup> and 6<sup>th</sup> grades at Title 1 schools
- Adopted the Age-Friendly Action plan to improve livability for older adults
- Expanded senior recreation programs at the Roberta Cerri Teglia Senior Center and Alice Bulos Community Center
- Celebrated the career of former City Manager Sharon Ranals and transition to new City Manager Laura Snideman

## **COUNCIL PRIORITIES:**

- Housing and Supportive Services
  - Pursue creative financing strategies for housing
  - Encourage balanced housing supply, including rent & own, workforce
- Quality of Life
  - Support a sustainable retail environment
- Modern and Sustainable Organization
  - Ensure financial sustainability, pursue creative revenue generation
- Welcoming and Connected Community
  - Engage community volunteers for events through commissions and partners
- Infrastructure and the Environment

## Organizational Chart

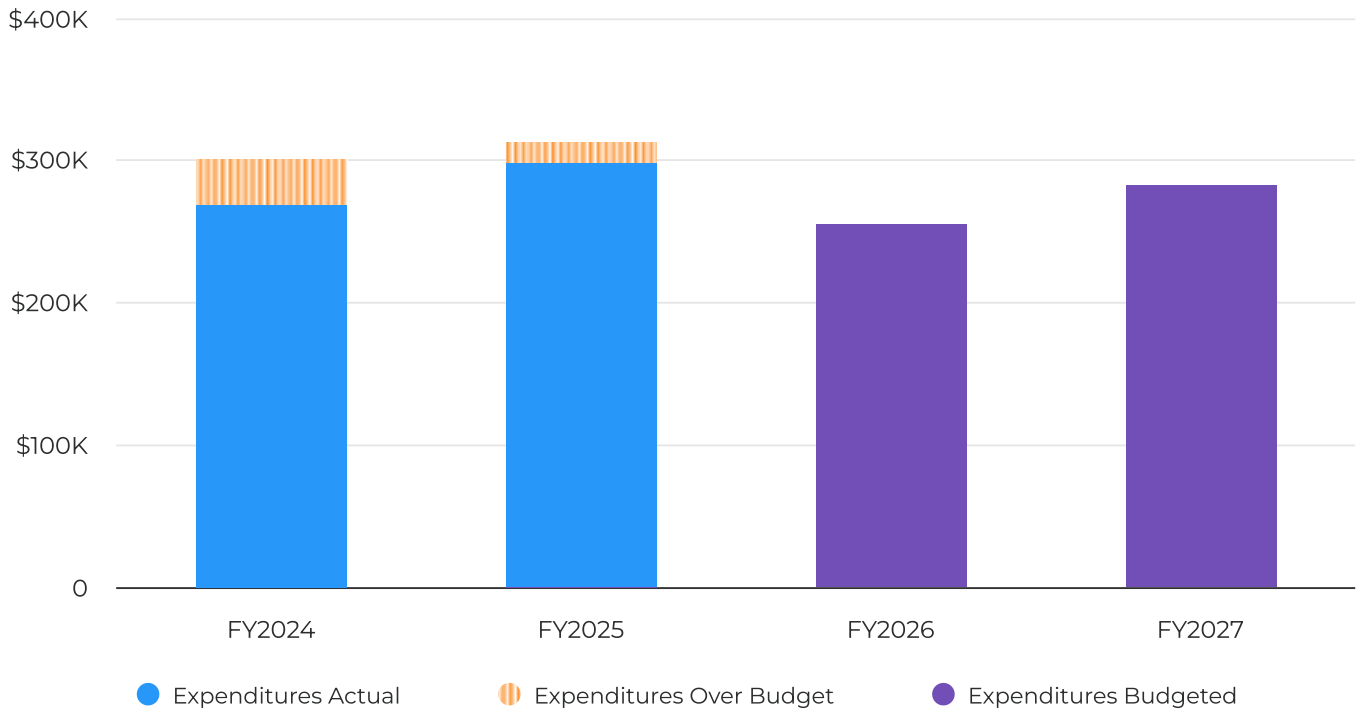


## Budget Note

This department collects no revenue and is funded solely by the General Fund, so only expense detail is shown.

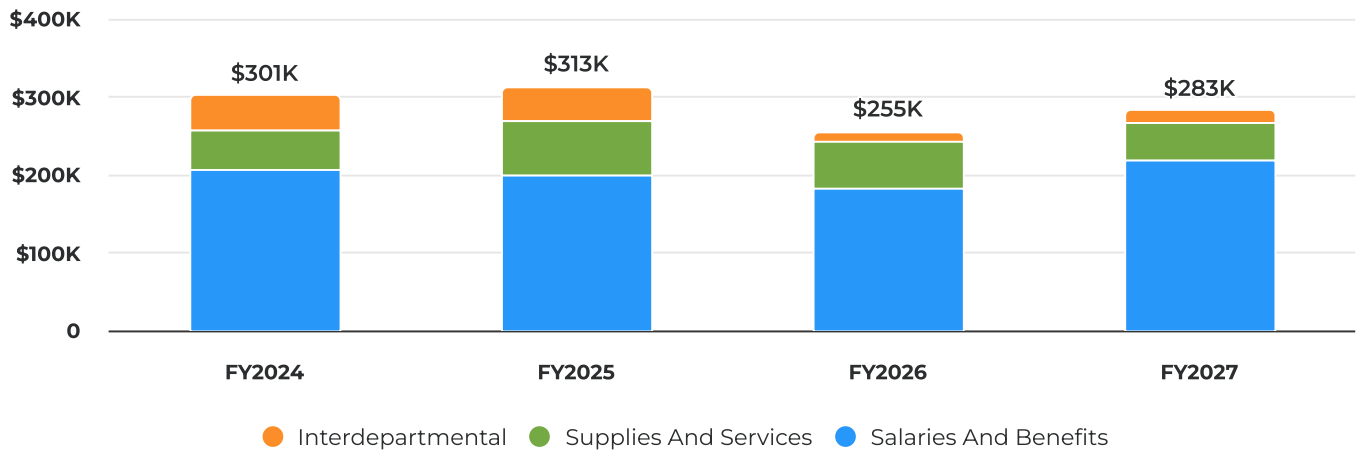
# Expenditure Summary

## Historical Expenditures Across Department

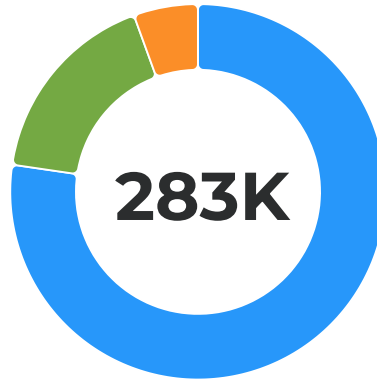


## Expenditures by Category

### Expenditures by Category



### FY27 Expenditures by Category



|                         |                  |        |
|-------------------------|------------------|--------|
| ● Salaries And Benefits | <b>\$218,590</b> | 77.32% |
| ● Supplies And Services | <b>\$48,465</b>  | 17.14% |
| ● Interdepartmental     | <b>\$15,667</b>  | 5.54%  |

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Salaries And Benefits     | \$ 197,871        | \$ 181,476             | \$ 181,476              | \$ 218,590        | 20.45%   |
| Supplies And Services     | \$ 71,200         | \$ 61,560              | \$ 61,560               | \$ 48,465         | -21.27%  |
| Interdepartmental         | \$ 43,900         | \$ 11,982              | \$ 11,982               | \$ 15,667         | 30.75%   |
| <b>Total Expenditures</b> | <b>\$ 312,971</b> | <b>\$ 255,018</b>      | <b>\$ 255,018</b>       | <b>\$ 282,722</b> | <b>10.86%</b>  |

### Personnel Summary

| Status                         | Job Code | Position Title              | 2025-26 Approved FTE | 2026-27 Planned FTE |
|--------------------------------|----------|-----------------------------|----------------------|---------------------|
| Elected                        | E110     | Elected City Council Member | 5.00                 | 5.00                |
| <b>SUBTOTAL Elected</b>        |          |                             | <b>5.00</b>          | <b>5.00</b>         |
| <b>TOTAL FTE- City Council</b> |          |                             | <b>5.00</b>          | <b>5.00</b>         |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### **FY 2026-27 Changes and Highlights**

#### **Positions:**

None

#### **Supplies and Services:**

(13,095) - Actuals-Based Budget Alignment

# City Treasurer

## MISSION STATEMENT:

The South San Francisco City Treasurer is an elected official responsible for overseeing and safeguarding the City's financial assets. The Treasurer's primary objective is to invest funds that are not immediately needed for City operations in a manner that maximizes returns while ensuring the safety and liquidity of public funds. As the custodian of these funds, the City Treasurer ensures that all funds invested are in compliance with State law and the City's investment policy. Through prudent cash management and investment practices, the Treasurer plays a critical role in maintaining the City's fiscal integrity.

## ELECTIONS:

The City Treasurer is an elected position with a four-year term. Elections are held every four years, with the next City Treasurer election scheduled for November 2026. As an elected official, the Treasurer is directly accountable to the residents of South San Francisco, ensuring transparency and public trust in the management of the City's financial assets.

## RESPONSIBILITIES:

- Invest City surplus funds to maximize returns while prioritizing safety and liquidity
- Prepare and present quarterly reports detailing the amounts and types of investment instruments held
- Oversee the City's managed investment portfolio to ensure the security, liquidity, and optimal yield of public funds
- Provide regular reports on investment performance to the City Council
- Ensure compliance with all applicable laws, regulations, and City policies governing public funds

## ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:

- Attended regular meetings with investment advisors to ensure investments are in full compliances with City's investment policy
- Submitted quarterly investment reports to Council
- Reviewed and updated investment policy annually

## OBJECTIVES FOR FISCAL YEAR 2026-27:

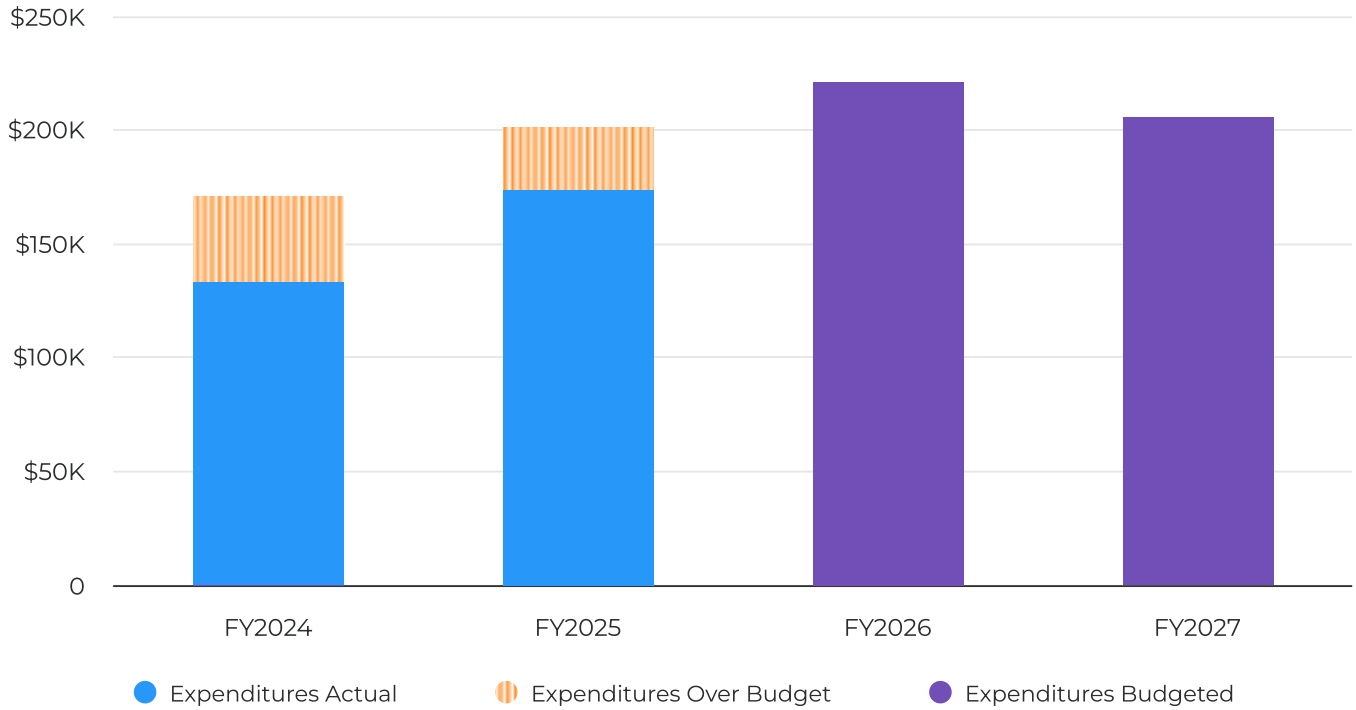
- Update investment policy annually
- Oversee the City's managed investment portfolio
- Report to Council quarterly on investment performance

## Budget Note

This department collects no revenue and is funded solely by the General Fund, so only Expense by Category detail is shown.

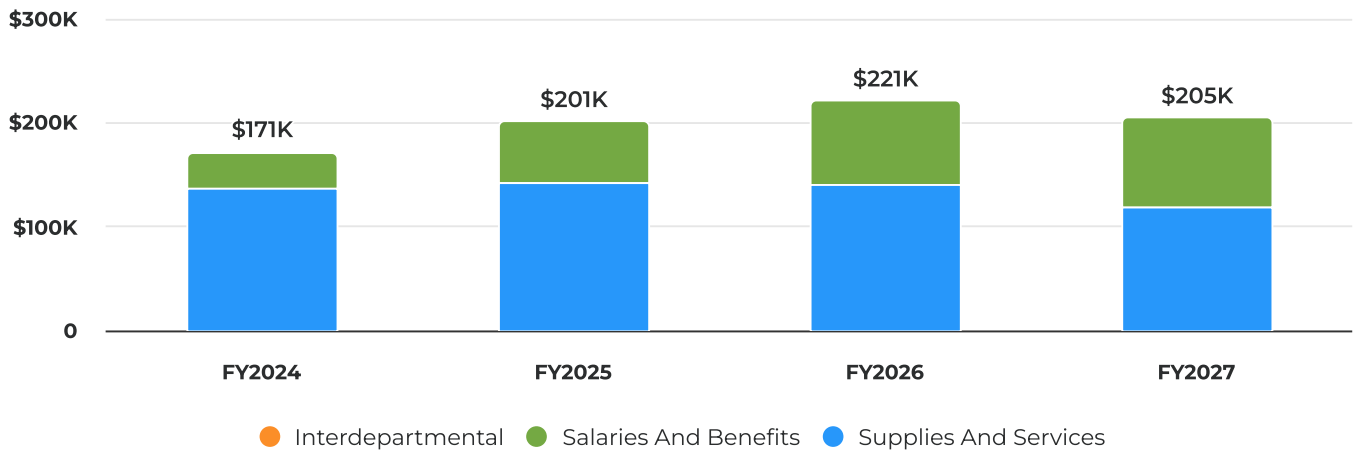
## Expenditure Summary

### Historical Expenditures Across Department

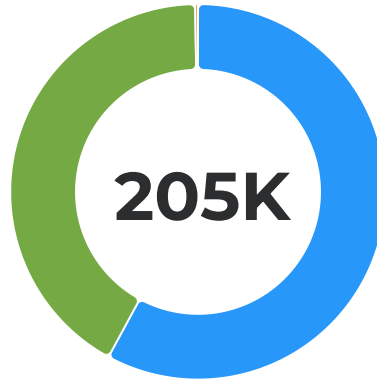


## Expenditures by Category

### Expenditures by Category



### FY27 Expenditures by Category



|                         |                  |        |
|-------------------------|------------------|--------|
| ● Supplies And Services | <b>\$118,750</b> | 57.91% |
| ● Salaries And Benefits | <b>\$85,823</b>  | 41.85% |
| ● Interdepartmental     | <b>\$500</b>     | 0.24%  |

### Expenditures by Category

| Category                  | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Salaries And Benefits     | \$ 59,089         | \$ 80,637              | \$ 80,637               | \$ 85,823         | 6.43%  |
| Supplies And Services     | \$ 141,905        | \$ 140,060             | \$ 140,060              | \$ 118,750        | -15.21%  |
| Interdepartmental         | \$ 138            | \$ 138                 | \$ 138                  | \$ 500            | 262.32%  |
| <b>Total Expenditures</b> | <b>\$ 201,132</b> | <b>\$ 220,835</b>      | <b>\$ 220,835</b>       | <b>\$ 205,073</b> | <b>-7.14%</b>  |

### Personnel Summary

| Status                            | Job Code | Position Title         | 2025-26 Approved FTE | 2026-27 Planned FTE |
|-----------------------------------|----------|------------------------|----------------------|---------------------|
| Elected                           | E105     | Elected City Treasurer | 1.00                 | 1.00                |
| <b>TOTAL FTE - City Treasurer</b> |          |                        | <b>1.00</b>          | <b>1.00</b>         |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### **FY 2026-27 Changes and Highlights**

#### **Positions:**

None

#### **Supplies and Services:**

(21,310) - Actuals-Based Budget Alignment

# City Clerk

## **MISSION STATEMENT:**

The City Clerk's Office plays a vital role in supporting the City Council and its advisory committees, performing a broad range of duties—many mandated by law. The department ensures transparent, accountable governance by administering the legislative process, maintaining official records, and documenting all City Council open meetings. It oversees fair and impartial local municipal elections and manages records in compliance with federal, state, and local laws, including the Political Reform Act, the Brown Act, and the Public Records Act.

As a steward of the democratic process, the City Clerk serves as a liaison between the City Council and the public, ensuring all council actions comply with legal requirements. The City Clerk, an elected official serving a four-year term, also maintains custody of the City seal, legislative materials for the City Council and Successor Agency, and archives official city records.

Through these functions, the City Clerk's Office serves both the public and City departments, ensuring government processes are transparent, accessible, and conducted efficiently, courteously, and in the best interests of the residents of South San Francisco.

## **THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:**

### **Administration of Public Meetings and Legislative Responsibilities**

- Oversight of City Council meetings in compliance with the Ralph M. Brown Act, ensuring all legislative actions are conducted transparently and legally.
- Preparation and distribution of agendas and comprehensive meeting packets of the City Council, the South San Francisco Successor Agency to the former Redevelopment Agency, and Council standing committees for City Council members, staff, and the public.
- Accurate recording of Council legislative actions and proceedings, including minutes, resolutions, and ordinances.
- Publication of required legal notices in accordance with State law to maintain public awareness and compliance.
- Oversee codification of ordinances and supplemental updates to the South San Francisco Municipal Code.

### **Public Records Act Administration**

- Receive, track, and coordinate response to public records requests.
- Collaborate with departments to identify and review responsive documents.
- Ensure timely statutory compliance and proper application of exemptions in collaboration with the City Attorney's Office when applicable.
- Maintain documentation and reporting of requests.

### **Records Management and Public Access**

- Managing the Citywide Records Management Program (paper and electronic) for all permanent and historical records to ensure public access to records pursuant to the Public Records Act.
- Custody of the City seal and stewardship of historical records to preserve institutional memory.
- Processing public records requests in compliance with the California Public Records Act, ensuring accessibility and transparency.
- Updating the department website with critical information to increase public access to City services and records.

- Processing and overseeing the timely response to subpoenas and summons for all city-related matters.

## **Advisory Bodies Recruitment and Management**

- Conducting recruitment and facilitating the appointment of the Council's appointed bodies, maintaining records, and maintaining policies and procedures pursuant to the Government Code.
- Maintenance and annual update of the Local Appointments List under the Maddy Act to ensure transparency and equitable access to advisory positions.

## **Attestation of Official Documents**

- Attesting contracts, agreements, and other official documents approved by the City Council, City Manager, and City Attorney, ensuring authenticity and legal compliance.

## **Elections Administration**

- Serving as the City's Election Official and, in compliance with the California Elections Code, administer all municipal elections and perform oaths of office for elected and appointed officials.
- Management and coordination of fair and impartial local municipal elections.
- Compliance with all applicable election laws and regulations, ensuring integrity and transparency in the democratic process.

## **Ethics, Campaign, and Conflict-of-Interest Compliance**

- Serving as the Local Filing Officer for the Fair Political Practices Commission (FPPC) for all campaign disclosure reports for local candidates and campaign committees.
- Serving as the Local Filing Officer for FPPC Statements of Economic Interests (Form 700) for designated filers.
- Maintaining and updating the City's Conflict-of-Interest Code to ensure ongoing compliance with state regulations.

## **Passport Services**

- Managing and administering passport services as a designated Passport Acceptance Agency, providing the public with accessible federal passport services.

## **Department Leadership and Public Representation**

- Serving as Department Head, managing staff, day-to-day operations, and the departmental budget.

Through these responsibilities, the City Clerk's Office serves as the steward of the democratic process, supporting informed decision-making, legal compliance, and public trust in South San Francisco's government.

## **ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:**

- Prepared and published 63 agenda packets, including Council standing committees.
- Provided accurate and timely minutes for 63 Council proceedings.
- Codified 15 Ordinances in the South San Francisco Municipal Code.
- Processed and finalized 115 resolutions ensuring accurate documentation and permanent archival of Council actions.
- Processed 789 public records requests as required under the California Public Records Act (CPRA).
- Conducted recruitment and appointment process for multiple positions on the city's advisory boards, commissions, and committees with processing of 42 applications.
- Coordinated the installation of Vote by Mail Drop boxes at City Hall parking lot, City Hall steps and the Library | Parks and Recreation Center.
- Processed 213 passport applications and met requirements as set by the U.S. Department of State to continue serving as a Passport Acceptance Facility.
- Developed and implemented a citywide records management program policy, including the records retention schedule and destruction process.

- Assisted departments in identifying eligible records for destruction, ensuring proper authorization and documentation.
- Planned and coordinated a citywide Annual Records Destruction event in compliance with the city's Records Retention Schedule and applicable state laws.
- Continued to oversee and coordinate the placement of the City's inactive records at a secure records storage facility to achieve security, safety, and efficiency-related goals.
- Managed the electronic filing of mandated ethics training (AB1234) for elected officials, advisory body members, and designated filers.
- Ensured timely filing of Statements of Economic Interest (Form 700) and Campaign Statements (Form 460).
- Provided notary services (internally).
- Provided training to new staff on agenda process (Legistar) contract management (DocuSign/AdobeSign), public records request (GovQA), and research of historical documents (Laserfiche).
- Continued organizing and streamlining processes of the City Clerk's Office.

## **OBJECTIVES FOR FISCAL YEAR 2026-27:**

- Ensure compliance with SB 707 requirements by implementing agenda translation services, providing meeting interpretation services, and maintaining accessible Zoom and hybrid meeting capabilities to promote equitable public participation for non-English speaking residents.
- Update and revise election procedures, forms, and candidate nomination packets to ensure accuracy, clarity, and full compliance with applicable laws in preparation for the November 2026 Municipal Election.
- Coordinate a contract with the San Mateo County Elections Office to consolidate and administer the November 2026 Municipal Election for three City Council seats, one City Clerk seat, and one City Treasurer seat, ensuring compliance with all applicable state election laws and transparency of the electoral process.
- Plan and coordinate the Annual Citywide Records Destruction Event in accordance with the City's Records Retention Schedule and applicable state laws to improve efficiency.
- Coordinate training opportunities for City Clerk staff via the International Institute of Municipal Clerks, City Clerks Association of California, and League of California Cities to strengthen staff knowledge of City Clerk duties, legislative procedures, elections administration, records management, and state and local compliance requirements to support operational excellence and succession planning.
- Coordinate centralization of AB 1234 Ethics Training and SB 827 Fiscal and Financial training into one system for all designated filers.
- Complete integration of electronic Animal Permitting System (Clariti).
- Maintain records for all completed AB 1234 and SB 827 training certificates to ensure full compliance with state-mandated disclosure requirements, promoting transparency and ethical governance.
- Prepare a Request for Proposal (RFP) for an Agenda Management System, evaluate submissions, and award a contract to improve efficiency, accessibility, and legislative workflow management.
- Implement the citywide centralized records management system, including workflows, digital archiving, and conversion of physical records to electronic form.
- Continue to organize and streamline processes of the City Clerk's office.
- Review and enhance security measures for citywide records of all Corodata files.
- Provide onboarding and quarterly training for Agenda Management (Legistar), Public Records Act Request compliance (GovQA), and Records Management (Laserfiche) in collaboration with the City Attorney's Office on topics related to the Brown Act, Public Records Act, and meeting best practices.
- Review and implement the City Council Procedures and Protocols Handbook to support consistent legislative operations.
- Enhance the searchable Public Records Request archive (GovQA) portal for public view and access.

- Enhance the use of social media platforms to increase civic engagement, expand public outreach, and expand community partnerships.
- Continue to provide support to City Council, internal departments, and members of the public to ensure efficient operations, informed decision-making, and responsive services.

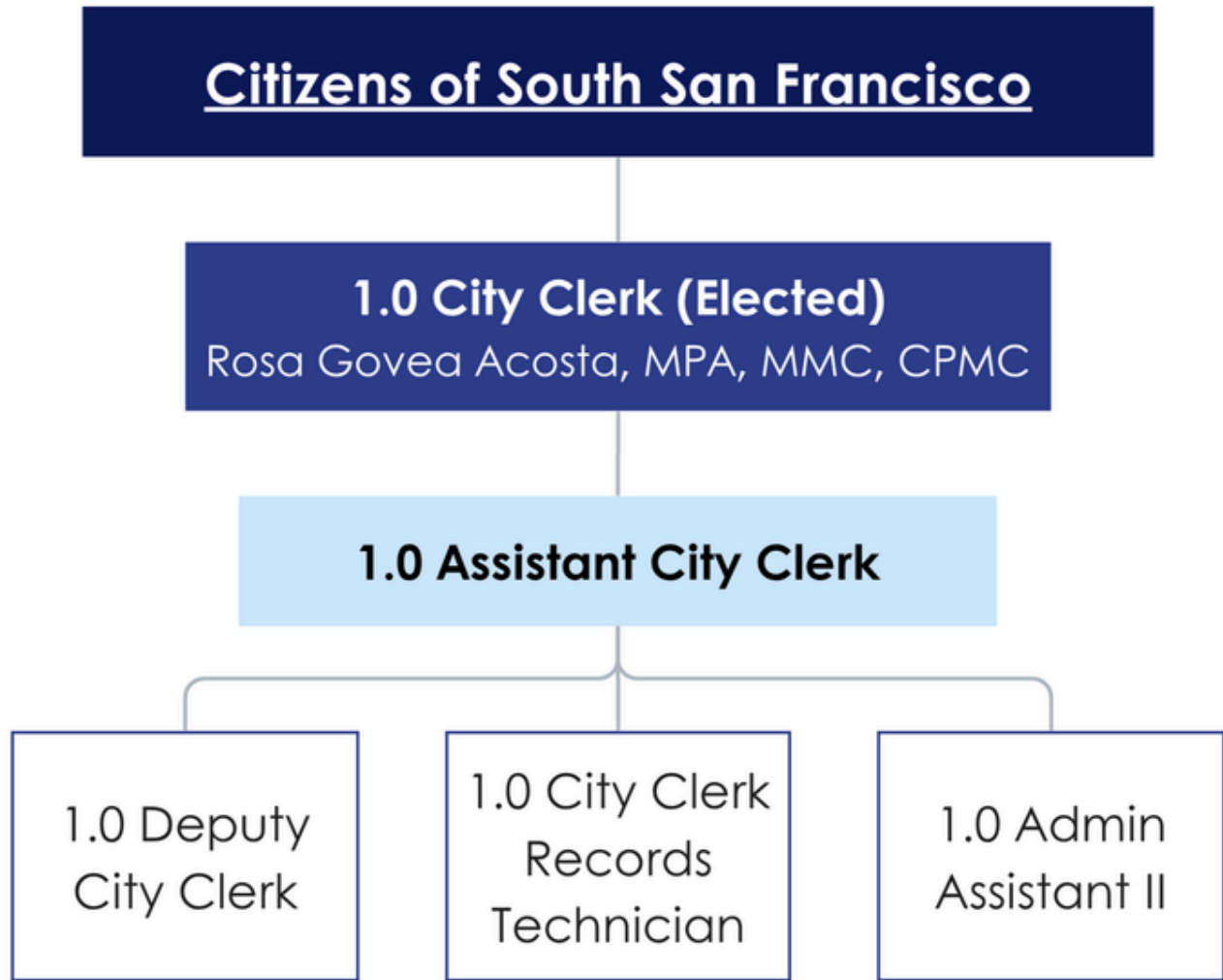
## **BUDGET HIGHLIGHTS FOR FISCAL YEAR 2026-27:**

- \$10,000 - Staff training and professional development to obtain designations for Deputy City Clerk as Certified Municipal Clerk (CMC); Assistant City Clerk as Master Municipal Clerk (MMC) and Notary Public certifications for multiple positions.
- \$5,000 - Yearly maintenance cost of eScribe, Advisory Board Manager.
- \$15,000 - Yearly maintenance cost of GovQA, the City's Automated Public Records Act program.
- \$15,000 - Yearly maintenance cost of Legistar (Granicus), the City's Automated Agenda Management System and ILA Translate Live, translation equipment.
- \$10,000 - Yearly maintenance of Granicus DisclosureDocs, the City's electronic financial disclosure software for Fair Political Practices Commission forms and Ethics Training (AB1234).

## Key Performance Measures

| Key Performance Measures   | FY 2024<br>Actual | FY 2025<br>Actual | FY 2026<br>Projected | FY 2027<br>Proposed |
|--|-------------------|-------------------|----------------------|---------------------|
| Public Access to Information and Public Records Act (PRA):                                       |                   |                   |                      |                     |
| Number of Public Records Act requests processed by the City Clerk's Office                       | 405               | 487               | 586                  | 704                 |
| Number of Public Records Act requests processed with assistance from the City Attorney's office  | 292               | 302               | 312                  | 323                 |
| Number of public records requests received annually  | 697               | 789               | 893                  | 1011                |
| Fair Political Practice Commission (FPPC) Filing Compliance                                      |                   |                   |                      |                     |
| Total number of FPPC Form 700 Conflict of Interest filings overseen by the City Clerk's office.  | 230               | 271               | 280                  | 290                 |
| Passports:   |                   |                   |                      |                     |
| Met certification to comply with the Department of State - Passport Acceptance Agency standards. | Yes               | Yes               | Yes                  | Yes                 |
| Number of passports processed.   | 455               | 213               | 250                  | 300                 |
| Meetings:  |                   |                   |                      |                     |
| Number of agendas developed for public meetings.   | 57                | 63                | 65                   | 65                  |
| Percentage of agenda/Public Notices published on or before statutory time period                 | 100%              | 100%              | 100%                 | 100%                |
| Records Management:  |                   |                   |                      |                     |
| Number of contracts processed annually.  | 507               | 655               | 846                  | 1093                |
| Board, Commission and Committees   |                   |                   |                      |                     |
| Number of applications processed for advisory bodies   | 40                | 42                | 44                   | 50                  |

## Organizational Chart

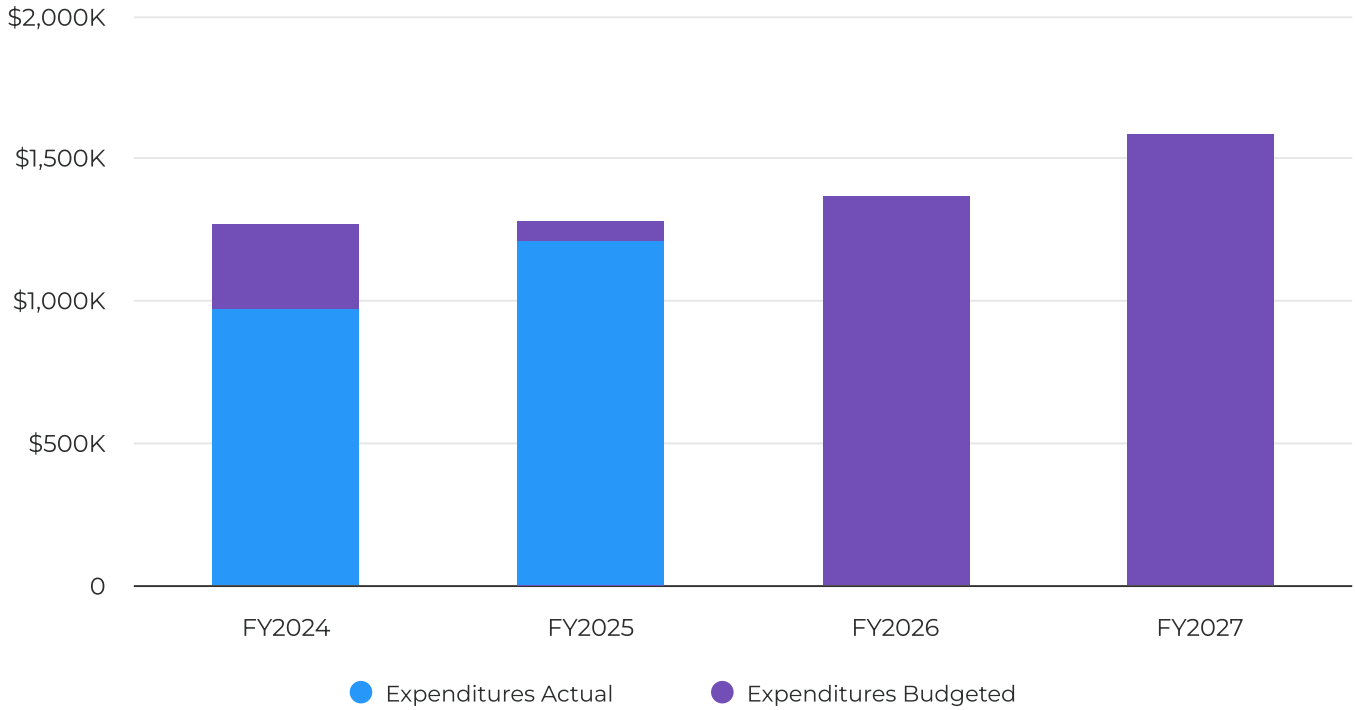


## Budget Note

This department collects no revenue and is funded solely by the General Fund, so only Expense by Category detail is shown.

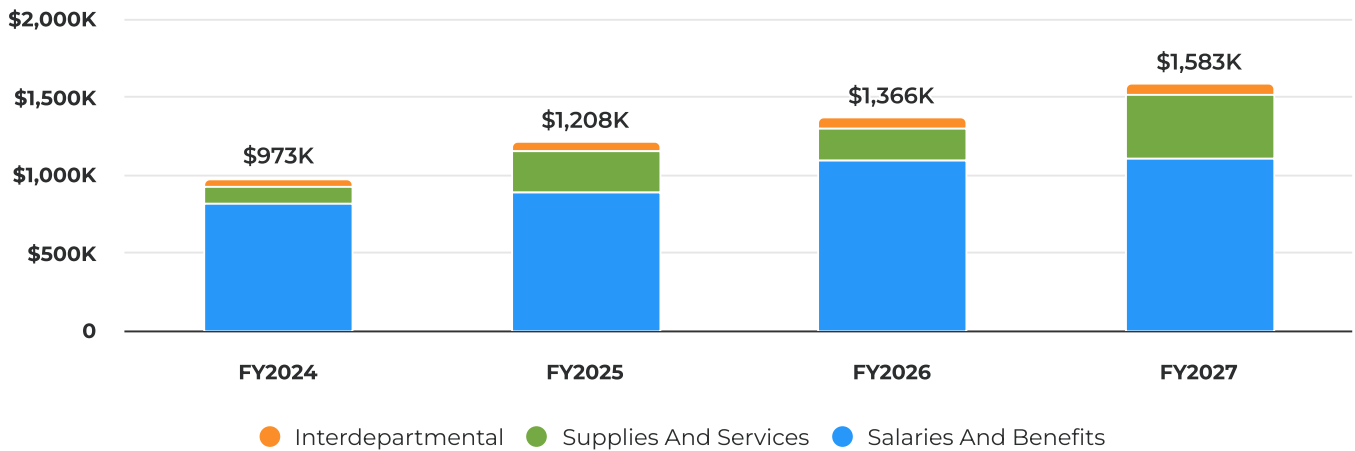
## Expenditure Summary

### Historical Expenditures Across Department



## Expenditures by Category

### Expenditures by Category

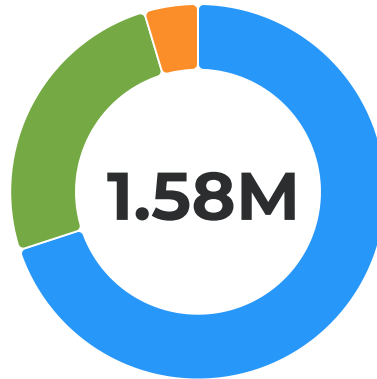


In FY2027, the City Clerk's total expenditures increased by 15.86% to \$1.6 million compared to FY2026. The largest expenditure category remained Salaries and Benefits at \$1.1 million, representing 69.98% of the total budget. This category saw a modest increase of \$17,794 or 1.63% from the previous year.

Supplies and Services experienced the most significant growth, rising by \$193,579 or 92.88% to \$402,007, and now account for 25.39% of total expenditures. This marks a notable reversal from the prior year's decrease in this category.

Interdepartmental costs also increased by \$5,400 or 7.95%, reaching \$73,345 and comprising 4.63% of the total budget. Overall, the FY2027 budget reflects a substantial increase in Supplies and Services alongside smaller increases in Salaries and Benefits and Interdepartmental expenses.

### FY27 Expenditures by Category



|                         |                    |        |
|-------------------------|--------------------|--------|
| ● Salaries And Benefits | <b>\$1,107,915</b> | 69.98% |
| ● Supplies And Services | <b>\$402,007</b>   | 25.39% |
| ● Interdepartmental     | <b>\$73,345</b>    | 4.63%  |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 890,538          | \$ 1,090,121           | \$ 1,090,121            | \$ 1,107,915        | 1.63%  |
| Supplies And Services     | \$ 262,370          | \$ 208,428             | \$ 208,428              | \$ 402,007          | 92.88%   |
| Interdepartmental         | \$ 55,282           | \$ 67,945              | \$ 67,945               | \$ 73,345           | 7.95%  |
| <b>Total Expenditures</b> | <b>\$ 1,208,190</b> | <b>\$ 1,366,494</b>    | <b>\$ 1,366,494</b>     | <b>\$ 1,583,267</b> | <b>15.86%</b>  |

## Personnel Summary

| Status                       | Job Code | Position Title                | 2025-26<br>Approved FTE | 2026-27<br>Planned<br>FTE |
|------------------------------|----------|-------------------------------|-------------------------|---------------------------|
| Elected-FT                   | E100     | Elected City Clerk            | 1.00                    | 1.00                      |
| <b>SUBTOTAL Elected</b>      |          |                               | <b>1.00</b>             | <b>1.00</b>               |
| Full Time                    | M830     | Assistant City Clerk          | 1.00                    | 1.00                      |
| Full Time                    | O320     | Deputy City Clerk             | 1.00                    | 1.00                      |
| Full Time                    | O415     | City Clerk Records Technician | 1.00                    | 1.00                      |
| Full Time                    | O310     | Administrative Assistant II   | 1.00                    | 1.00                      |
| <b>SUBTOTAL Full Time</b>    |          |                               | <b>4.00</b>             | <b>4.00</b>               |
| <b>TOTAL FTE- City Clerk</b> |          |                               | <b>5.00</b>             | <b>5.00</b>               |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### FY 2026-27 Changes and Highlights

#### Positions:

None

#### Supplies and Services:

|            |                                |
|------------|--------------------------------|
| \$ 200,000 | Elections                      |
| (6,421)    | Actuals-Based Budget Alignment |

# City Attorney

## MISSION STATEMENT:

The City Attorney is directly appointed by the City Council. The City Attorney represents and advises the City Council, Boards and Commissions, and officers and employees of the City in all matters of law pertaining to their respective offices and official activities. The City Attorney prepares all proposed ordinances, resolutions and amendments, prepares or approves the form of all other legal documents and represents the City in litigation to which the City is a party.

The City Attorney, whose services are retained by the City through a contract relationship, is responsible for the following services:

- Providing legal advice and information to the Council and staff;
- Preparing legislation and legal documents;
- Reviewing contracts, leases and agreements;
- Providing legal defense and advice to the City in a manner that minimizes City liability and exposure;
- Providing legal advice to the City Council, City Manager, Departments, Boards and Commissions;
- Supporting staff in enforcing community standards and codes fairly; and
- Managing the City's litigation.

## ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:

### Legislative Actions

- Drafted or worked with staff on drafting the following ordinances and assisted staff in processing them for adoption:
  - Municipal Code amendment to implement additional regulations and programs related to solid waste and recycling under SB 1383.
  - Developed a draft Municipal Code amendment to the Trees and Sidewalks regulations for abutting property owners, to be presented to Council for consideration.
  - Developed a draft Municipal Code amendment to the Sewer lateral regulations, to be presented to Council for consideration.
  - Adoption of mooring regulations to provide regulations for moorings in the City's navigable waterways.
  - Developed draft regulations of campaign signs and campaigning inside residential rental property.
  - Worked with staff on ordinances for relocation benefits for residents displaced as a result of uninhabitable conditions.
  - Assisted with adoption of an ordinance updating animal control regulations.
  - Developed Municipal Code amendment to adopt a pavement cut moratorium, a utility pavement cut fee, and a heavy construction vehicle fee, to be presented to Council for consideration.
- Assisted City staff with completion and implementation of the General Plan update, CEQA analysis, and related Zoning Code/Climate Action Plan update, and the processing of new development projects affected by the update.
- Assisted City staff with implementation of housing and zoning ordinance update programs in the 2023-2031 Housing Element.
- 
- Assisted City staff with proposed Orange Memorial Park and Centennial Trail Master Plan implementation issues.
- Assisted City staff with the environmental documents, contracting documents, and utilities for Linden Park.

- Provided guidance regarding application of updated Business License Tax, including to single room rentals.

## Oyster Point Development Project

- The City Attorney's Office continued to assist with the Oyster Point Development Project, including:
  - Oversight Board approval of FY25-26 ROPS of the Successor Agency
  - Encroachment and Maintenance Agreements and related easements/access agreements for Phases ID – IVD; and
  - The Oyster Point Sanitary Sewer Pump Station Relocation project and related reimbursement agreement with Kilroy.

## Economic Development and Planning

- Assisted with approval of the City's first AB 2011 project at 500/520 Linden Ave.
- Assisted with processing of the City's first AB 130 project at 1487 Huntington Avenue.
- Assisted with the City's continued implementation of its ADU ordinance and compliance with state law updates.
- Worked closely with the Economic Development and Planning Divisions to negotiate and prepare development project applications for approval, including preparing environmental documentation, drafting exclusive negotiating rights agreements (ENRA), development agreements, purchase and sale agreements, and processing entitlements. The following list is a sampling of some of the projects that we assisted with:
  - Acquisition loan for the Metro Hotel project;
  - Surplus Land Act compliance and related purchase and sale agreement matters regarding proposed hotel development at Oyster Point with Ensemble Investments;
  - Negotiate and draft terms for a Development Agreement at 800 Dubuque Ave;
  - Coordinate with Planning and Public Safety staff regarding necessary public access easements for 40 Airport Blvd housing development project;
  - Negotiate and draft terms for a Development Agreement at 175 Sylvester and 100 E. Grand.
- 
- Assisted City staff with the PUC site development delays, grant applications, and additional property acquisitions for related roadway projects.
- Assisted with the acquisition process for a County Chapter 8 sale of property.
- Advised staff regarding multiple housing and development issues.
- Assisted the City with negotiation and approval of an MOU with San Mateo County for the Ramada Inn Homekey project.
- Continue to assist the City with various follow-up agreement drafting and execution issues for the Southline development project.
- Continue to assist the City with negotiation of the In-N-Out project and CEQA review for projects at 932 and 972 El Camino Real.
- Continue to assist the City with the review of the billboard project at 1 Oyster Point.
- Continue to assist the City with matters related to the Amazon Parcel Hub project at 1000 San Mateo Avenue.
- Reviewed and advised on CEQA documents for applicant projects, including but not limited to:
  - 101 Utah Avenue Mixed Use Project
  - Gateway (Railroad Avenue) Townhouse Project
  - Boys and Girls Club in Orange Park Project, including ground lease negotiations with City Manager's Office
  - 1341 San Mateo Avenue Project
  - 360 Alta Vista Subdivision Project
- 
- Advised staff regarding determination and appeal hearing for enforcement of the City's Tenant Relocation Payment Ordinance for tenants displaced due to substandard housing at 432 Railroad Avenue.

- Worked with staff on multiple potential land acquisition opportunities, including negotiating strategy and legal compliance issues.

## Information and Technology

- Assisted staff with continued efforts to promote expansion of telecommunications technology in the City and enforcing the City's current telecommunications regulations, including the following:
  - Advised regarding fiber conduit installation issues as a part of Open Trench negotiations with Intermountain, Inc. at West Orange Ave. and related SFPUC property rights issue; prepared utility easement agreement for the Broadband Expansion Project and Smart Corridor Expansion Project.
  - Assisted with contracting for the community Wi-Fi program
  - Assisted with negotiation and drafting of a lease agreement with AT&T for a telecommunication facility at the Miller Ave. Garage rooftop space.
  - Assisted with review of various open trenches, colocation, and fiber optic deployment issues with various telecommunication providers.
  - Assisted with the review and negotiation of various technology procurement and SaaS agreements.
- Assisted staff with updating the City's IT policies, including establishing the City's first AI policy.

## Public Works and Contracting

- Assisted staff with the provision of certain public services and other public works projects, including the following:
  - Project management and contractor coordination for the Orange Memorial Park Swim Center Project;
  - Advice regarding CEQA preparation and procurement issues for the Linden Park project.
  - Assisted with land acquisition, procurement, and CEQA issues for the Fire Station 63 project.
- Assist with various efforts to partner with state and regional agencies for cooperative projects such as Smart Corridor and Colma Creek Flood Channel maintenance projects.
- Managed litigation against PG&E and MGE related to storm drain damage resulting in a successful settlement for the City.
- Assist staff with agreement drafting and implementation of the South City Shuttle Program, including vendor procurement and negotiation with the Town of Colma.
- Assist staff with negotiation and implementation of various cooperative arrangements with neighboring jurisdictions for street paving/maintenance and similar public works projects.
- Advised staff in drafting lease and concessionaire agreement for café space in the Library | Parks and Recreation Center.

## City Procurements

- Establish streamlined contract review and approval process to shorten review timing and promote efficiency.
- Prepare updates to the City's contract templates and related procurement documents.
- Review various procurement options for professional services and advise on potential options.
- Assisted City staff with various professional services, events management, and sole-source procurements.

## Code Enforcement

- Advised staff on matters related to enforcement of the City's Tenant Relocation Payment Ordinance for tenants displaced due to substandard housing.
- Advised staff on the enforcement of the City's Solid Waste Ordinance related to businesses unlawfully collecting and hauling waste in the City.
- Assisted staff regarding enforcement of the City's ban on the sale of flavored tobacco.

- Assisted staff regarding enforcement of the City's sale of cannabis ordinance.
- Worked with the City Manager's Office and Code Enforcement on legislative updates and implementation plan for marine debris and abandoned vessels.
- Continued to assist with cross-departmental problem properties at regular meetings.
- Represented the City in prosecuting municipal code violations.

## Miscellaneous-Additional City Operations

- Worked with multiple departments on updates to development impact and other fees in light of new case law.
- Represented the City in litigation matters handled by the City Attorney's Office. Managed and oversaw outside counsel in the defense of litigation against the City.
- Provided citywide staff and commission trainings on the Brown Act, AB 1234, SB 827, the Public Records Act, and sexual harassment prevention.
- Assisted the City Clerk's Office and other departments with issues related to the approximately 130 public records requests received since July 1, 2025. Drafted guidance on the California Public Records Act to assist staff in review of public records requests. Coordinated with the City Clerk's Office to provide PRA training for all department record custodians.
- Provided support to the Police Department through the prosecution of Municipal Code violations, abatement of deadly weapons through court proceedings, protection of confidential police records, including responding to public records requests pursuant to SB 1421 (2018), subpoena and Public Records Act responses.
- Provided support to the Police Department through the adjudication of Gun Violence Restraining Orders, Municipal Code violation misdemeanors, and Weapons Confiscation Petitions.
- Provided support to the Police Department through the opposition of Pitchess Motions.
- Provided continuing support and advice to the South San Francisco Conference Center Authority.
- Provided legal advice to the Youth Commission.
- Advised the City with HIPAA compliance requirements.

## **OBJECTIVES FOR FISCAL YEAR 2026-27:**

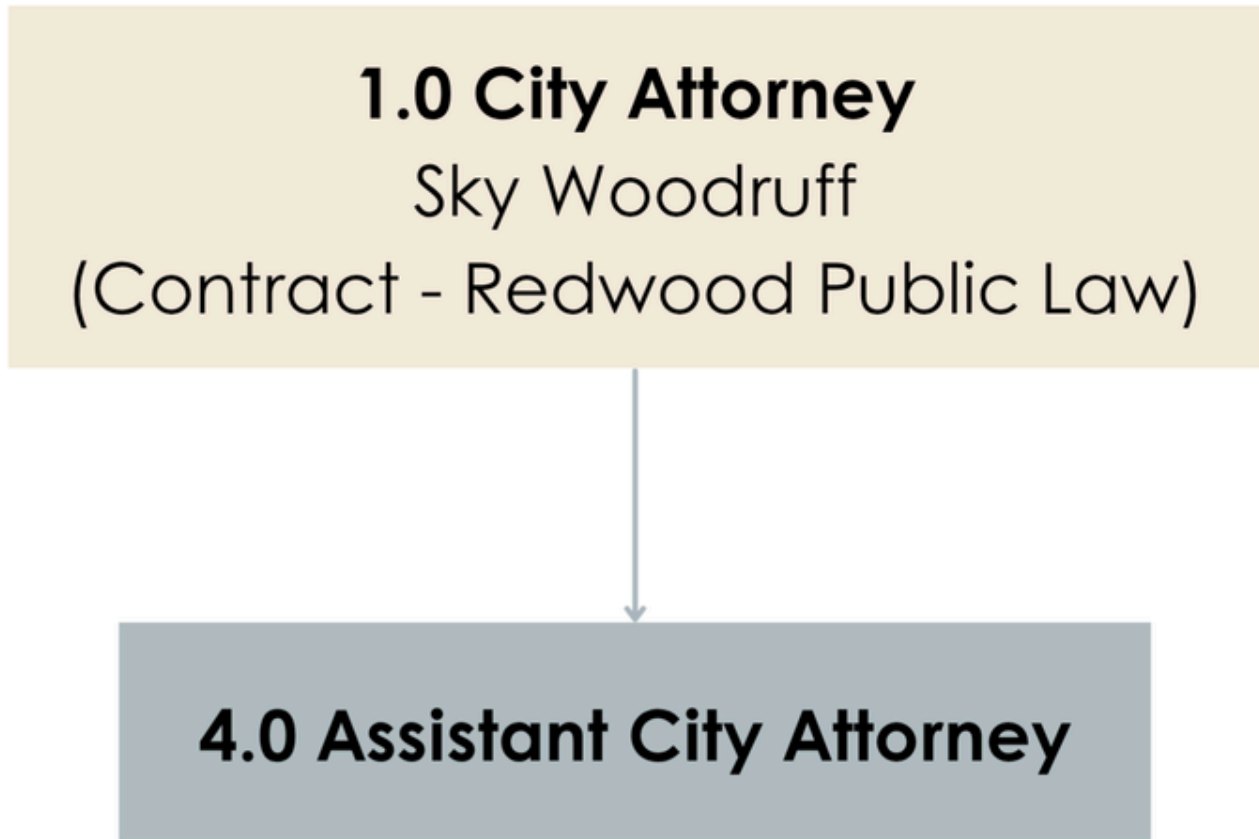
- Continue to assist City Council with downtown and business development initiatives.
- Assist the City with processing and planning for transit-development oriented residential projects pursuant to SB 79 (2025) and related potential regional planning coordination.
- Provide in-depth training on legal topics and requirements to staff and Boards and Commissions.
- Continue to assist City staff with implementation of the Long Range Property Management Plan and the disposition of Successor Agency properties.
- Continue to assist City staff with the delivery of the Civic Campus project and the implementation of other Measure W initiatives.
- Continue to assist Staff with issues relating to Housing Element implementation, compliance, and navigation of state law/HCD Guidance.
- Continue to assist Staff with implementation of objective design review criteria and compliance with SB 35, SB 330, SB 9 and Housing Accountability Act, as well as with anticipated initiatives to develop options for encouraging development of affordable housing.
- Continue to assist Staff with the review and process of streamlined housing development projects, including but not limited to AB 2011 and state density bonus projects.
- Continue to assist the City with implementation of ordinances implementing new programs listed above.
- Assist City staff with implementation of the new General Plan and updated Zoning Ordinance.
- Assist City staff with updates to internal city policies and provide training on implementation.
- Continue to assist City staff with the preparation, negotiation, environmental review and entitlement process for residential and commercial development projects.

- Continue to assist City staff with the preparation, drafting and adoption of new ordinances.
- Continue to assist City staff with management of an increasing influx of PRA requests.
- Assist the Police Department with Police Litigation matters, including compliance with AB 2621 and AB 451 to update policies for gun violence restraining orders and other restraining orders.

## **BUDGET HIGHLIGHTS FOR FISCAL YEAR 2026-27:**

The General Fund budget for FY 2026-27 has been adjusted to reflect actual work levels.

### Organizational Chart

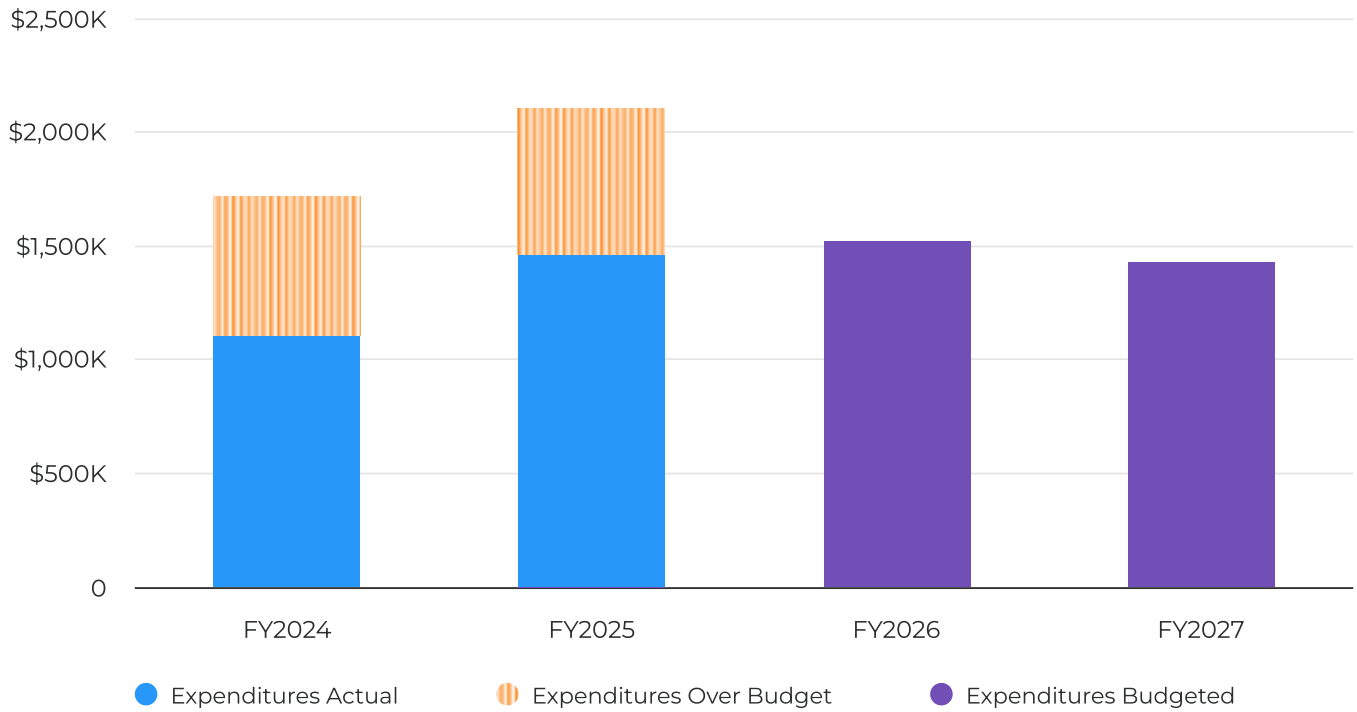


## Budget Note

This department collects no revenue and is funded solely by the General Fund, so only Expense by Category detail is shown.

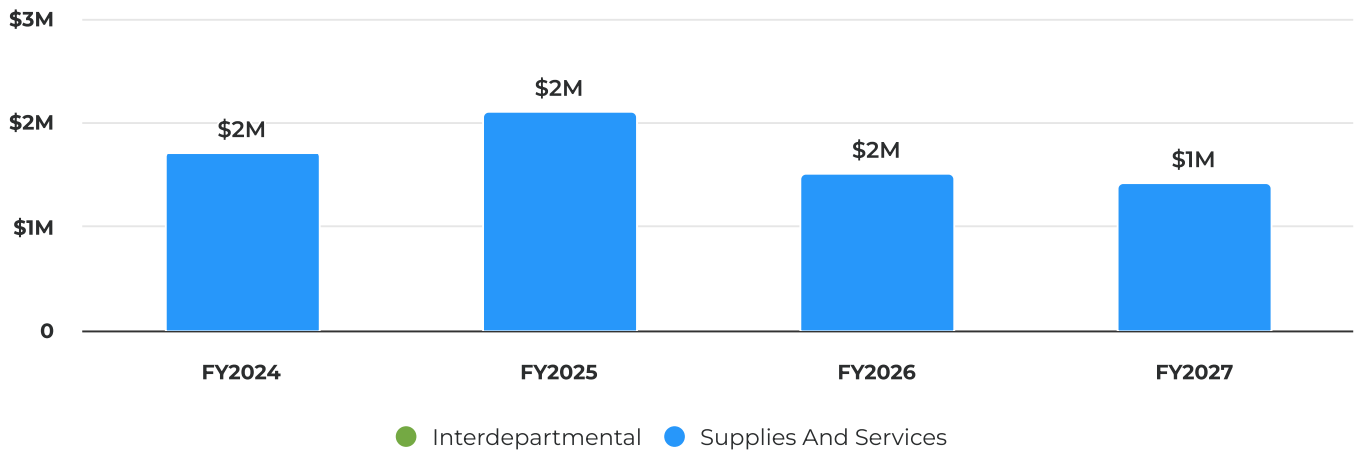
## Expenditure Summary

### Historical Expenditures Across Department

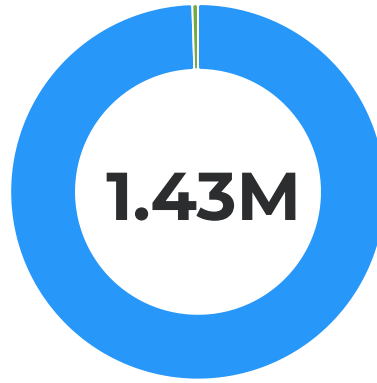


## Expenditures by Category

### Historical Expenditures by Category



### FY27 Expenditures by Category



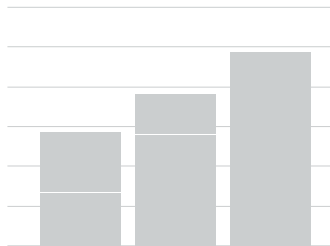
|                         |                    |        |
|-------------------------|--------------------|--------|
| ● Supplies And Services | <b>\$1,419,841</b> | 99.52% |
| ● Interdepartmental     | <b>\$6,900</b>     | 0.48%  |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Supplies And Services     | \$ 2,098,488        | \$ 1,515,717           | \$ 1,515,717            | \$ 1,419,841        | -6.33%   |
| Interdepartmental         | \$ 8,108            | \$ 1,994               | \$ 1,994                | \$ 6,900            | 246.04%  |
| <b>Total Expenditures</b> | <b>\$ 2,106,596</b> | <b>\$ 1,517,711</b>    | <b>\$ 1,517,711</b>     | <b>\$ 1,426,741</b> | <b>-5.99%</b>  |

## Revenue Summary

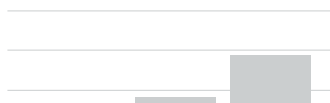
### Historical Revenues Across Department



**!**  
No data available

## Revenues by Fund

### Historical Revenues by Fund





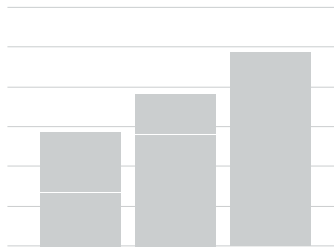
No data available

### Revenues by Fund



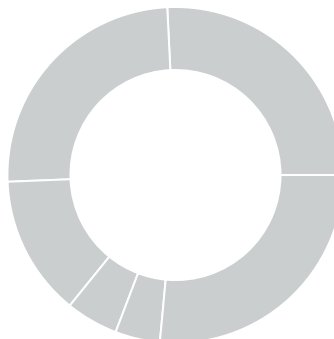
### Revenues by Object Groups

#### Historical Revenues by Object Groups



No data available

#### FY27 Revenues by Object Groups



 No data available

### Revenues by Object Groups



### Revenues by Revenue Source Level 2

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### FY 2026-27 Changes and Highlights

#### Positions:

None

#### Supplies and Services:

|            |                                |
|------------|--------------------------------|
| 4%         | Contract Increase              |
| (150,476 ) | Actuals-Based Budget Alignment |

# City Manager

## **MISSION STATEMENT:**

The daily business of City operations is the responsibility of the City Manager, the Chief Executive Officer of the municipal corporation. The City Manager's Office implements policy decisions of the City Council, provides leadership and strategic direction to the City's department head team and organization as well as ensuring that initiatives and programs align with the City's General Plan and reflect the values of our community. The City Manager's Office provides overall guidance to all City operating departments and is responsible for the administration of City programs to ensure delivery of high-quality services in an efficient and cost-effective manner. This includes oversight of major City-initiated projects, outreach to and involvement with community members on issues of local concern, direction of the annual budget process, and coordination of City Council agendas. The City Manager's office includes administration of Capital Projects, Communications, Community Outreach, Diversity, Equity, and Inclusion (DEI), and Sustainability, and provides a resource for general information for the citizens of South San Francisco. City personnel are under the authority of the City Manager.

## **THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:**

- Conduct regular recurring meetings with department heads, key staff, community partners and elected officials to stay abreast of successes, challenges, and progress on the City Council's priorities. Ensure that the City Council agendas are balanced and timely to allow for the City's business to be accomplished with opportunity for public input/comment.
- The Management Analyst II serves as the staff liaison for the Equity and Public Safety Commission, which continues to review data, provide recommendations, and build community trust.
- The Deputy City Manager ensures that the City continues to make progress on its Climate Action Plan and brings forth ordinances or ordinance amendments consistent with modern sustainability standards. The Deputy City Manager oversees and coordinates the City's cross-departmental environmental initiatives.
- Ensuring that on a biennial basis, the City continues to assess core services through statistically significant community surveys.

## **ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:**

- Hosted the Cultura Fest on Grand Avenue
- Ongoing Linden Park design and outreach efforts
- Facilitated stakeholder meetings for community input on Veterans' Memorial
- Continued the tradition of Youth in Government
- Hosted biennial Citizens' Academy
- National Night Out at seven locations throughout the City
- Coordinated annual free drive-thru Flu shot Clinic
- Supported the Fiestas Patrias event at Morelos Hall
- Supported Festa Italiana at Orange Park
- Supported the Domestic Violence and Human Trafficking Training at the South San Francisco Conference Center
- Continued collaboration with SSFUSD on hosting Ruby Bridges Day
- Hosted a State of the City with plate lunches at the South San Francisco Conference Center
- Hosted food and toy drives during the holiday season with the help of Fire, Police and hundreds of volunteers

- Collaborated with Senator Josh Becker’s Office on Senate Bill 390 to address a loophole in the Mello-Roos Act and position the City to move forward with a Community Facilities District for East of 101
- Helped community prepare for AB413 – Daylighting Law with updated communications
- Continue to track all state and federal legislation pertinent to the City’s interests
- Continue to collaborate and build relationships with intergovernmental agencies in San Mateo County

## OBJECTIVES FOR FISCAL YEAR 2026-27:

- Lead efforts to identify path forward for long-term fiscal sustainability, including evaluation of operating budget for efficiencies and reductions and revenue enhancement.
- Monitor delivery of departmental goals associated with implementation of the General Plan and Climate Action Plan.
- Continue City-wide National Night Out program.
- Implement recommendations of the Racial and Social Equity Plan.
- Enhance city-wide volunteer coordination
- Near completion of construction of the new Orange Memorial Park Aquatic Center.
- As a certified Age Friendly City, continue to implement goals identified by the Age Friendly Steering Committee.

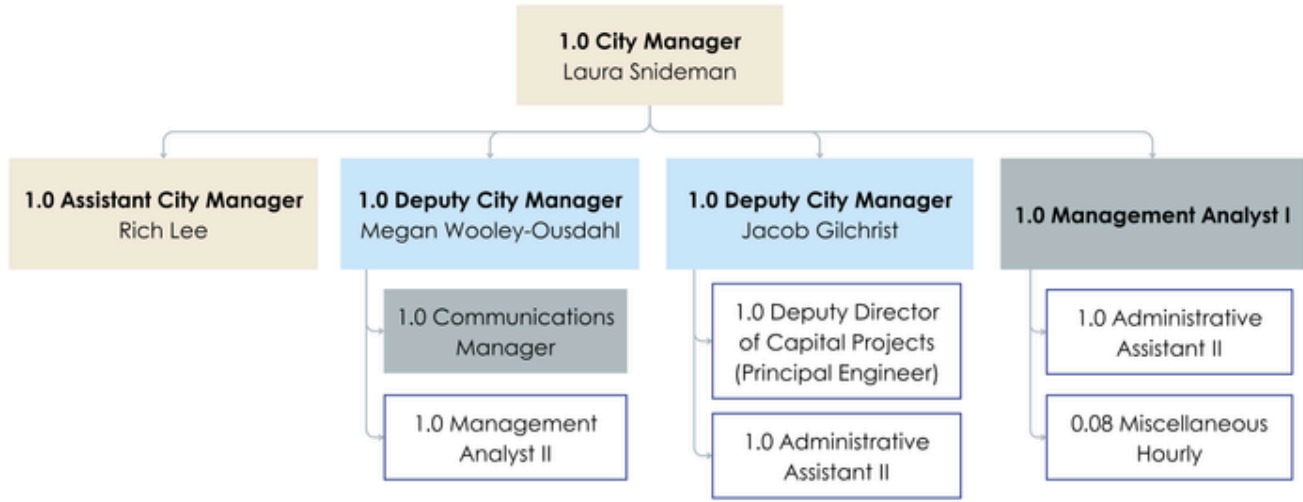
## BUDGET HIGHLIGHTS FOR FISCAL YEAR 2026-27:

- Limited term funding for enforcement of the Mooring Regulations Ordinance
- Funding for celebration of the semiquincentennial, America 250
- Continue funding Sister Cities Program
- Continue funding for the implementation of an updated and more robust Climate Action Plan with an emphasis on intradepartmental collaboration on all sustainability initiatives.

## Key Performance Measures

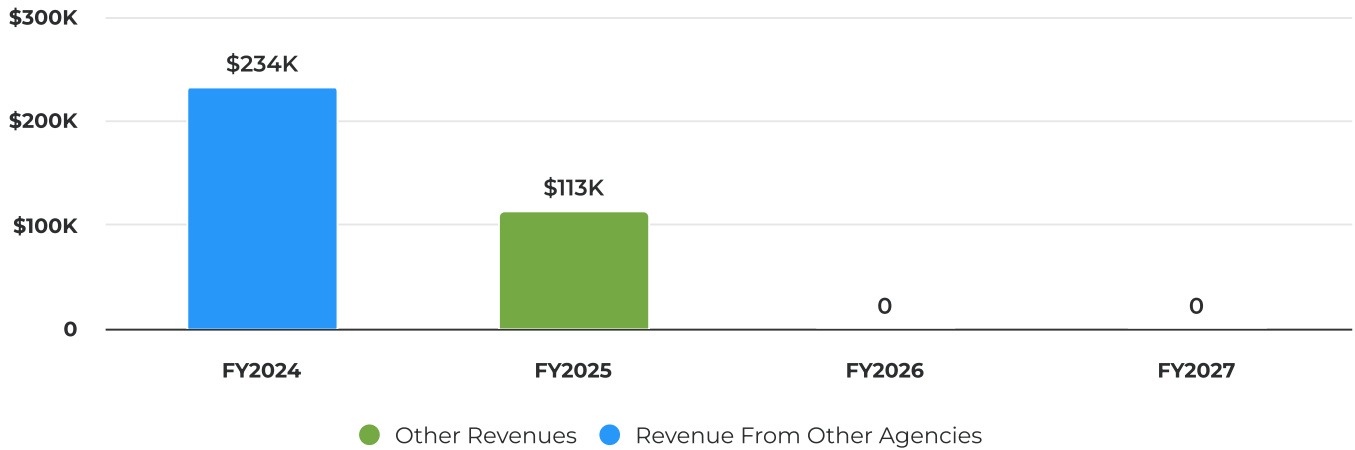
| Key Performance Measures  | FY 2024<br>Actual | FY 2025<br>Actual | FY 2026<br>Projected | FY 2027<br>Proposed |
|---|-------------------|-------------------|----------------------|---------------------|
| Community Engagement. The performance measures tracked ensure we focus on continuing to engage the community. |                   |                   |                      |                     |
| # of Facebook followers City Hall   | 9,137             | 10,059            | 11,000               | 15,000              |
| # of Instagram followers City Hall  | 5,522             | 8,802             | 10,000               | 12,000              |
| # of X (formerly known as Twitter) followers City Hall  | 5,331             | 5,326             | 5,300                | 5,300               |
| # of press releases, and Mayor's letters sent via email   | 196               | 100               | 100                  | 100                 |
| # of printed all city newsletters   | 1                 | 2                 | 2                    | 2                   |

# Organizational Chart



## Revenues by Source

Historical Revenues by Source



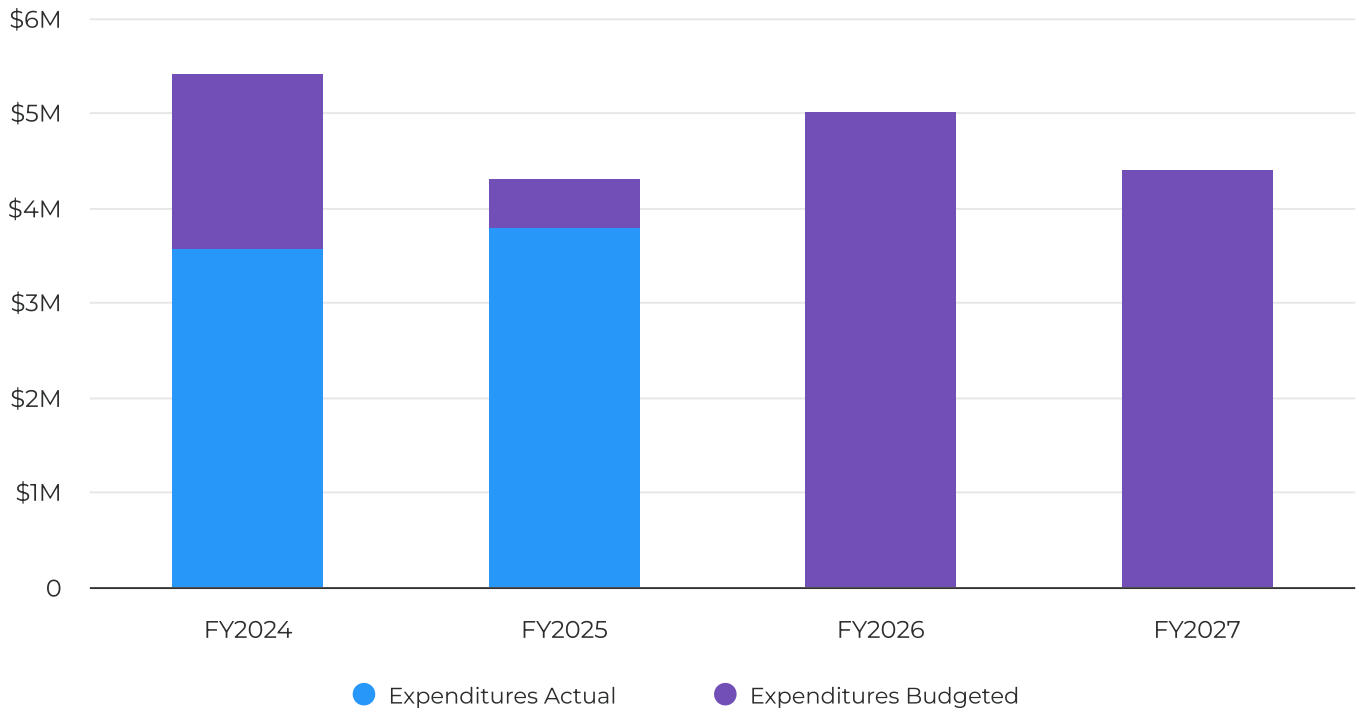
## Revenues by Object Groups

| Category              | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|-------------------|------------------------|-------------------------|------------------|--|
| Other Revenues        | \$ 113,333        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 113,333</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |



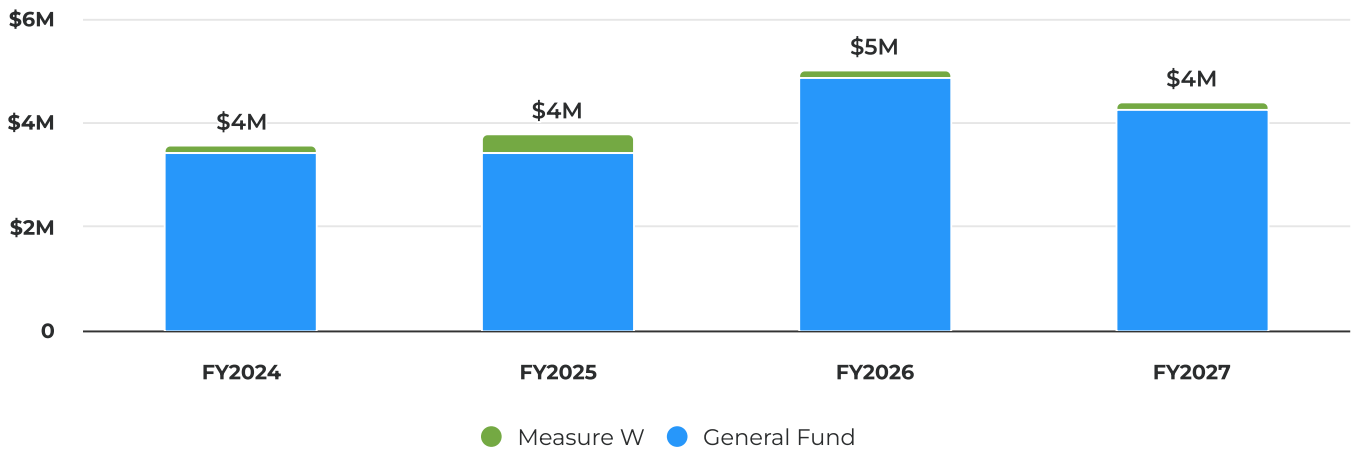
# Expenditure Summary

## Historical Expenditures Across Department

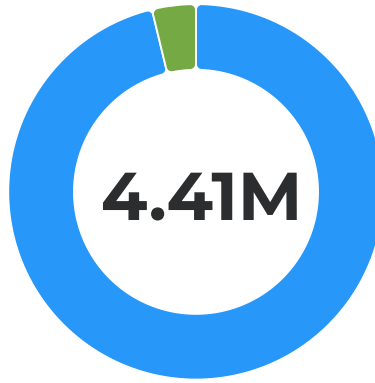


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund

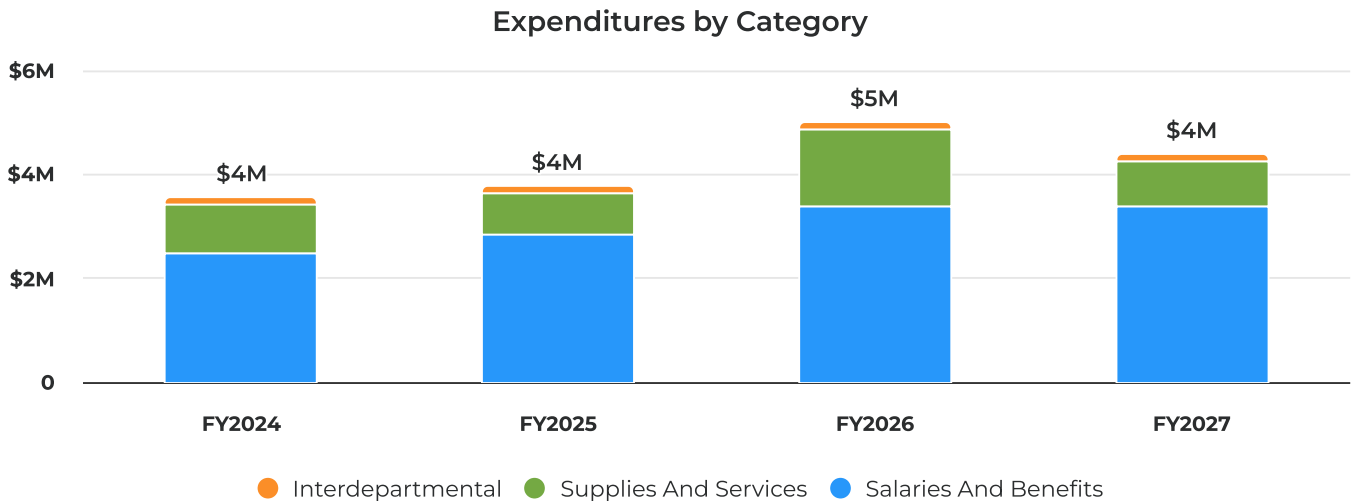


|  |                    |        |
|--|--------------------|--------|
| <span style="color: blue;">●</span> General Fund | <b>\$4,238,936</b> | 96.22% |
| <span style="color: green;">●</span> Measure W   | <b>\$166,743</b>   | 3.78%  |

### Expenditures by Fund

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| General Fund              | \$ 3,428,416        | \$ 4,849,323           | \$ 4,996,428            | \$ 4,238,936        | -12.59%  |
| Measure W                 | \$ 349,738          | \$ 159,345             | \$ 159,345              | \$ 166,743          | 4.64%  |
| <b>Total Expenditures</b> | <b>\$ 3,778,155</b> | <b>\$ 5,008,668</b>    | <b>\$ 5,155,773</b>     | <b>\$ 4,405,679</b> | <b>-12.04%</b>   |

### Expenditures by Category



### FY27 Expenditures by Category



|  |   |             |        |           |        |           |       |
|--|---|-------------|--------|-----------|--------|-----------|-------|
| <ul style="list-style-type: none"> <li><span style="color: blue;">●</span> Salaries And Benefits</li> <li><span style="color: green;">●</span> Supplies And Services</li> <li><span style="color: orange;">●</span> Interdepartmental</li> </ul> | <table border="0"> <tr> <td style="font-weight: bold;">\$3,381,130</td> <td style="padding-left: 10px;">76.74%</td> </tr> <tr> <td style="font-weight: bold;">\$860,151</td> <td style="padding-left: 10px;">19.52%</td> </tr> <tr> <td style="font-weight: bold;">\$164,398</td> <td style="padding-left: 10px;">3.73%</td> </tr> </table> | \$3,381,130 | 76.74% | \$860,151 | 19.52% | \$164,398 | 3.73% |
| \$3,381,130  | 76.74%  |             |        |           |        |           |       |
| \$860,151  | 19.52%  |             |        |           |        |           |       |
| \$164,398  | 3.73%   |             |        |           |        |           |       |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 2,831,293        | \$ 3,396,194           | \$ 3,396,194            | \$ 3,381,130        | -0.44%   |
| Supplies And Services     | \$ 802,489          | \$ 1,455,945           | \$ 1,603,050            | \$ 860,151          | -40.92%  |
| Interdepartmental         | \$ 144,372          | \$ 156,529             | \$ 156,529              | \$ 164,398          | 5.03%  |
| <b>Total Expenditures</b> | <b>\$ 3,778,155</b> | <b>\$ 5,008,668</b>    | <b>\$ 5,155,773</b>     | <b>\$ 4,405,679</b> | <b>-12.04%</b>   |

## Personnel Summary

| <b>Status</b>                  | <b>Job Code</b> | <b>Position Title</b>                   | <b>2025-26<br/>Approved<br/>FTE</b> | <b>2026-27<br/>Planned<br/>FTE</b> |
|--------------------------------|-----------------|---|-------------------------------------|------------------------------------|
| Full Time                      | N115            | City Manager                            | 1.00                                | 1.00                               |
| Full Time                      | N100            | Assistant City Manager                  | 1.00                                | 1.00                               |
| Full Time                      | N120            | Deputy City Manager                     | 1.00                                | 2.00                               |
| Full Time                      | M310            | Communications Manager                  | 1.00                                | 1.00                               |
| Full Time                      | N195            | Director of Capital Projects            | 1.00                                | 0.00                               |
| Full Time                      | M760            | Principal Engineer                      | 1.00                                | 1.00                               |
| Full Time                      | M540            | Diversity, Equity and Inclusion Officer | 1.00                                | 0.00                               |
| Full Time                      | M560            | Management Analyst II                   | 1.00                                | 1.00                               |
| Full Time                      | M570            | Management Analyst I                    | 0.00                                | 1.00                               |
| Full Time                      | O410            | Executive Assistant to the City Manager | 1.00                                | 0.00                               |
| Full Time                      | O310            | Administrative Assistant II             | 2.00                                | 2.00                               |
| <b>SUBTOTAL Full Time</b>      |                 |   | <b>11.00</b>                        | <b>10.00</b>                       |
| Hourly                         | X280            | Miscellaneous Hourly                    | 0.08                                | 0.08                               |
| <b>SUBTOTAL Hourly</b>         |                 |   | <b>0.08</b>                         | <b>0.08</b>                        |
| <b>TOTAL FTE- City Manager</b> |                 |   | <b>11.08</b>                        | <b>10.08</b>                       |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### **FY 2026-27 Changes and Highlights**

#### **Positions:**

|              |   |
|--------------|---|
| \$ (227,687) | Remove 1.0 FTE Diversity, Equity and Inclusion Officer, this function has tradition to the existing Management Analyst II position with additional scope. |
| 0            | Director of Capital Projects title change to Deputy City Manager; no budget impact.   |
| 0            | Executive Assistant to the City Manager title change to Management Analyst I; no budget impact.   |
| \$ (227,687) | TOTAL   |

#### **Supplies and Services:**

\$ (595,794) - Actuals-Based Budget Alignment

# Finance

## MISSION STATEMENT:

The Finance Department provides accurate, transparent, complete, and timely financial information to support the City's operations while ensuring South San Francisco long-term fiscal sustainability. The department is responsible for safekeeping, management, and accounting of the City's financial assets. The department is responsible for payroll administration, accounts payable processing, business licenses issuance, risk, and debt management, while acting in a fiduciary capacity for assessment districts.

## THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:

- Budgeting and accounting for financial transactions to ensure optimal management of City revenues and appropriations, and accurate recording and reporting of financial transactions in accordance with regulations and standards
- Building multi-year forecasts to assist effective financial decision-making and future application of resources
- Managing payment of vendors and City employees to effect continued provision of City services and programs, and avoid delays to public projects
- Receiving and accurately recording revenues from various sources to ensure funds are available to support City projects and programs
- Overseeing the City's cash flow needs to support prudent investment of funds by the City Treasurer
- Establishing strong internal controls to maintain control of, and accountability for, City funds
- Managing the City's annual financial audit and production of the Annual Comprehensive Financial Report (ACFR) in conjunction with the City's independent auditor
- Managing and maintaining the City's Business License program

## ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:

- Completed FY2024-25 financial audit and Annual Comprehensive Financial Report (ACFR) in a timely manner and received the Certificate of Achievement for Excellence in Financial Reporting Award from the Government Finance Officers Association (GFOA)
- Received the GFOA Distinguished Budget Award for FY 2025-26
- Maintained a AAA bond rating
- Successfully modernized and implemented the update to the Business License Tax and passed the ballot measure by over 80%
- Began the Enterprise Resource Planning Software Implementation
- Completed an RFP process and awarded contract for Sales Tax Advisor
- Completed the transition to HdL Companies Transient Occupancy Tax (TOT), parking taxes, and business licenses tax administration and compliance services

## OBJECTIVES FOR FISCAL YEAR 2026-27:

- Complete implementation of the selected Enterprise Resources Planning software
- Complete FY2025-26 audit and issue Annual Comprehensive Financial Statements (ACFR) and all the statutory reports in a timely manner.
- Maintain a AAA Bond Rating
- Obtain GFOA Certificate of Excellence in Financial Reporting for FY2025-26
- Obtain GFOA Distinguished Budget Award for FY 2026-27.

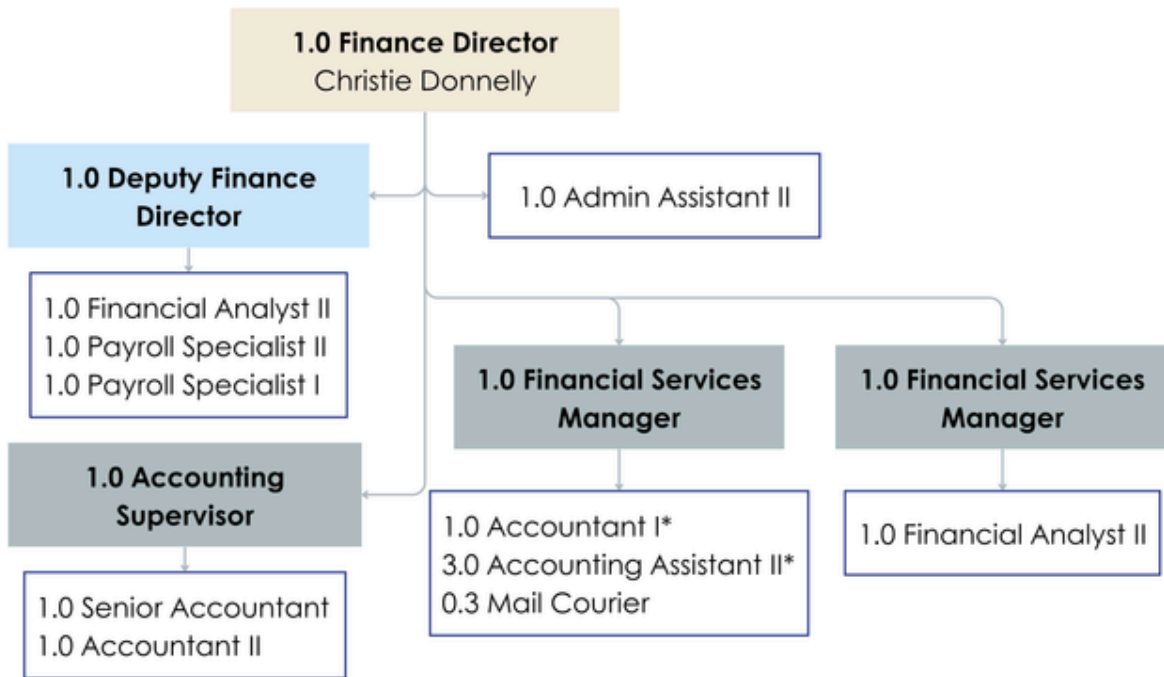


- Implement new Governmental Accounting Standards Board (GASB) Accounting Pronouncements
- Explore revenue enhancement strategies to ensure long-term fiscal sustainability

## Key Performance Measures

| Key Performance Measures  | FY 2024<br>Actual | FY 2025<br>Actual | FY 2026<br>Projected | FY 2027<br>Proposed |
|---|-------------------|-------------------|----------------------|---------------------|
| The City's Annual Budget receives the Government Finance Officers Association Distinguished Budget Presentation   | Yes               | Yes               | Yes                  | Yes                 |
| The City's Annual Comprehensive Finance Report (ACFR) receives the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting | Yes               | Yes               | Yes                  | Yes                 |
| The City's Annual Comprehensive Finance Report is completed by December 31st  | Yes               | Yes               | Yes                  | Yes                 |
| Percent of months City's investment portfolio complies with investment policy   | 100%              | 100%              | 100%                 | 100%                |

## Organizational Chart



\*Underfilled positions:

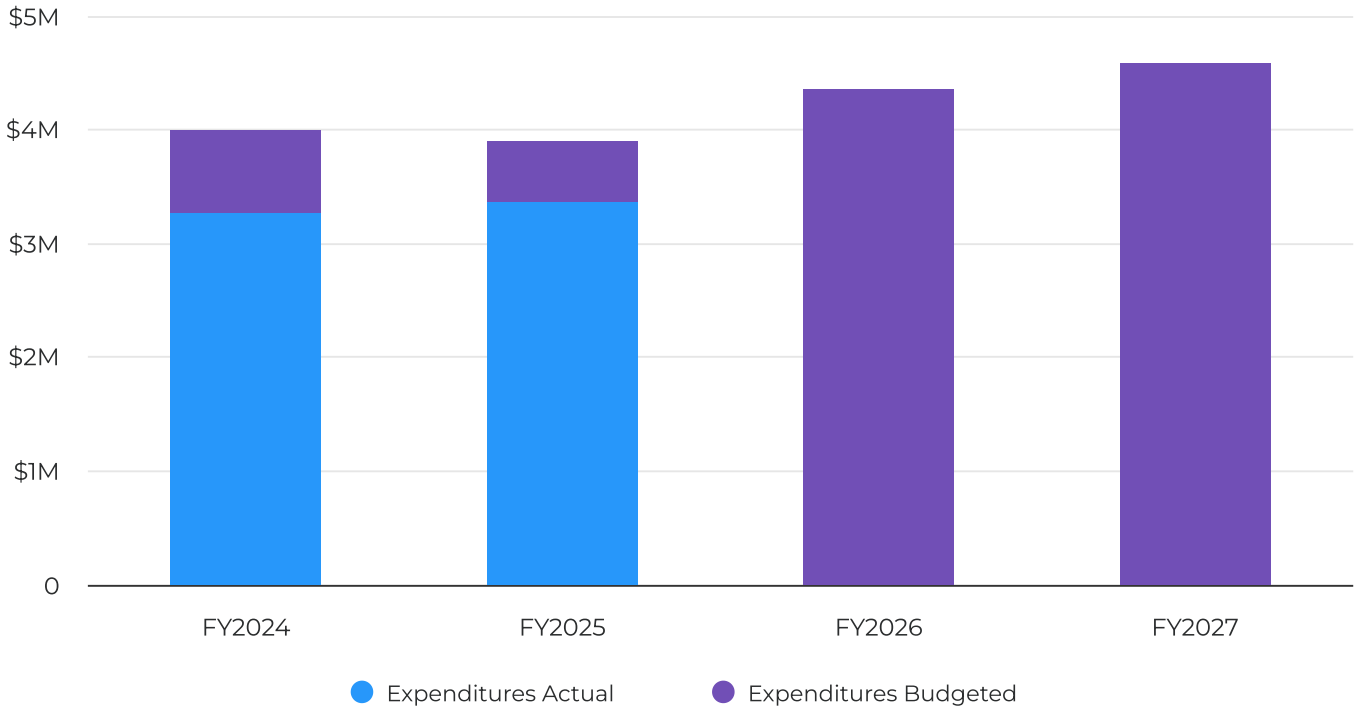
- Accountant I is underfilling the Management Analyst II position.
- 1 FTE Accounting Assistant II is underfilling the Accounting Technician position.

# Budget Note

This department collects no revenue so no revenue detail is provided.

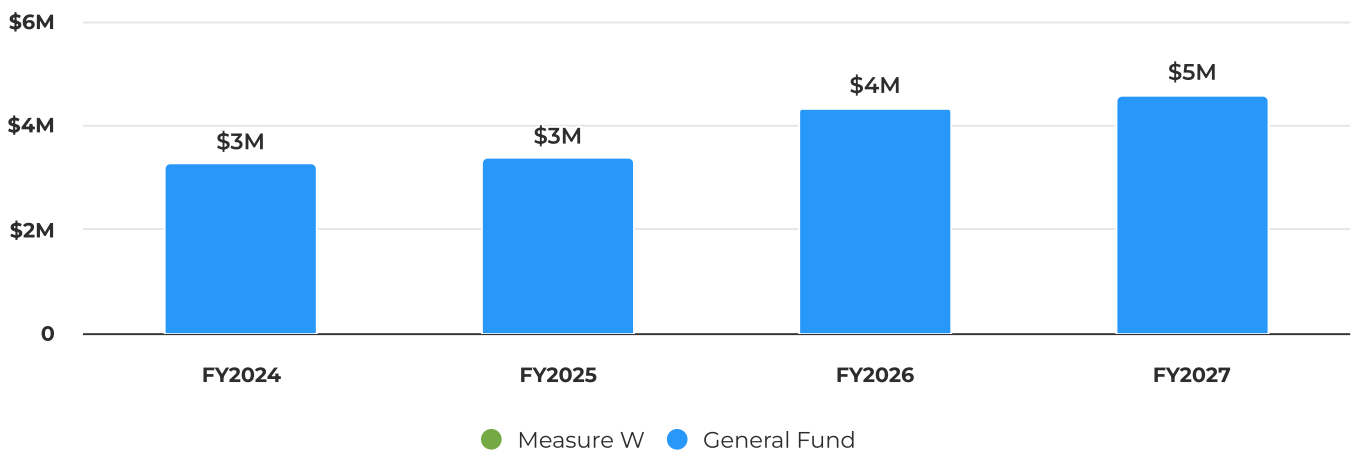
## Expenditure Summary

### Historical Expenditures Across Department

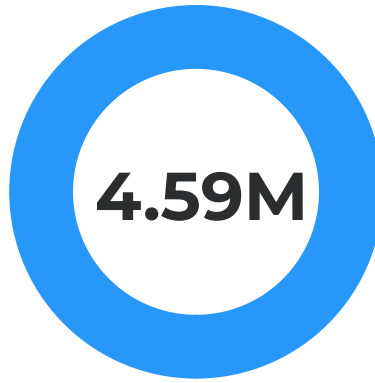


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund

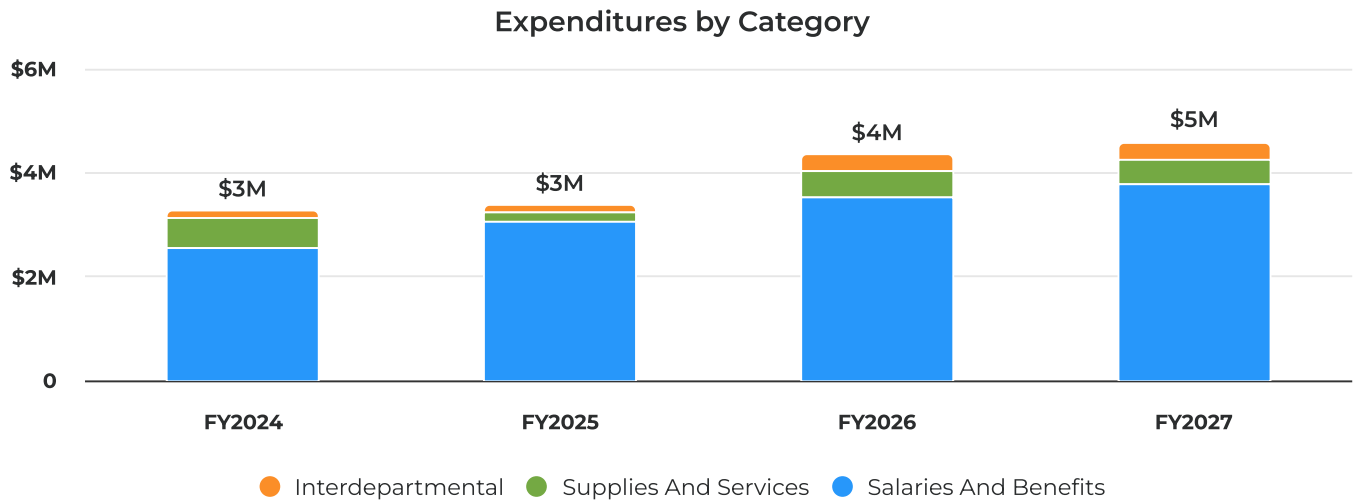


● General Fund **\$4,586,901** 100.00%

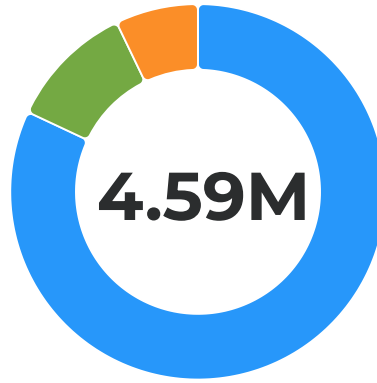
### Expenditures by Fund

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| General Fund              | \$ 3,364,893        | \$ 4,329,481           | \$ 4,572,875            | \$ 4,586,901        | 5.95%  |
| Measure W                 | -                   | \$ 20,086              | \$ 20,086               | -                   | -100.00%   |
| <b>Total Expenditures</b> | <b>\$ 3,364,893</b> | <b>\$ 4,349,566</b>    | <b>\$ 4,592,961</b>     | <b>\$ 4,586,901</b> | <b>5.46%</b>   |

### Expenditures by Category



### FY27 Expenditures by Category



|                         |                    |        |
|-------------------------|--------------------|--------|
| ● Salaries And Benefits | <b>\$3,760,349</b> | 81.98% |
| ● Supplies And Services | <b>\$499,072</b>   | 10.88% |
| ● Interdepartmental     | <b>\$327,481</b>   | 7.14%  |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 3,056,758        | \$ 3,534,774           | \$ 3,534,774            | \$ 3,760,349        | 6.38%  |
| Supplies And Services     | \$ 169,671          | \$ 505,748             | \$ 749,142              | \$ 499,072          | -1.32%   |
| Interdepartmental         | \$ 138,463          | \$ 309,045             | \$ 309,045              | \$ 327,481          | 5.97%  |
| <b>Total Expenditures</b> | <b>\$ 3,364,893</b> | <b>\$ 4,349,566</b>    | <b>\$ 4,592,961</b>     | <b>\$ 4,586,901</b> | <b>5.46%</b>   |

## Personnel Summary

| Status                    | Job Code   | Position Title              | 2025-26<br>Approved FTE | 2026-27<br>Planned<br>FTE |
|---------------------------|------------|-----------------------------|-------------------------|---------------------------|
| Full Time                 | N145       | Director of Finance         | 1.00                    | 1.00                      |
| Full Time                 | M845       | Deputy Finance Director     | 1.00                    | 1.00                      |
| Full Time                 | M770       | Financial Services Manager  | 2.00                    | 2.00                      |
| Full Time                 | M630       | Accounting Supervisor       | 1.00                    | 1.00                      |
| Full Time                 | M560       | Management Analyst II       | 1.00                    | 1.00                      |
| Full Time                 | M610       | Financial Analyst II        | 2.00                    | 2.00                      |
| Full Time                 | M625       | Senior Accountant           | 1.00                    | 1.00                      |
| Full Time                 | M100, M620 | Accountant I/II             | 1.00                    | 1.00                      |
| Full Time                 | O275, O270 | Payroll Specialist I/II     | 2.00                    | 2.00                      |
| Full Time                 | A480, A225 | Accounting Assistant I/II   | 2.00                    | 2.00                      |
| Full Time                 | A230       | Accounting Technician       | 1.00                    | 1.00                      |
| Full Time                 | O310       | Administrative Assistant II | 1.00                    | 1.00                      |
| <b>SUBTOTAL Full Time</b> |            |                             | <b>16.00</b>            | <b>16.00</b>              |
| Hourly                    | X370       | Mail Courier                | 0.30                    | 0.30                      |
| <b>SUBTOTAL Hourly</b>    |            |                             | <b>0.30</b>             | <b>0.30</b>               |
| <b>TOTAL FTE- Finance</b> |            |                             | <b>16.30</b>            | <b>16.30</b>              |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### **FY 2026-27 Changes and Highlights**

#### **Positions:**

None

#### **Supplies and Services:**

(6,676) - Actuals-Based Budget Alignment

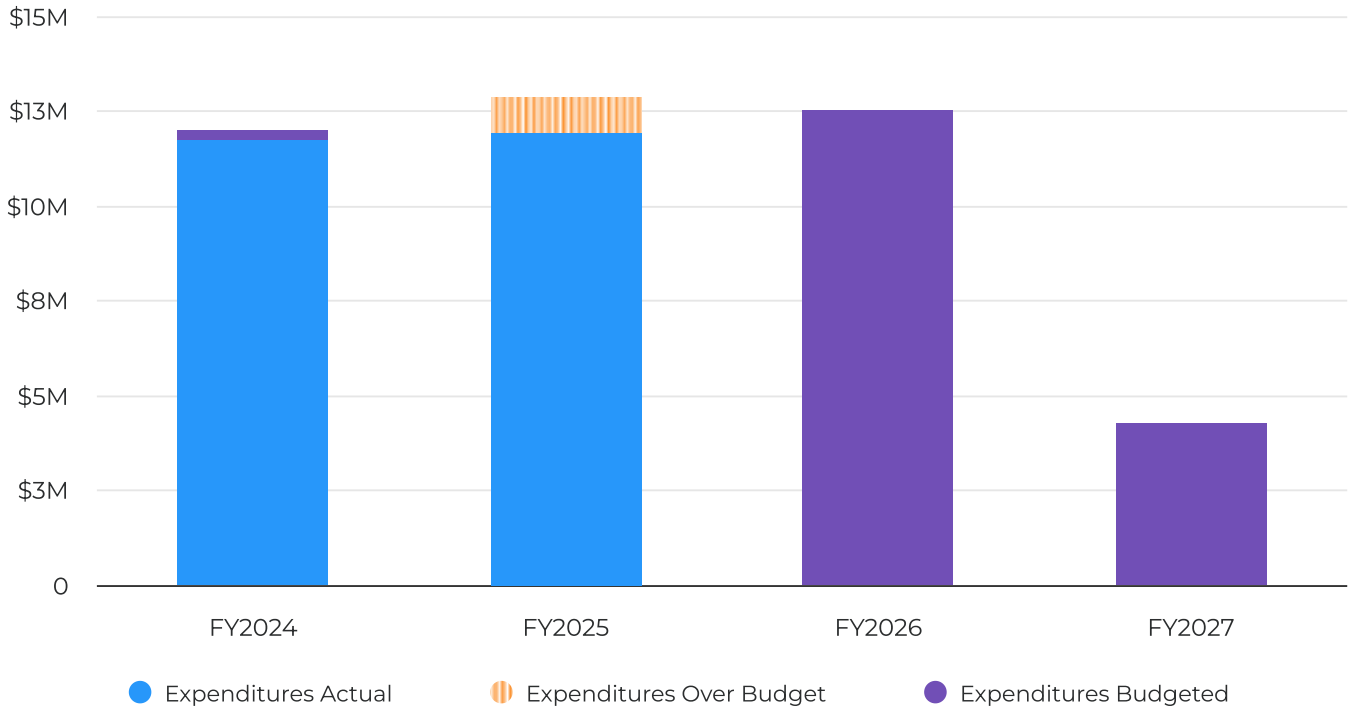


# Non-Departmental

Non-departmental expenditures are General Fund expenditures that benefit the City as a whole, and that do not fit into one particular department, including Animal Control services, C/CAG, and grant writing consulting services. It also includes general transfers from the General Fund to other funds (excluding CIP).

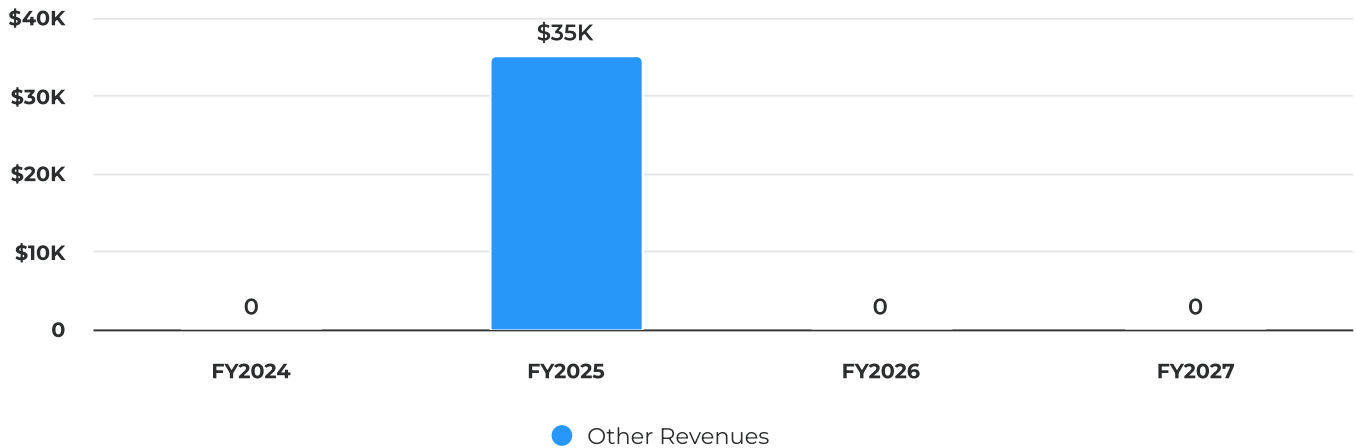
## Expenditure Summary

### Historical Expenditures Across Department

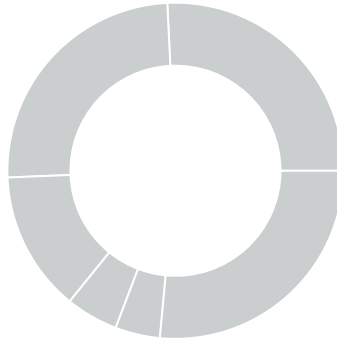


## Revenues by Object Groups

### Historical Revenues by Object Groups



### FY27 Revenues by Object Groups



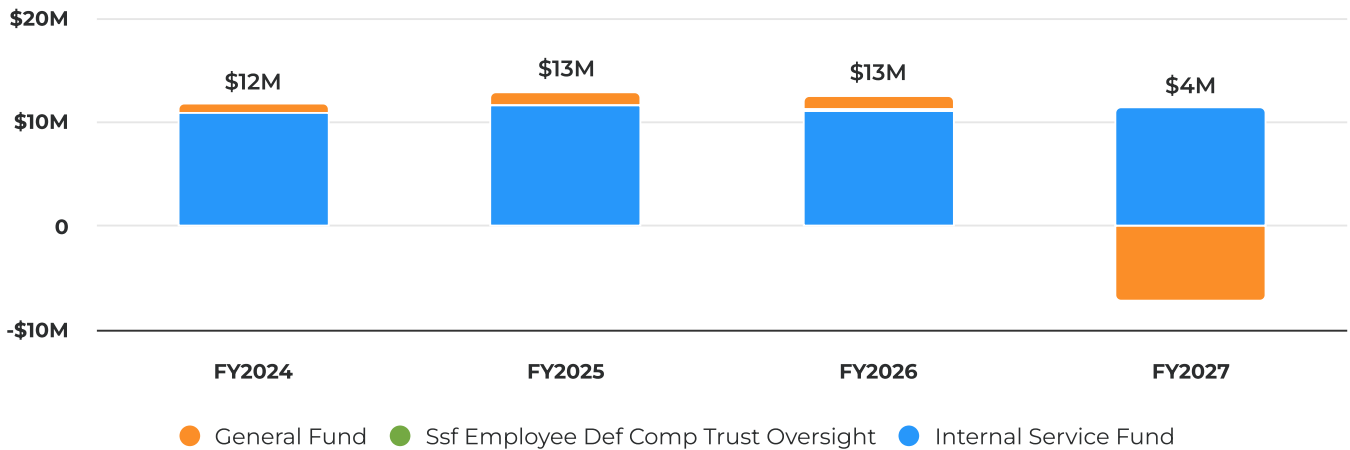
**i**  
No data available

### Revenues by Object Groups

| Category              | FY 2025 Actual   | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|------------------|------------------------|-------------------------|------------------|--|
| Other Revenues        | \$ 35,125        | -                      | -                       | -                | -  |
| <b>Total Revenues</b> | <b>\$ 35,125</b> | <b>-</b>               | <b>-</b>                | <b>-</b>         | <b>-</b>   |

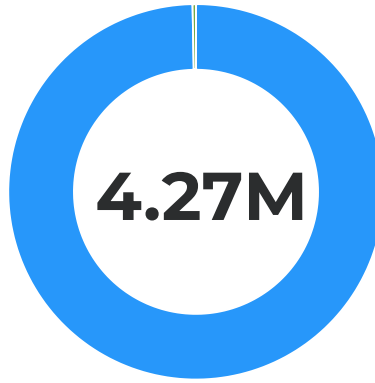
### Expenditures by Fund

#### Historical Expenditures by Fund



General Fund expenditures are budget negative as \$8M in projected salary savings in the General Fund are budget in Non-Departmental.

### FY27 Expenditures by Fund

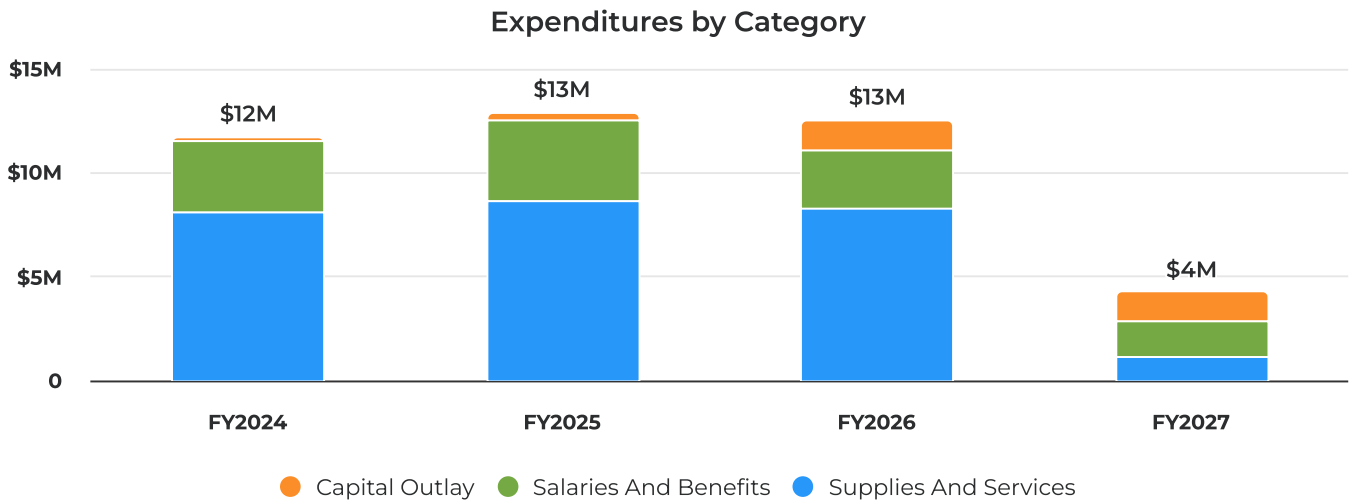


- Internal Service Fund **\$11,379,000** 266.35%
- Ssf Employee Def Comp Trust Oversight **\$33,600** 0.79%
- General Fund **-\$7,140,424** -167.14%

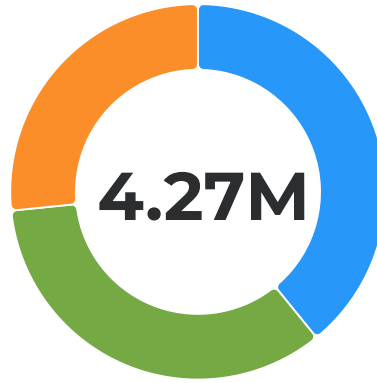
### Expenditures by Fund

| Category                              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------------------|----------------------|------------------------|-------------------------|---------------------|--|
| General Fund                          | \$ 1,221,366         | \$ 1,394,367           | \$ -3,654,846           | \$ -7,140,424       | -612.09%   |
| Internal Service Fund                 | \$ 11,621,046        | \$ 11,114,000          | \$ 14,219,104           | \$ 11,379,000       | 2.38%  |
| Ssf Employee Def Comp Trust Oversight | \$ 35,695            | \$ 33,600              | \$ 33,600               | \$ 33,600           | -  |
| <b>Total Expenditures</b>             | <b>\$ 12,878,107</b> | <b>\$ 12,541,967</b>   | <b>\$ 10,597,857</b>    | <b>\$ 4,272,176</b> | <b>-65.94%</b>   |

### Expenditures by Category



### FY27 Expenditures by Category



|                         |                    |        |
|-------------------------|--------------------|--------|
| ● Salaries And Benefits | <b>\$1,672,000</b> | 39.14% |
| ● Capital Outlay        | <b>\$1,464,000</b> | 34.27% |
| ● Supplies And Services | <b>\$1,136,176</b> | 26.59% |

### Expenditures by Category

| Category                  | FY 2026 Adopted Budget | FY 2027 Budgeted      | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|------------------------|-----------------------|--|
| Salaries And Benefits     | \$2,822,000.00         | \$1,672,000.00        | -40.75%  |
| Supplies And Services     | \$8,255,966.60         | \$1,136,175.60        | -86.24%  |
| Capital Outlay            | \$1,464,000.00         | \$1,464,000.00        |  |
| <b>Total Expenditures</b> | <b>\$12,541,966.60</b> | <b>\$4,272,175.60</b> | <b>-65.94%</b>   |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### FY 2026-27 Changes and Highlights

#### Positions:

None

#### Supplies and Services:

(534,791) - Actuals-Based Budget Alignment

# Human Resources

## MISSION STATEMENT:

The Human Resources Department serves as a cooperative and engaged partner in support of the City's goals and values. We are committed to working strategically and mutually with departments to provide programs and services that support a culture of achievement, continuous improvement, safety, employee empowerment, and teamwork.

## THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:

- Employee Development and Engagement
- Benefits and Wellness Programs
- Recruitment, selection and onboarding
- Classification and Compensation administration
- Employee Relations and Performance Management
- Labor-Management Partnerships
- Occupational Health and Safety and Worker's Compensation Administration
- Human Resources Information Management and Regulatory Compliance

## ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2026-27:

- Completed labor negotiations for successor MOUs with 2 employee bargaining units.
- In collaboration with IT and Finance, successfully completed implementation of Workday Human Capital Management and payroll from planning and configuration through end-to-end testing, and remain on track for go-live in fall, 2026
- Conducted 66 recruitments (open and promotional) for full-time regular positions.
- Developed and implemented 5 new or amended job classifications to facilitate departmental staffing needs and restructuring.
- Onboarded 45 new full-time employees, and administered 20 internal promotions.
- Hosted 2 Regional Training and Consortium Workshops for City employees.
- Conducted 5 mental health wellness workshops through the City's Employee Assistance Program provider.
- Implemented a new platform for Citywide online training, conducted training for all City employees for Harassment/Discrimination Prevention and Workplace Violence Prevention.
- Updated and implemented the City's exit interview and survey procedures.
- Implemented quarterly Management Forums for intradepartmental education, communication and policy updates.
- Convened Employee Benefits Committee to review options for City medical benefits to ensure the continuity of high-quality health plans while containing costs for the City and employees.

## OBJECTIVES FOR FISCAL YEAR 2026-27:

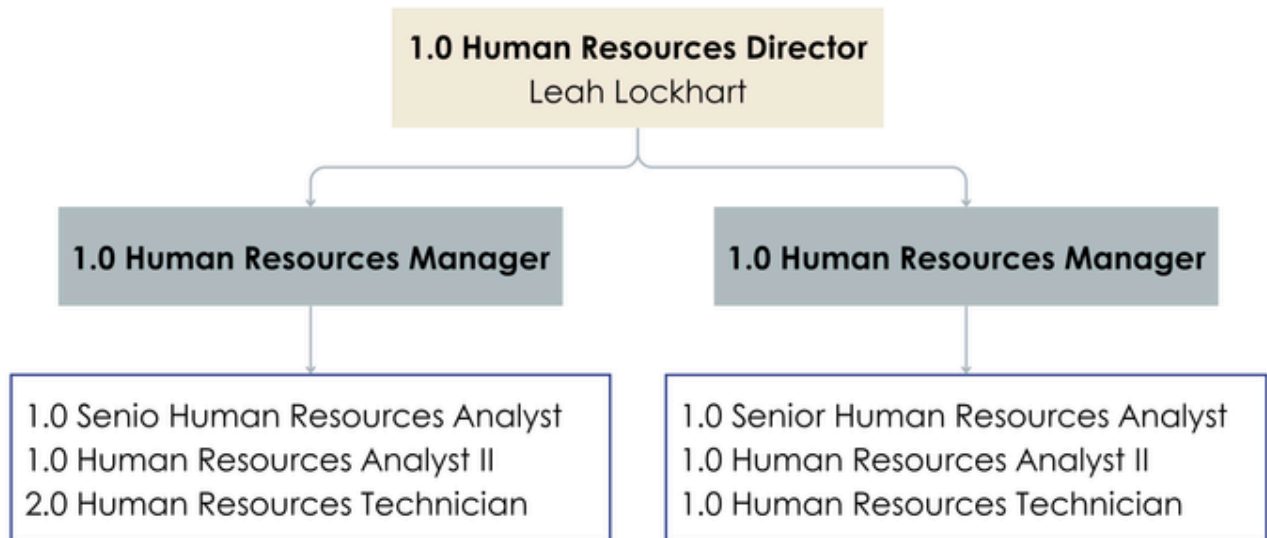
- Complete Workday implementation phase 1 and begin phase 2 (recruiting, talent and learning modules) in early 2027.
- Complete successor MOU negotiations with six employee bargaining units with Memorandums of Understanding expiring in July 2027.
- Complete a total compensation study for all full-time employee units, review and update the City's compensation strategy.
- Implement a manager and supervisor training curriculum in conjunction with quarterly management forums.

- Convene an Employee engagement committee to advise on events and City-wide communication and engagement strategies, conduct a second City-wide survey in fall, 2026.
- Complete review and update of the City's Personnel Rules and Regulations and Administrative Instructions.
- Assist in the development of a fiscal sustainability strategy by conducting or facilitating staffing studies of City departments.

## Key Performance Measures

| Key Performance Measures   | FY 2024<br>Actual | FY 2025<br>Actual | FY 2026<br>Projected | FY 2027<br>Proposed |
|--|-------------------|-------------------|----------------------|---------------------|
| Average Vacancy Rate (Regular F/T and P/T)                             | 9.8%              | 9.7%              | 8.5%                 | 5%                  |
| Voluntary Turnover Rate (Regular F/T and P/T)                          | 8.9%              | 7.6%              | 7.3%                 | 5%                  |
| New hires (Regular F/T and P/T)  | 62                | 37                | 45                   |                     |
| New hires (Hourly P/T)   | 146               | 99                |                      |                     |
| Promotions (Regular F/T and P/T)                                       | 48                | 18                | 20                   |                     |
| Internships (High-School)  | 17                | 4                 | 3                    | 4                   |
| Internships (College/Graduate level)                                   | 4                 |                   | 4                    |                     |
| OSHA-Recordable Injury Rate (Recordable Injuries per 100 FTE)          | 16.28             | 12.08             | 12                   |                     |
| Lost Time Injury Frequency Rate (Injuries with lost time over 100 FTE) | 4.86              | 6.17              | 6                    |                     |

## Organizational Chart

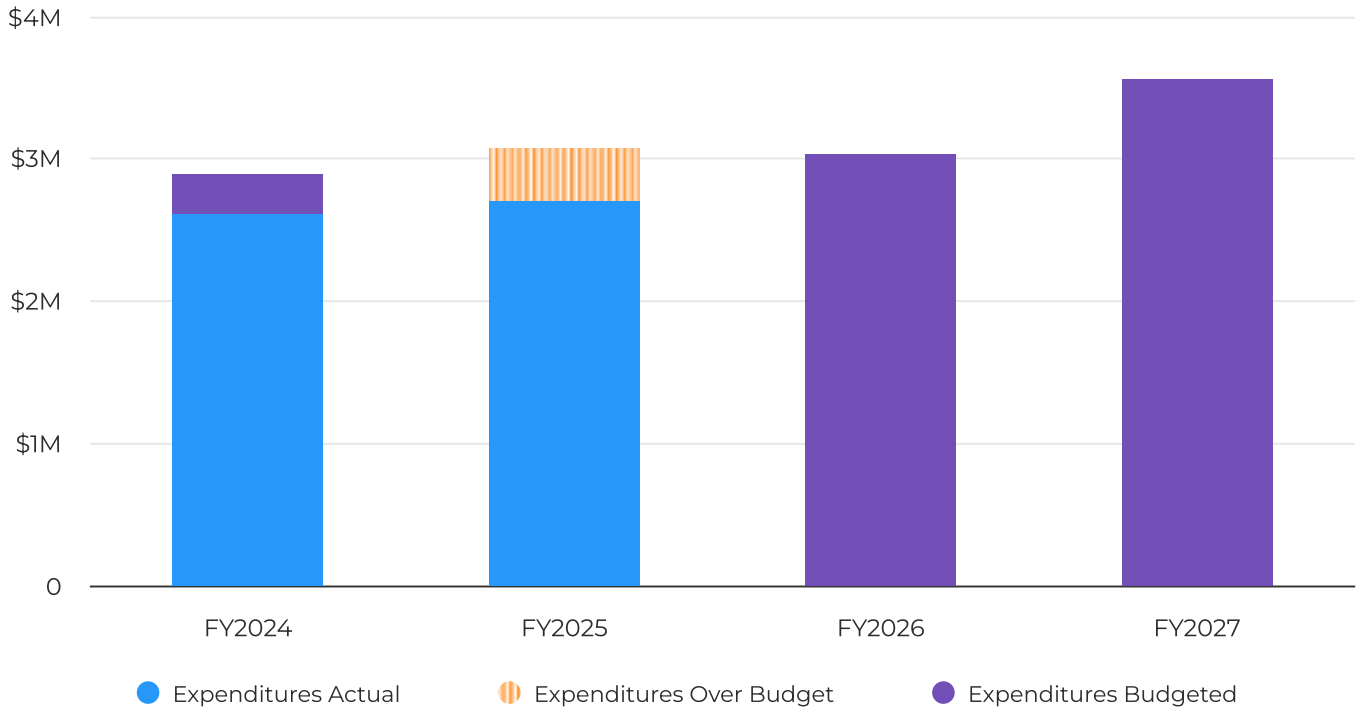


# Budget Note

This department collects no revenue and is funded solely by the General Fund, so only Expense by Category detail is shown.

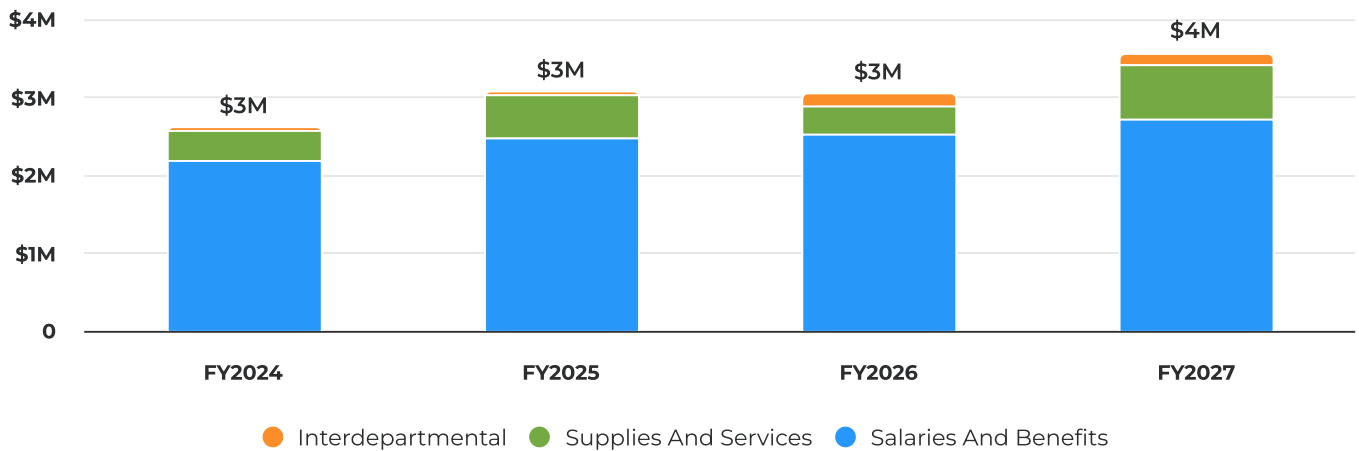
## Expenditure Summary

### Historical Expenditures Across Department

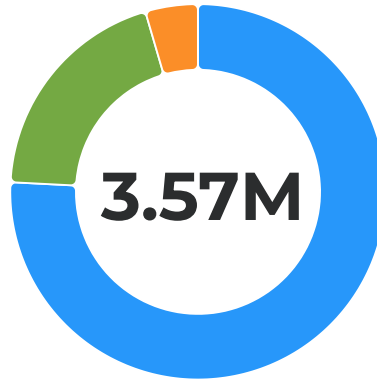


## Expenditures by Category

### Expenditures by Category



### FY27 Expenditures by Category



|                         |                    |        |
|-------------------------|--------------------|--------|
| ● Salaries And Benefits | <b>\$2,703,814</b> | 75.83% |
| ● Supplies And Services | <b>\$700,914</b>   | 19.66% |
| ● Interdepartmental     | <b>\$161,117</b>   | 4.52%  |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 2,469,943        | \$ 2,523,279           | \$ 2,523,279            | \$ 2,703,814        | 7.15%  |
| Supplies And Services     | \$ 545,770          | \$ 364,284             | \$ 421,069              | \$ 700,914          | 92.41%   |
| Interdepartmental         | \$ 55,191           | \$ 151,536             | \$ 151,536              | \$ 161,117          | 6.32%  |
| <b>Total Expenditures</b> | <b>\$ 3,070,905</b> | <b>\$ 3,039,100</b>    | <b>\$ 3,095,885</b>     | <b>\$ 3,565,846</b> | <b>17.33%</b>  |

## Personnel Summary

| Status                            | Job Code   | Position Title                 | 2025-26<br>Approved FTE | 2026-27<br>Planned<br>FTE |
|-----------------------------------|------------|--------------------------------|-------------------------|---------------------------|
| Full Time                         | N130       | Director of Human Resources    | 1.00                    | 1.00                      |
| Full Time                         | M775       | Human Resources Manager        | 2.00                    | 2.00                      |
| Full Time                         | M271       | Senior Human Resources Analyst | 2.00                    | 2.00                      |
| Full Time                         | M700, M270 | Human Resources Analyst I/II   | 2.00                    | 2.00                      |
| Full Time                         | O265       | Human Resources Technician     | 3.00                    | 3.00                      |
| <b>SUBTOTAL Full Time</b>         |            |                                | <b>10.00</b>            | <b>10.00</b>              |
| Hourly                            | X115       | Intern Hourly                  | 0.17                    | 0.17                      |
| <b>SUBTOTAL Full Time</b>         |            |                                | <b>0.17</b>             | <b>0.17</b>               |
| <b>TOTAL FTE- Human Resources</b> |            |                                | <b>10.17</b>            | <b>10.17</b>              |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### FY 2026-27 Changes and Highlights

#### Positions:

None

#### Supplies and Services:

|            |  |
|------------|--|
| \$ 310,000 | Compensation Study and Labor Contract Negotiations |
| 30,000     | Staffing study                                     |
| (3,370)    | Actuals-Based Budget Alignment                     |
| \$ 336,630 | TOTAL  |

# Economic and Community Development

## MISSION STATEMENT:

The Economic and Community Development Department is responsible for the preservation and improvement of the physical and economic conditions of the South San Francisco community. The Department provides the administrative oversight that contributes to the successful completion of the goals, objectives, and daily operations of the Building, Planning, Housing, and Economic Development Divisions.

## THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:

- Overseeing and maintaining quality development and economic vitality.
- Building a beautiful city and fostering high-quality urban design through the management of the General Plan and other land use plans, regulations, and initiatives.
- Overseeing the regulatory functions in a way that assures balanced, high-quality development and safeguards life, property, and public welfare in buildings.
- Supporting local businesses and fostering a vibrant, balanced source of jobs for local residents.
- Achieving the highest level of customer service through teamwork, dedication, initiative, innovation, and continuous learning, training, and adoption of best practices.
- Maintaining a work culture that is professional, supportive, trusting, honest, fast-paced, fun, genuine, and respectful.

## ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-2026:

- Total Permits issued: 2,365
- Total Inspections: 13,170
- Total ADU permits issued: 46
- Total Fees Charged from Building (excludes Planning, Engineering or Fire): \$8,601,021
- Worked with the City Information Technology Department to test and implement new permitting software.
- Transitioned to an online monitoring program for transportation demand management (TDM) participants, in partnership with commute.org
- Received TDM policy exemption from C/CAG, based on the City's more stringent TDM requirements.
- Completed and adopted a Commercial and Residential Anti-Displacement Roadmap led by a Community Advisory Committee.
- At the Economic Advancement Center (EAC) – ensured continuing small business and workforce development support services.
- Expanded service at the EAC, which now houses nine non-profit groups providing a variety of wrap-around and economic mobility support.
- Received \$10,000 in grant funds (Genentech Civic Fund) to bring the 2<sup>nd</sup> Lunar New Year Night Market with over 2,000 attendees.
- Continued to support the Promotores program; the top three services requested were housing, medical insurance assistance, and immigration legal aid.
- Supported landlords and tenants with connections to resources, rental assistance, and relocation assistance.
- Assisted a total of 37 households (81 individuals, 27 being children) by providing Emergency Rental Assistance
- Processed several projects per state streamlining laws in neighborhoods identified in the City's new General Plan 500 and 522 Linden (100% affordable), 170-180 South Spruce; Railroad Avenue row homes; and 1487 Huntington
- Continued ADU permitting and production / alignment with state ADU laws.

- Reviewed our first housing project East of 101 since new zoning implemented in 2022: 101 Utah
- Processed entitlements for In-n-Out Burger on El Camino Real, including negotiating community benefit for new traffic signal at ECR / Southwood / 1<sup>st</sup> Street.
- Partnered with Capital Projects and Parks & Recreation to process entitlements for a new preschool in Westborough Park.
- Reviewed the proposal for Genentech's new Research and Early Development Center – the first large-scale project to implement the Genentech 2020 Master Plan.
- Executed Development Agreements to extend entitlements for Office / R&D projects, and ensure financial certainty for the City through prepayment of community benefit fees.
- Received a \$18,850 grant from Measure K funds, through 4 C's of San Mateo County, to provide outreach to the community on developing childcare programs as a career pathway.
- Attended BIO 2025 in Boston, MA & 2026 in San Diego, CA
- Awarded funding commitment of \$7.9 million in Commercial Linkage Fees and a \$1.2 million impact fee waiver for the first phase of the Rotary Gardens development to support 80 new units of senior affordable rental housing at 500 Linden.
- Supported 13 Bay Area non-profits that provided housing, health, youth, fair housing, and entrepreneurship training services to approximately 500 clients, through CDBG, HOME Administration, and Housing Trust Fund funding.
- Supported the installation and upgrade of 82 curb ramps citywide to improve accessibility, as well as the construction of a new ADA-compliant accessible pathway at Cypress & Pine Park using CDBG Public Improvement funds.
- Committed an additional \$235,000 towards the City's Emergency Rental Assistance program. Administered through the YMCA Community Resource Center, and assisted 33 households, accounting for a total of 91 individuals.

## OBJECTIVES FOR FISCAL YEAR 2026-27:

- Continue entitlements for housing & life science
- General Plan Implementation
- Establish Monetary Fine for TDM Enforcement, and outreach program to encourage additional participation and adherence to TDM requirements
- Objective Design Standards and Public Realm Standards adoption
- Retail storefront Cannabis Ordinance
- Expand Beekeeping to Commercial Zoning Districts E of 101
- Continue downtown revitalization efforts – bringing more events downtown, etc.
- Support Vision Zero Action Program (VZAP), a multi-department effort
- Continue to partner with City staff to incorporate and refine deployment of new permitting software and Business License software into the production environment.
- Begin RFP for new consultant contracts for permit plan review and inspection services.
- New Business Advocates Program roll out, to help streamline and ease the process of opening a new location.
- Studying the feasibility, opportunities, and challenges of locating additional retail along El Camino Real, through the Urban Land Institute's (ULI) Technical Advisory Panel (TAP) program.
- Tenant and landlord education workshops in partnership with organizations such as Project Sentinel and Legal Aid Society of San Mateo County. This is a recommendation from the Anti-Displacement Community Advisory Committee supported by City Council.
- Explore development pathways for City-owned land and resources towards the development and preservation of affordable housing.
- Pursue grant funding opportunities to further Housing Element Programs, such as expanded availability of free legal representation for tenants facing eviction and affordable housing
- Ensure regulatory compliance through annual monitoring for ownership and rental units of affordable housing properties.
- Support anti-displacement efforts through proactive administration of the City's Emergency Rental Assistance Program, administered by the YMCA.

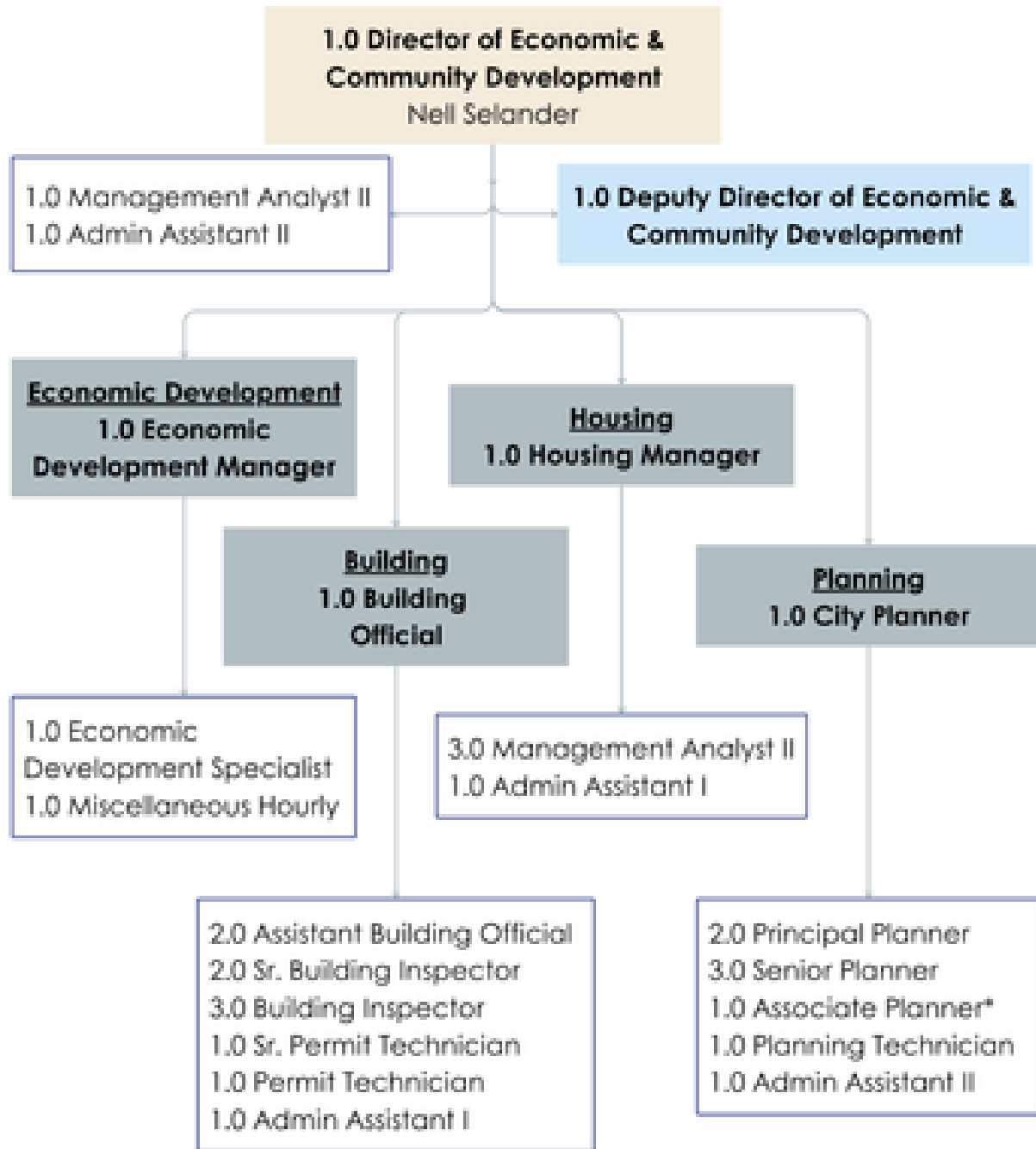
## Key Performance Measures

| Key Performance Measures   | FY 2024<br>Actual | FY 2025<br>Actual | FY 2026<br>Projected | FY 2027 Proposed |
|--|-------------------|-------------------|----------------------|------------------|
| <b>Building</b>  |                   |                   |                      |                  |
| Plan review turn-around times: Residential   | 15                | 15                | 15                   | 15               |
| Plan review turn-around times: Tenant Improvement  | 15                | 15                | 15                   | 15               |
| Plan review turn-around times: New Commercial  | 30                | 30                | 30                   | 30               |
| Scheduling inspections (in days)   | 3-5               | 2-5               | 2-5                  | 2-5              |
| Number of building inspections made.   | 16054             | 13014             | 14000                | 14000            |
| Number of building permits received  | 3430              | 2796              | 2800                 | 2500             |
| Number of permit applications received online  | 3430              | 2796              | 2800                 | 2500             |
| Number of permits issued - Commercial<br>Number of permits issued - Residential                    | 1275              | 1247              | 1200                 | 1200             |
| Number of permits issued - ADU and JADU (Accessory Dwelling Unit / Junior Accessory Dwelling Unit) | 51                | 40                | 40                   | 40               |
| Number of Residential VOTC (virtual over the counter) online submittal applications                | 1248              | 1498              | 1300                 | 1300             |
| <b>Economic Development</b>  |                   |                   |                      |                  |
| Through the Economic Advancement Center Small businesses/entrepreneurs served                      | 200               | 212               | 268                  | 280              |
| Through the Economic Advancement Center: Residents served with workforce development services      | 130               | 439               | 450                  | 460              |
| Through the Economic Advancement Center: Job placements by workforce development services          | N/A               | 150               | 170                  | 180              |
| Through the Economic Advancement Center: Average hourly wage by workforce development services     | N/A               | \$21.79           | \$26.04              | \$27.50          |
| <b>Housing</b>   |                   |                   |                      |                  |
| BMR ownership files monitored  | 100%              | 100%              | 100%                 | 100%             |
| BMR rental files monitored   | 50%               | 37%               | 40%                  | 40%              |
| Public service grantees serve at least 90% of client goals   | 43%               | 58%               | 70%                  | 75%              |
| Number of clients served through Public Services   | 675               | 959               | 556                  | 550              |
| Number of clients served through Minor Home Repair   | 5                 | 11                | 11                   | 15               |
| BMR ownership/rental compliance issues addressed   | 75%               | 100%              | 100%                 | 100%             |



| <b>Planning</b>  |    |     |     |      |
|--|----|-----|-----|------|
| Public Commission Meetings Conducted (Planning Commission (PC), Design Review Board (DRB), Bicycle and Pedestrian Advisory Committee (BPAC), volume) | 24 | 29  | 22  | 25   |
| Percent of Planning Application incomplete letters processed within the statutory 30-calendar day turn-around time from the date of submittal        |    |     |     | 100% |
| # of ADUs / JADUs approved   | 51 | 30  | 28  | 30   |
| Microsoft Bookings E-Counter Consultations Completed (Pandemic and Post-Pandemic behavior tracking tool)   | 95 | 100 | 108 | 110  |

# Organizational Chart

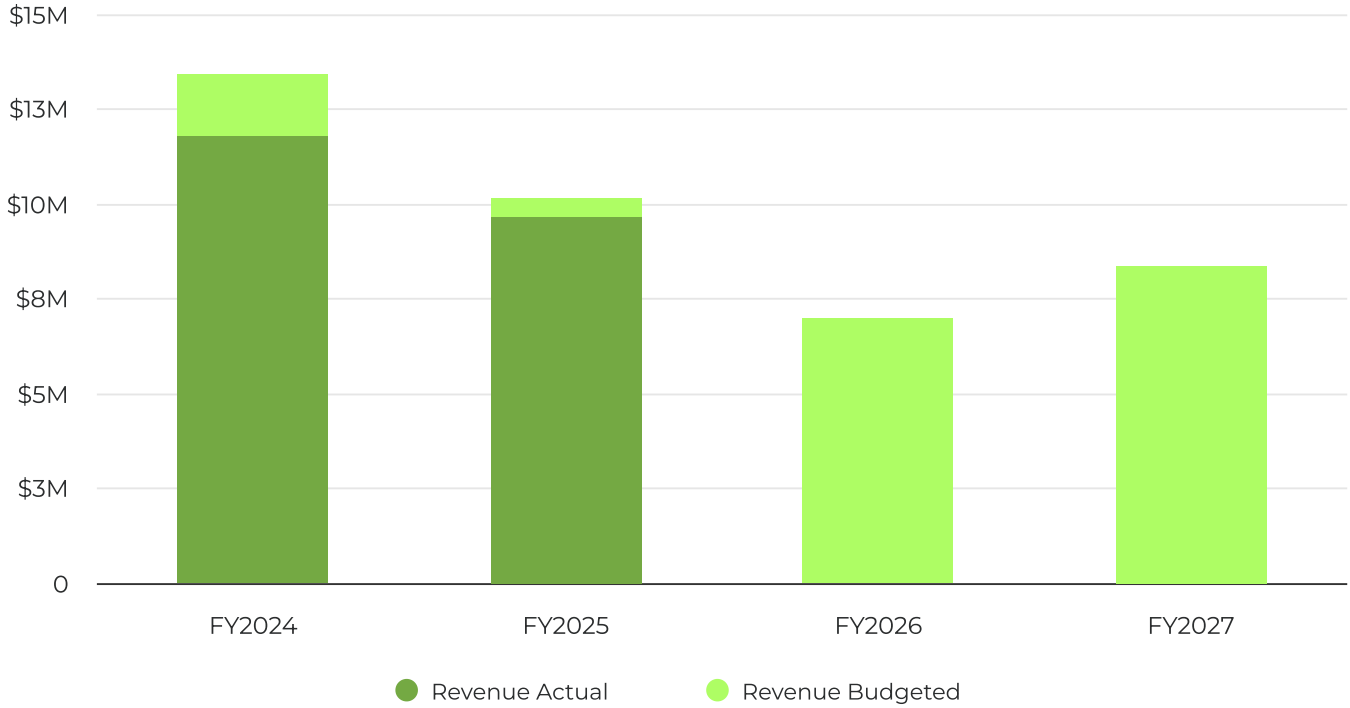


\*Underfilled Position:

- Associate Planner is underfilling a Senior Planner position.

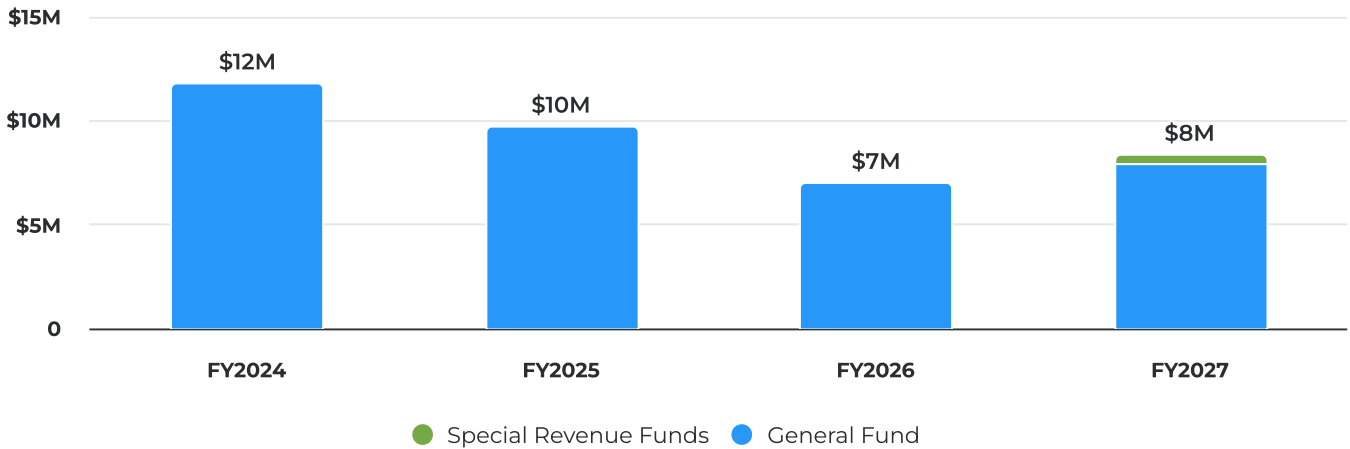
## Revenue Summary

### Historical Revenues Across Department



## Revenues by Fund

### Historical Revenues by Fund



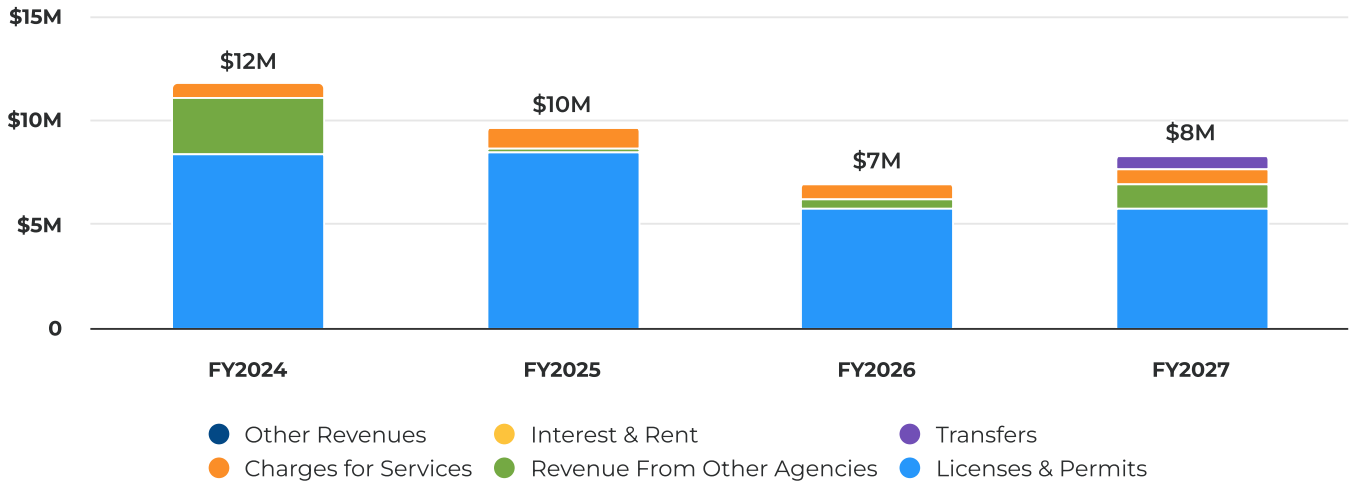
### Revenues by Fund

| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Special Revenue Funds | -                   | -                      | -                       | \$ 469,197          | -  |
| General Fund          | \$ 9,673,240        | \$ 6,967,733           | \$ 7,486,483            | \$ 7,882,733        | 13.13%   |
| <b>Total Revenues</b> | <b>\$ 9,673,240</b> | <b>\$ 6,967,733</b>    | <b>\$ 7,486,483</b>     | <b>\$ 8,351,930</b> | <b>19.87%</b>  |

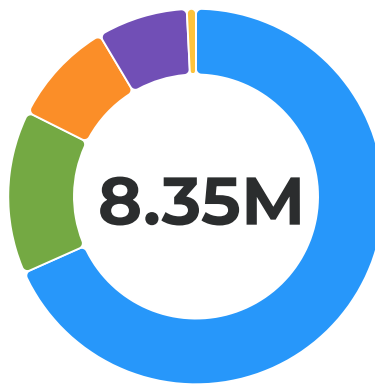


# Revenues by Source

Revenues by Revenue Source



FY27 Revenues by Source



|                             |             |        |
|-----------------------------|-------------|--------|
| Licenses & Permits          | \$5,708,000 | 68.34% |
| Revenue From Other Agencies | \$1,172,906 | 14.04% |
| Charges for Services        | \$754,733   | 9.04%  |
| Transfers                   | \$650,000   | 7.78%  |
| Interest & Rent             | \$66,291    | 0.79%  |

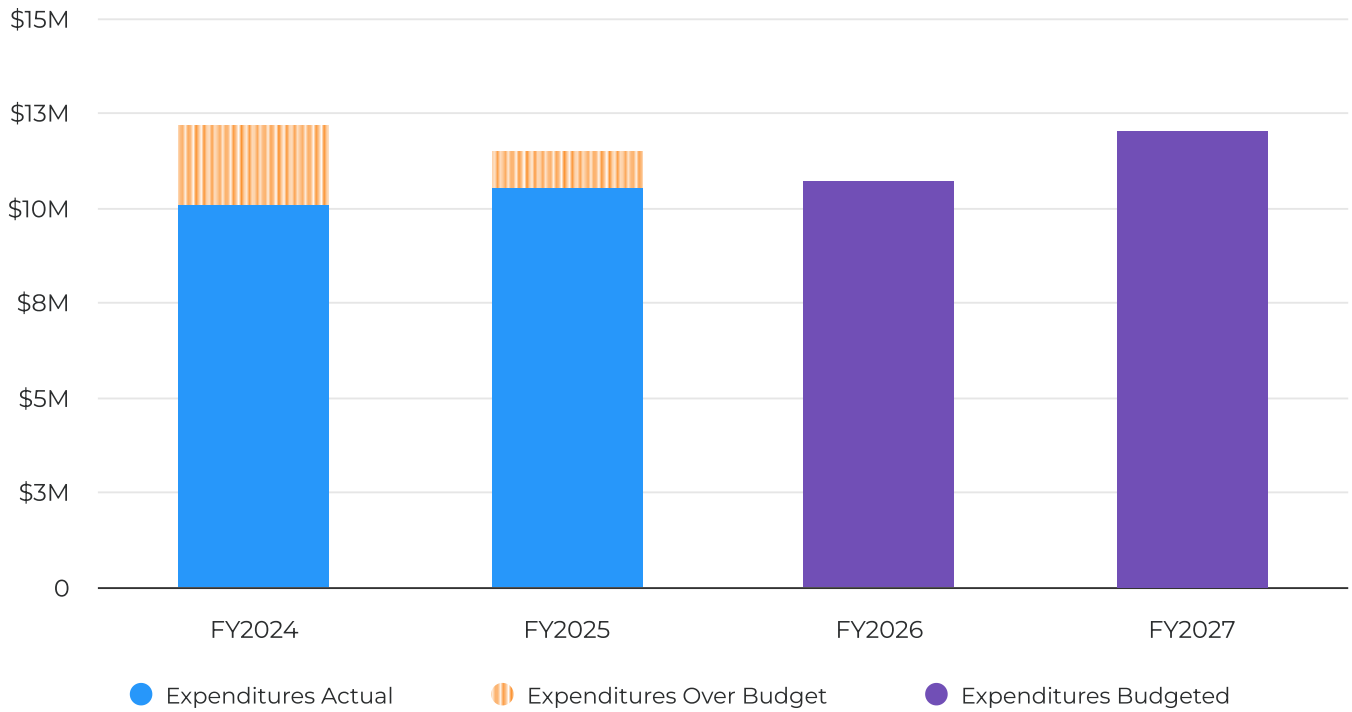
## Revenues by Source

| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Licenses & Permits          | \$ 8,482,367        | \$ 5,708,000           | \$ 6,308,000            | \$ 5,708,000        | -  |
| Revenue From Other Agencies | \$ 168,419          | \$ 480,000             | \$ 398,750              | \$ 1,172,906        | 144.36%  |
| Charges for Services        | \$ 1,007,454        | \$ 754,733             | \$ 754,733              | \$ 754,733          | -  |
| Interest & Rent             | -                   | \$ 25,000              | \$ 25,000               | \$ 66,291           | 165.16%  |
| Other Revenues              | \$ 15,000           | -                      | -                       | -                   | -  |
| Transfers                   | -                   | -                      | -                       | \$ 650,000          | -  |
| <b>Total Revenues</b>       | <b>\$ 9,673,240</b> | <b>\$ 6,967,733</b>    | <b>\$ 7,486,483</b>     | <b>\$ 8,351,930</b> | <b>19.87%</b>  |



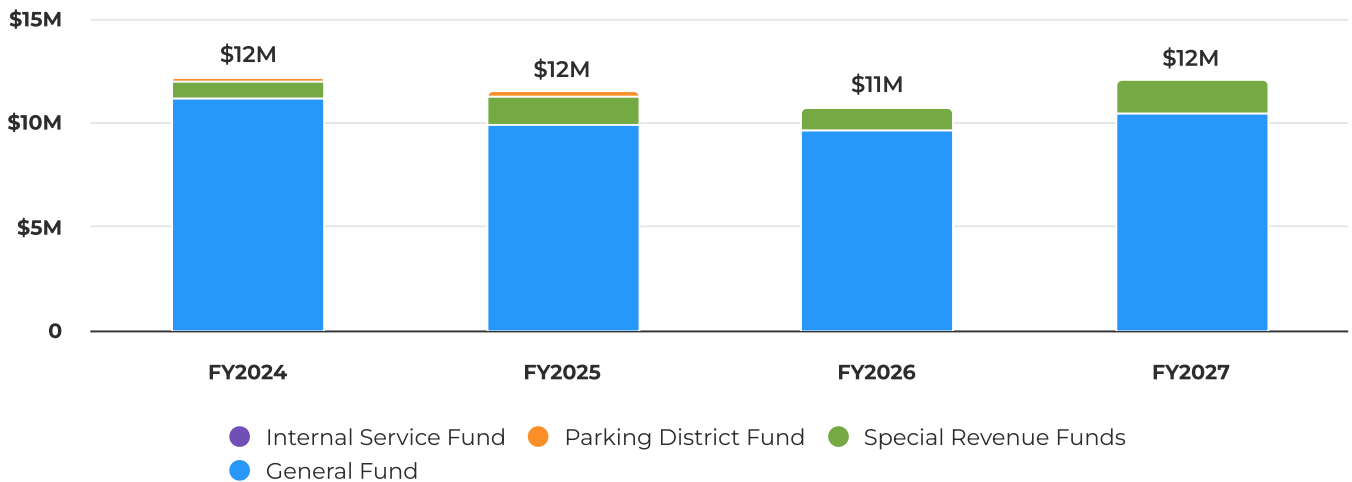
## Expenditure Summary

### Historical Expenditures Across Department

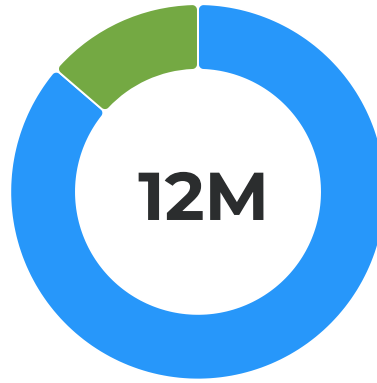


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund



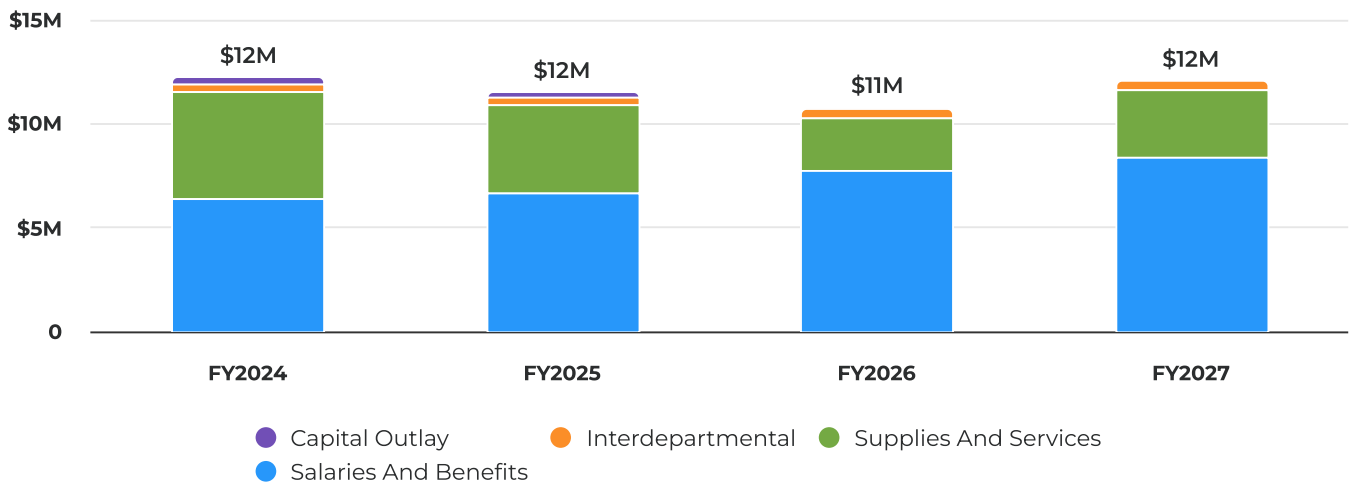
|   |                       |                     |        |
|---|-----------------------|---------------------|--------|
| ● | General Fund          | <b>\$10,397,984</b> | 86.30% |
| ● | Special Revenue Funds | <b>\$1,650,040</b>  | 13.70% |

### Expenditures by Fund

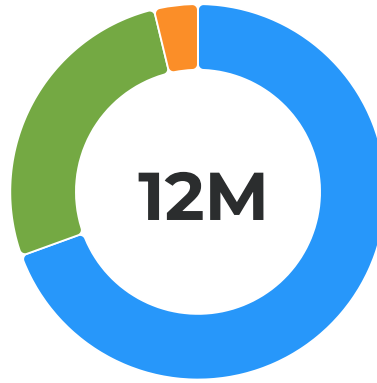
| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| General Fund              | \$ 9,922,752         | \$ 9,607,144           | \$ 10,198,677           | \$ 10,397,984        | 8.23%  |
| Special Revenue Funds     | \$ 1,320,615         | \$ 1,107,155           | \$ 3,396,807            | \$ 1,650,040         | 49.03%   |
| Parking District Fund     | \$ 250,225           | -                      | -                       | -                    | -  |
| Internal Service Fund     | \$ 13,390            | -                      | -                       | -                    | -  |
| <b>Total Expenditures</b> | <b>\$ 11,506,982</b> | <b>\$ 10,714,299</b>   | <b>\$ 13,595,484</b>    | <b>\$ 12,048,024</b> | <b>12.45%</b>  |

### Expenditures by Category

Expenditures by Category



### FY27 Expenditures by Category



|  |  |             |        |             |        |           |       |
|--|--|-------------|--------|-------------|--------|-----------|-------|
| <ul style="list-style-type: none"> <li><span style="color: blue;">●</span> Salaries And Benefits</li> <li><span style="color: green;">●</span> Supplies And Services</li> <li><span style="color: orange;">●</span> Interdepartmental</li> </ul> | <table border="0"> <tr> <td style="font-weight: bold;">\$8,370,296</td> <td style="font-weight: bold;">69.47%</td> </tr> <tr> <td style="font-weight: bold;">\$3,222,028</td> <td style="font-weight: bold;">26.74%</td> </tr> <tr> <td style="font-weight: bold;">\$455,699</td> <td style="font-weight: bold;">3.78%</td> </tr> </table> | \$8,370,296 | 69.47% | \$3,222,028 | 26.74% | \$455,699 | 3.78% |
| \$8,370,296  | 69.47%   |             |        |             |        |           |       |
| \$3,222,028  | 26.74%   |             |        |             |        |           |       |
| \$455,699  | 3.78%  |             |        |             |        |           |       |

### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 6,675,506         | \$ 7,754,459           | \$ 7,773,209            | \$ 8,370,296         | 7.94%  |
| Supplies And Services     | \$ 4,191,791         | \$ 2,537,327           | \$ 5,399,763            | \$ 3,222,028         | 26.99%   |
| Capital Outlay            | \$ 263,615           | -                      | -                       | -                    | -  |
| Interdepartmental         | \$ 376,070           | \$ 422,513             | \$ 422,513              | \$ 455,699           | 7.85%  |
| <b>Total Expenditures</b> | <b>\$ 11,506,982</b> | <b>\$ 10,714,299</b>   | <b>\$ 13,595,484</b>    | <b>\$ 12,048,024</b> | <b>12.45%</b>  |

## Personnel Summary

| Status  | Job Code | Position Title  | 2025-26<br>Approved<br>FTE | 2026-27<br>Planned<br>FTE |
|---|----------|---|----------------------------|---------------------------|
| Full Time   | N140     | Director of Economic and Community Development        | 1.00                       | 1.00                      |
| Full Time   | M145     | Deputy Director of Economic and Community Development | 1.00                       | 1.00                      |
| Full Time   | M210     | Building Official                                     | 1.00                       | 1.00                      |
| Full Time   | M155     | City Planner  | 1.00                       | 1.00                      |
| Full Time   | M190     | Economic Development Manager                          | 1.00                       | 1.00                      |
| Full Time   | M170     | Economic Development Specialist                       | 1.00                       | 1.00                      |
| Full Time   | M195     | Housing Manager                                       | 1.00                       | 1.00                      |
| Full Time   | M215     | Assistant Building Official                           | 2.00                       | 2.00                      |
| Full Time   | M590     | Principal Planner                                     | 2.00                       | 2.00                      |
| Full Time   | M335     | Senior Planner  | 4.00                       | 4.00                      |
| Full Time   | M570     | Management Analyst I                                  | 1.00                       | 0                         |
| Full Time   | M560     | Management Analyst II                                 | 3.00                       | 4.00                      |
| Full Time   | A462     | Planning Technician                                   | 1.00                       | 1.00                      |
| Full Time   | A700     | Senior Permit Technician                              | 1.00                       | 1.00                      |
| Full Time   | A460     | Permit Technician                                     | 1.00                       | 1.00                      |
| Full Time   | A400     | Senior Building Inspector                             | 2.00                       | 2.00                      |
| Full Time   | A135     | Building Inspector                                    | 3.00                       | 3.00                      |
| Full Time   | O315     | Administrative Assistant I                            | 2.00                       | 2.00                      |
| Full Time   | O310     | Administrative Assistant II                           | 2.00                       | 2.00                      |
| <b>SUBTOTAL Full Time</b>                           |          |   | <b>31.00</b>               | <b>31.00</b>              |
| Hourly  | X280     | Miscellaneous Hourly (Promotores)                     | 1.00                       | 1.00                      |
| <b>SUBTOTAL Hourly</b>                              |          |   | <b>1.00</b>                | <b>1.00</b>               |
| <b>TOTAL - Economic &amp; Community Development</b> |          |   | <b>32.00</b>               | <b>32.00</b>              |



## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### FY 2026-27 Changes and Highlights

#### Positions:

|                  |                             |
|------------------|-----------------------------|
| \$ 268,660       | Add Management Analyst II   |
| (244,370)        | Remove Management Analyst I |
| <b>\$ 24,290</b> | <b>TOTAL</b>                |

#### Supplies and Services:

|                   |  |
|-------------------|--|
| \$ 275,000        | Legal and Consulting Contracts (fee funded)  |
| 30,000            | General Plan Website Maintenance   |
| 300,000           | Housing Contract Services (\$200,000 funded through Commercial Linkage)                      |
| 217,539           | EAC Rent and Operational Costs (significantly funded using a previously received PLHA grant) |
| 200,000           | TDM Implementation - Consultant Fees   |
| _(277,035)_       | Actuals-Based Budget Alignment   |
| <b>\$ 745,504</b> | <b>TOTAL EXPENDITURES</b>  |
|                   |  |
| \$ 200,000        | TDM Implementation - San Mateo County TA Grant   |
| 41,291            | Rent   |
| <b>\$ 241,291</b> | <b>TOTAL REVENUE</b>   |



# Fire Department

## MISSION STATEMENT:

The South San Francisco Fire Department exists to protect people, property and the environment from the impacts of fire, medical emergencies, the release of hazardous materials and natural or human caused disasters. We will work to prevent injury and damage through education, fire prevention, and fire/ life safety code enforcement.

## THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:

- Education
- Fire Prevention & Code Enforcement
- Emergency Response
- Emergency Medical Services
- Disaster Preparedness
- Fire Administration

We strive to deliver efficient and effective service to our residents that directly contribute to community safety and preparedness, thereby enhancing quality of life.

## ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:

### Department:

- Hired four Paramedic Firefighters, six Emergency Medical Technicians, Safety Inspector I, and a (part-time) Fire Courier.
- Promoted one Deputy Fire Chief, one Battalion Chief, and two Apparatus Engineers.
- Qualified four acting captains and four acting engineers.
- Partnered with the Police, Park and Recreation, and Public Works Departments to host Touch-A-Truck, a community event focusing on exposing the public to city-owned response vehicles.
- Took delivery of two new fire inspector vehicles.
- Secured \$127,722.31 in funding from the California Water Service for the purchase of a water conservation training pod designed to reduce water use during fire department training evolutions by 75%.
- Took delivery, and placed into service, a new fire boat that is stationed at Oyster Point Marina.
- Secured \$175,000.00 in Federal Funding to purchase a floating dock and security shed for the department's fire boat.
- Purchased two sets of electric powered extrication equipment to replace aging gasoline powered equipment on both of the department's Quint-Companies.
- Restructured the parking lot and parking plan for Fire Administration and the Emergency Operations Center.
- Completed a safety gear wear test to identify a replacement product free from PFAS chemicals.
- Transitioned to new daily uniform for all suppression personnel.

### Emergency Medical Services Division:

- There were 5,621 ambulance dispatches and 3,941 ambulance transports in 2025.
- Designed and purchased one new advanced life support ambulance.
- Provided American Heart Association Curriculum to over 500 students.
- Implemented a new electronic patient care reporting system.
- Transitioned vehicle-based narcotics safes to a cloud-based accountability system.
- Completed Pre-Hospital Trauma Life Support for all department paramedics.

### Emergency Preparedness Division:



- Completed initial training for 9 new CERT members.
- Over 5,500 hours of CERT volunteer and training hours.
- Attended the California Listos annual conference focusing on disaster preparedness for multilingual communities in South San Francisco.
- Converted a tow-behind trailer to function as a mobile CERT command post.
- Outfitted a shipping container to support a supply cache in the Westborough Neighborhood.
- Held a Citywide EOC training focusing on cyber-security. Participated in 2 EOC exercises with San Mateo County.
- Participated in San Mateo County Disaster Preparedness Day.
- Supported 3 major City functions with an onsite command post and platform to maintain situational awareness.
- Acquired additional satellite internet infrastructure to enhance communications during widespread disasters.

## Fire Prevention Division:

- Fire Prevention completed all State mandated inspections and reported to City Council.
- Reviewed and accepted the California State Fire Hazard Severity Zones maps for South San Francisco.
- Fire Prevention conducted 2,118 inspections and opened 2,470 permits.
- Participated in Fire Prevention week providing fire safety education to elementary schools throughout South San Francisco.

## Fire Suppression Division:

- Participated in the development of a county-wide Greater Alarm Plan that dictates how all fire department apparatus are dispatched in San Mateo County.
- [T\[WCI\]](#) transitioned the dispatching process to a vehicle location-based system that recommends the closest and most appropriate fire resource to calls in South San Francisco.
- Fire personnel responded to 8,020 incidents in 2025.
- Responded to 7 separate OES incidents including the Palisades Fire in Malibu, California.
- Draft tested every apparatus pump, pressure tested 14,600 feet of hose, pressure tested over 75 SCBA cylinders and NFPA tested all department ground and aerial ladders.

## Training Division:

- The Training Division completed over 26,153 hours of training in 2025.
- Completed safety and structural improvements on the department's training tower.
- Completed 18-month probationary training for three Paramedic/Firefighters.
- Trained and qualified 2 department personnel to operate the department's fleet of unmanned aerial vehicles (UAV/drones).
- Assisted in hosting a Fall and Spring, joint City College of San Mateo and San Mateo County Fire Chiefs Firefighter 1 Academies.
- Supported career development by sending 40 different personnel to California State Fire Marshal, National Wildfire Coordination Group and FEMA certified training classes.
- Trained and qualified multiple personnel on Fire Boat Industrial as Operators and Crew members.
- Took delivery and completed operational training of a simulated residential roof prop to enhance ventilation training exercises.

## OBJECTIVES FOR FISCAL YEAR 2026-27:

- Present staffing options to meet the continued increasing demand of emergency medical services.
- Continue to review, revise, and adopt department policies and procedures.
- Maintain and evaluate current apparatus, equipment, facilities and provided services.
- Evaluate response times and exchange of automatic aid as dispatch recommendation changes are implemented.
- Specify the design, and purchase of one fire engine, and one command vehicle.
- Replace the department's complement of both medical and fire portable radios.
- Transition to the new National Emergency Response Information System
- Implement new Fire Records Management Software

- Prepare and execute a prescribed fire plan for Sign Hill Park.
- Evaluate current response processes with fires related to lithium-ion batteries and develop policies to procure equipment and define operational response to these types of incidents.
- Host an EOC exercise focused on a large-scale regional earthquake.
- Receive and place into service two new fire engines and one new advanced life support ambulance.
- Implement new software to support Fire Records Management System upgrade and transition to the new Fire Records Management System introduced by the National Fire Academy.
- Continue to improve programs aimed at reducing chronic carcinogen exposures at the stations and on emergency scenes.
- Identify a replacement specification for personal protective equipment that does not contain PFAS chemicals.
- Continue supporting employee wellness with Peer Support, mindfulness and flexibility training.
- Continue to collaborate with Human Resources Department to recruit Paramedic/ Firefighters, EMTs and to create new positions in the Fire Department.
- Complete design of Fire Station 63 and identify a contractor and construction timeline.
- Evaluate site and location for replacement of Fire Station 62.
- Continue to complete 100% of mandated inspections and report our annual Fire Prevention metrics to City Council.
- Continue to develop the new unmanned aerial vehicle program.
- Continue providing Community CPR education as a service.
- Host one CERT academy.
- Support Community Emergency Response Teams.
- Complete station security enhancements for Fire Station 62 including a gate, security fencing, and additional lighting.
- Host a county-wide urban search and rescue drill as a component of the regional urban search and rescue training plan.
- Create new living quarters at Fire Station 61 to facilitate additional staffing as operationally dictated.
- Design and install radio infrastructure to provide proprietary radio frequency for South San Francisco use.

## Key Performance Measures

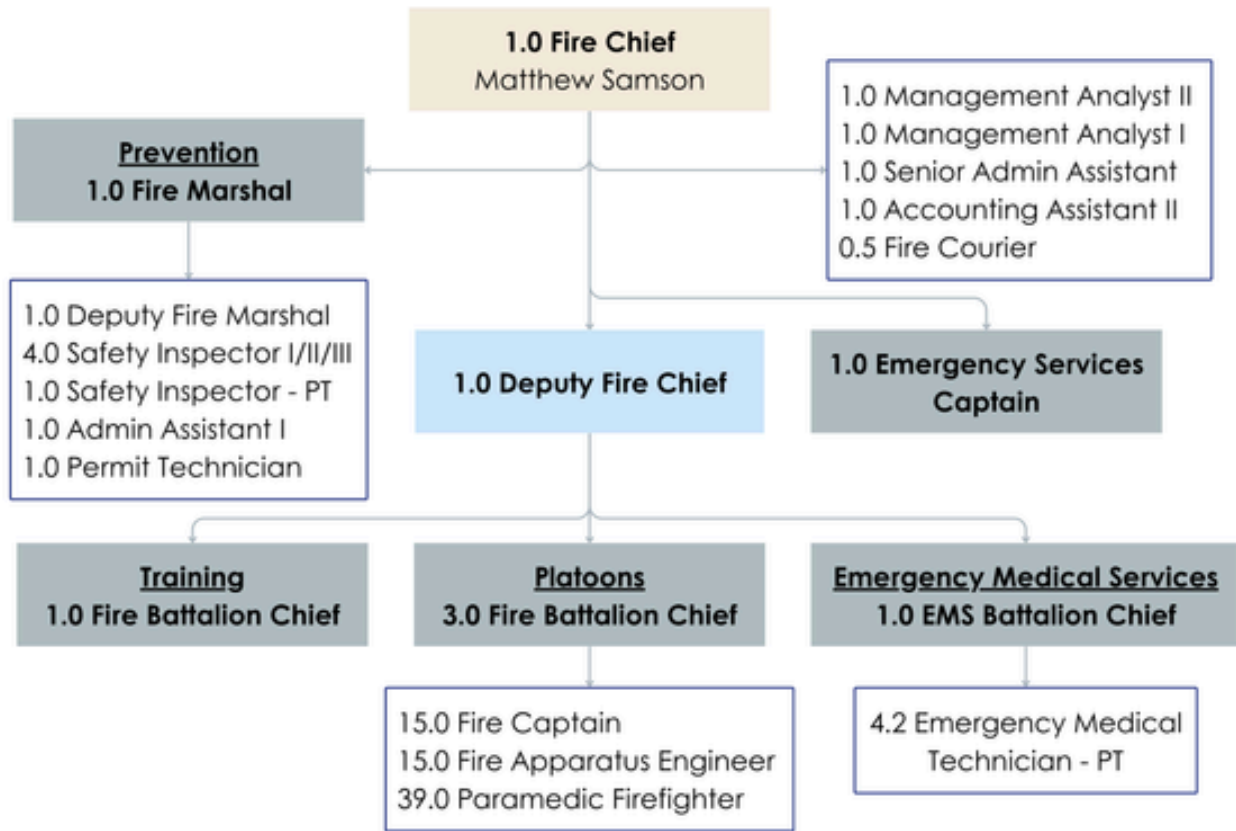
The Fire Prevention Division is responsible for life safety issues within the community. The division is involved with construction, occupancy inspections, public education, and fire investigations. Fire inspections ensure that buildings and fire protection systems are built and maintained according to the applicable codes. The Fire Prevention Division performs fire plan checks and inspections for fire sprinklers, alarms, and other systems. Fire construction permits are required to construct, alter, modify, or repair a fire protection system.

| Key Performance Measures         | FY<br>2024<br>Actual | FY<br>2025<br>Actual | FY<br>2026<br>Projected | FY<br>2027<br>Proposed |
|----------------------------------|----------------------|----------------------|-------------------------|------------------------|
| <b><u>Emergency Medical</u></b>  |                      |                      |                         |                        |
| Incidents                        | 6,792                | 5,673                | 5,843                   | 6,018                  |
| Transports                       | 4,306                | 4,141                | 4,265                   | 4,393                  |
| <b><u>Fire Prevention</u></b>    |                      |                      |                         |                        |
| Number of inspections            | 2,409                | 2,449                | 2,522                   | 2,598                  |
| Percent of mandates completed    | 100%                 | 100%                 | 100%                    | 100%                   |
| Number of plan reviews completed | 1,291                | 1,244                | 1,281                   | 1,320                  |
| Number of permits issued         | 1,785                | 1,723                | 1,775                   | 1,828                  |
| <b><u>Incident Type</u></b>      |                      |                      |                         |                        |
| Medical                          | 6,167                | 5,675                | 5,845                   | 6,021                  |
| False Alarm                      | 693                  | 766                  | 789                     | 813                    |
| Fire                             | 204                  | 158                  | 163                     | 168                    |
| Good Intent                      | 1,010                | 0                    | 0                       | 0                      |
| Hazardous Condition              | 182                  | 279                  | 287                     | 296                    |
| Other                            | 518                  | 739                  | 761                     | 784                    |
| Service/Assistance               | 452                  | 403                  | 415                     | 428                    |
| Rupture/Explosion                | 8                    | 0                    | 0                       | 0                      |
| Severe Weather                   | 4                    | 0                    | 0                       | 0                      |
| Grand Total                      | 9,238                | 8,020                | 8,261                   | 8,508                  |
| <b><u>Training</u></b>           |                      |                      |                         |                        |



|                                |        |        |        |        |
|--------------------------------|--------|--------|--------|--------|
| Total number of training hours | 20,766 | 26,152 | 26,152 | 26,152 |
|--------------------------------|--------|--------|--------|--------|

## Organizational Chart



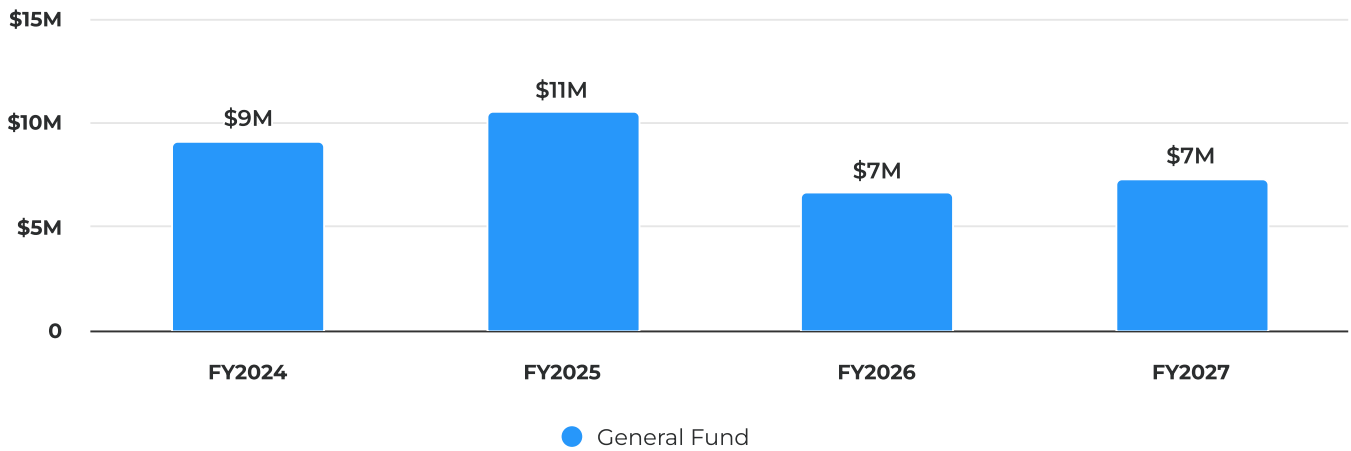
## Revenue Summary

### Historical Revenues Across Department



## Revenues by Fund

### Historical Revenues by Fund



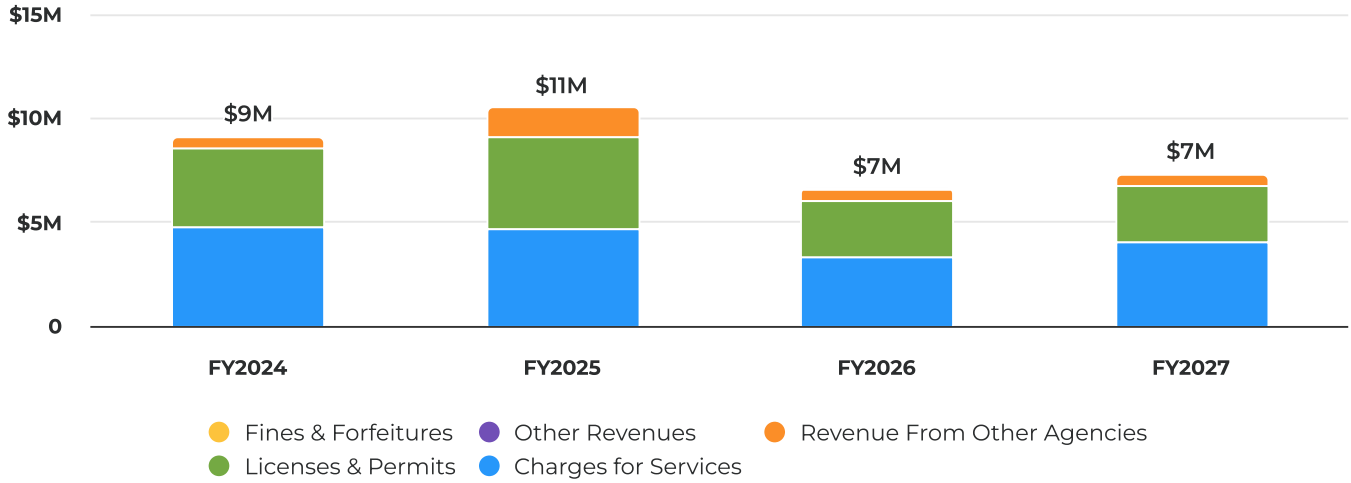
### Revenues by Fund

| Category              | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|----------------------|------------------------|-------------------------|---------------------|--|
| General Fund          | \$ 10,524,584        | \$ 6,602,500           | \$ 7,480,222            | \$ 7,302,500        | 10.60%   |
| <b>Total Revenues</b> | <b>\$ 10,524,584</b> | <b>\$ 6,602,500</b>    | <b>\$ 7,480,222</b>     | <b>\$ 7,302,500</b> | <b>10.60%</b>  |

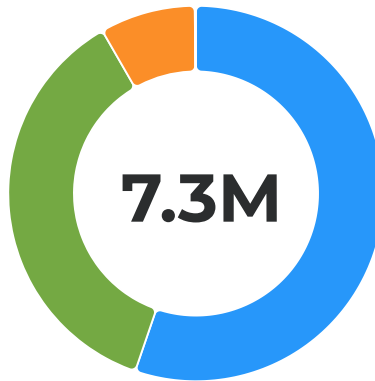


# Revenues by Source

Historical Revenues by Revenue Source Level 2



FY27 Revenues by Source



|                             |             |        |
|-----------------------------|-------------|--------|
| Charges for Services        | \$4,035,000 | 55.26% |
| Licenses & Permits          | \$2,660,000 | 36.43% |
| Revenue From Other Agencies | \$600,000   | 8.22%  |
| Other Revenues              | \$7,500     | 0.10%  |

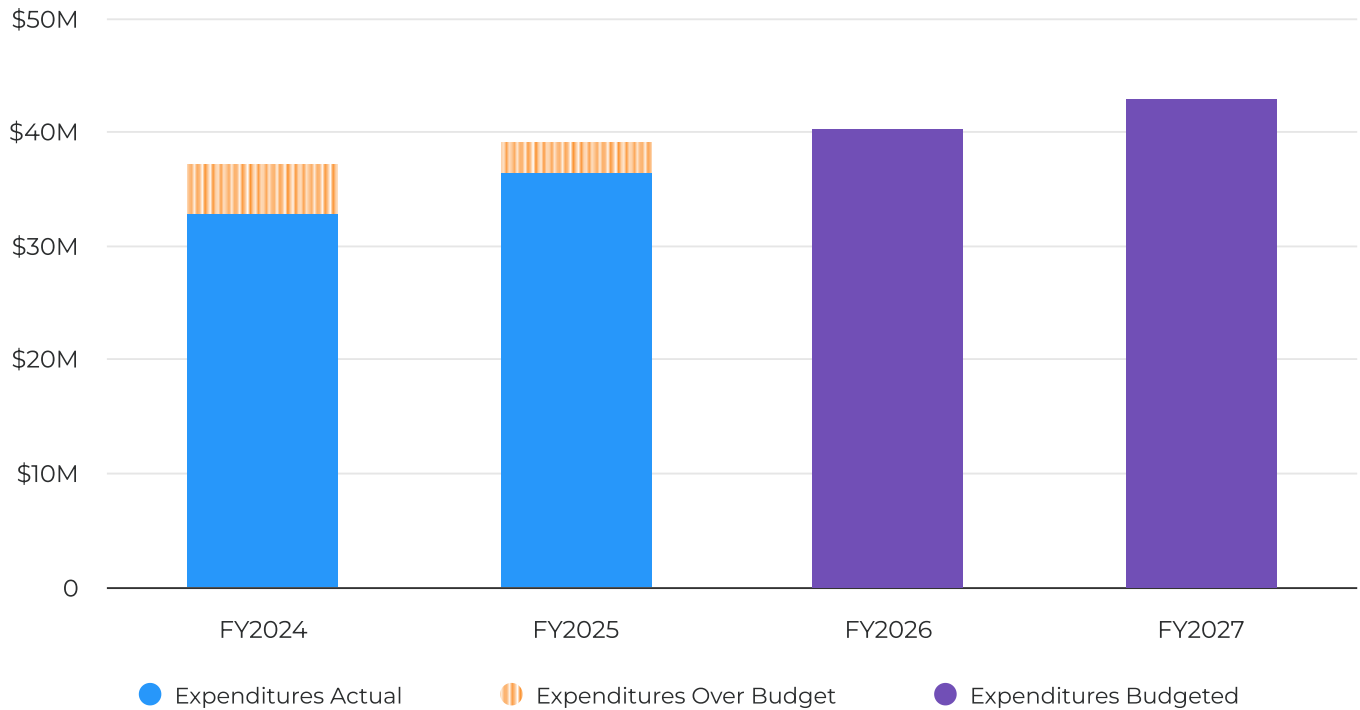
## Revenues by Source

| Category                    | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|----------------------|------------------------|-------------------------|---------------------|--|
| Licenses & Permits          | \$ 4,410,784         | \$ 2,660,000           | \$ 3,410,000            | \$ 2,660,000        | -  |
| Fines & Forfeitures         | \$ 100               | -                      | -                       | -                   | -  |
| Revenue From Other Agencies | \$ 1,448,344         | \$ 600,000             | \$ 727,722              | \$ 600,000          | -  |
| Charges for Services        | \$ 4,647,385         | \$ 3,335,000           | \$ 3,335,000            | \$ 4,035,000        | 20.99%   |
| Other Revenues              | \$ 17,972            | \$ 7,500               | \$ 7,500                | \$ 7,500            | -  |
| <b>Total Revenues</b>       | <b>\$ 10,524,584</b> | <b>\$ 6,602,500</b>    | <b>\$ 7,480,222</b>     | <b>\$ 7,302,500</b> | <b>10.60%</b>  |



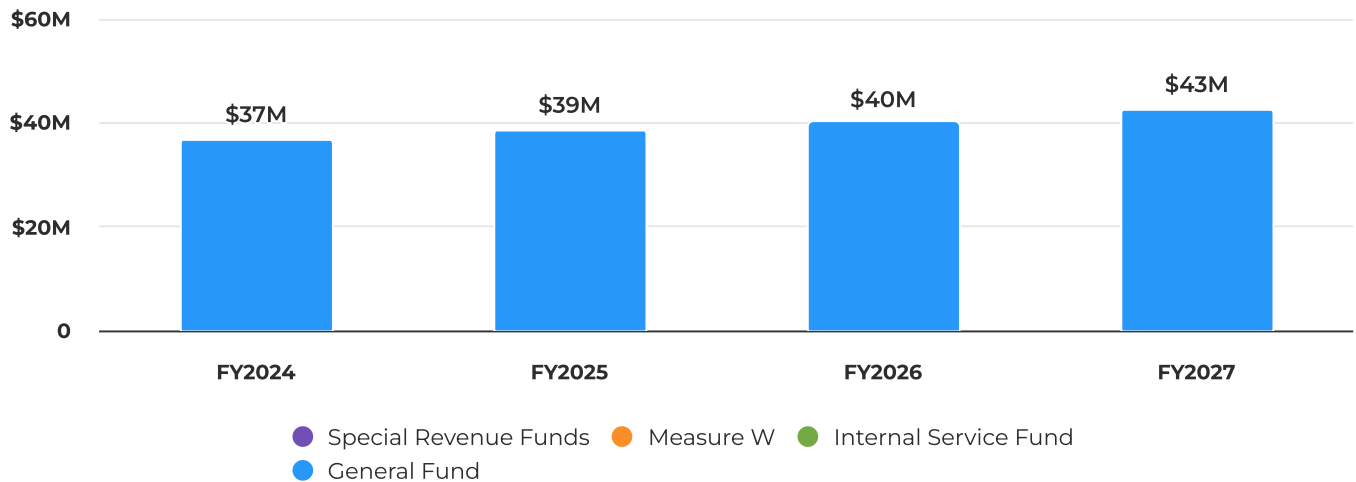
## Expenditure Summary

### Historical Expenditures Across Department

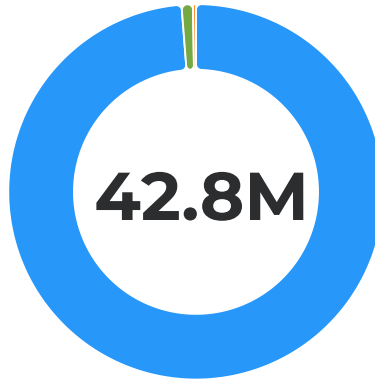


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund



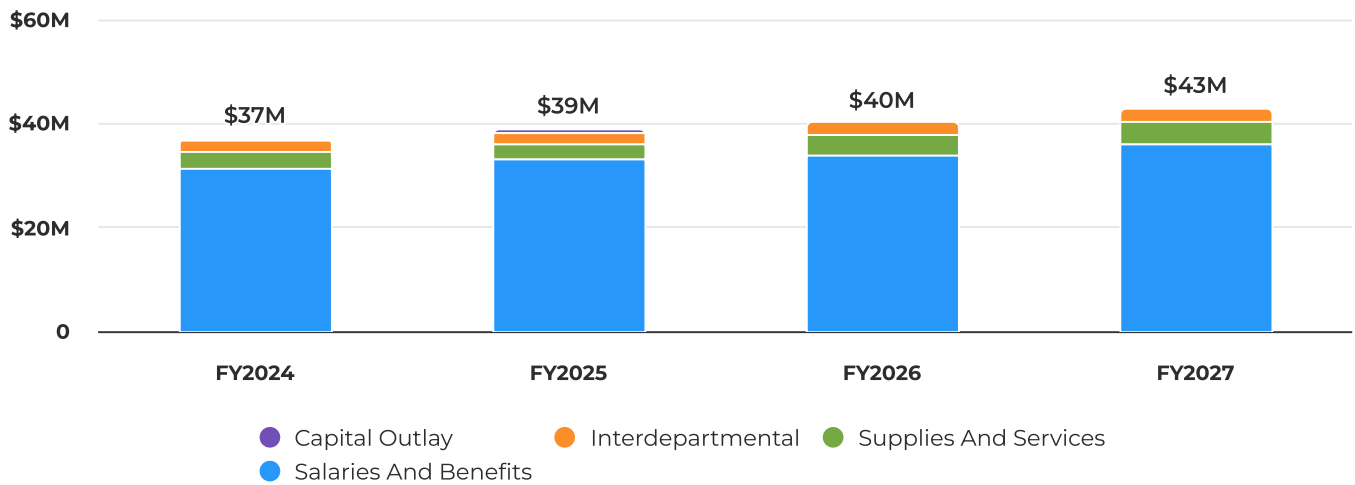
|                         |                     |        |
|-------------------------|---------------------|--------|
| ● General Fund          | <b>\$42,316,191</b> | 98.77% |
| ● Measure W             | <b>\$410,000</b>    | 0.96%  |
| ● Special Revenue Funds | <b>\$115,000</b>    | 0.27%  |

### Expenditures by Fund

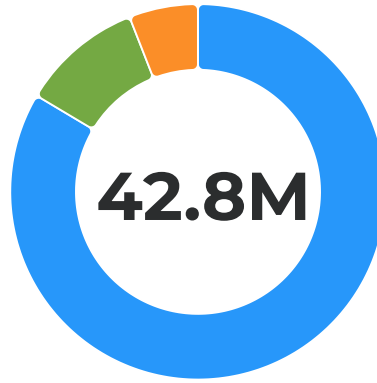
| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| General Fund              | \$ 38,573,138        | \$ 40,214,421          | \$ 40,308,016           | \$ 42,316,191        | 5.23%  |
| Measure W                 | -                    | -                      | -                       | \$ 410,000           | -  |
| Special Revenue Funds     | -                    | -                      | \$ 21,963               | \$ 115,000           | -  |
| Internal Service Fund     | \$ 455,677           | -                      | -                       | -                    | -  |
| <b>Total Expenditures</b> | <b>\$ 39,028,815</b> | <b>\$ 40,214,421</b>   | <b>\$ 40,329,979</b>    | <b>\$ 42,841,191</b> | <b>6.53%</b>   |

### Expenditures by Category

Expenditures by Category



### FY27 Expenditures by Category



|  |  |              |        |             |        |             |       |
|--|--|--------------|--------|-------------|--------|-------------|-------|
| <ul style="list-style-type: none"> <li><span style="color: blue;">●</span> Salaries And Benefits</li> <li><span style="color: green;">●</span> Supplies And Services</li> <li><span style="color: orange;">●</span> Interdepartmental</li> </ul> | <table border="0"> <tr> <td style="font-weight: bold;">\$35,793,756</td> <td style="padding-left: 10px;">83.55%</td> </tr> <tr> <td style="font-weight: bold;">\$4,500,682</td> <td style="padding-left: 10px;">10.51%</td> </tr> <tr> <td style="font-weight: bold;">\$2,546,752</td> <td style="padding-left: 10px;">5.94%</td> </tr> </table> | \$35,793,756 | 83.55% | \$4,500,682 | 10.51% | \$2,546,752 | 5.94% |
| \$35,793,756   | 83.55%   |              |        |             |        |             |       |
| \$4,500,682  | 10.51%   |              |        |             |        |             |       |
| \$2,546,752  | 5.94%  |              |        |             |        |             |       |

### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 33,058,549        | \$ 33,940,638          | \$ 33,940,638           | \$ 35,793,756        | 5.46%  |
| Supplies And Services     | \$ 2,869,646         | \$ 3,974,771           | \$ 4,090,329            | \$ 4,500,682         | 13.23%   |
| Capital Outlay            | \$ 849,635           | -                      | -                       | -                    | -  |
| Interdepartmental         | \$ 2,250,984         | \$ 2,299,012           | \$ 2,299,012            | \$ 2,546,752         | 10.78%   |
| <b>Total Expenditures</b> | <b>\$ 39,028,815</b> | <b>\$ 40,214,421</b>   | <b>\$ 40,329,979</b>    | <b>\$ 42,841,191</b> | <b>6.53%</b>   |

## Personnel Summary

| Status                     | Job Code         | Position Title                  | 2025-26<br>Approved<br>FTE | 2026-27<br>Planned<br>FTE |
|----------------------------|------------------|---------------------------------|----------------------------|---------------------------|
| Full Time                  | N150             | Fire Chief                      | 1.00                       | 1.00                      |
| Full Time                  | M110             | Deputy Fire Chief               | 1.00                       | 1.00                      |
| Full Time                  | M780             | Emergency Services Captain      | 1.00                       | 1.00                      |
| Full Time                  | M570             | Management Analyst I            | 1.00                       | 1.00                      |
| Full Time                  | M560             | Management Analyst II           | 1.00                       | 1.00                      |
| Full Time                  | M410             | Fire Marshal                    | 1.00                       | 1.00                      |
| Full Time                  | B205             | Deputy Fire Marshal             | 1.00                       | 1.00                      |
| Full Time                  | M390             | Fire Battalion Chief (56 Hours) | 3.00                       | 3.00                      |
| Full Time                  | M420             | EMS Battalion Chief (40 Hours)  | 1.00                       | 1.00                      |
| Full Time                  | M205             | Fire Battalion Chief (40 Hours) | 1.00                       | 1.00                      |
| Full Time                  | B120             | Fire Apparatus Engineer         | 15.00                      | 15.00                     |
| Full Time                  | B100             | Fire Captain                    | 15.00                      | 15.00                     |
| Full Time                  | B130             | Paramedic Firefighter           | 39.00                      | 35.00                     |
| Full Time                  | B135             | Paramedic Firefighter Recruit   | 0                          | 4.00                      |
| Full Time                  | B200, B195, B190 | Safety Inspector I/II/III       | 4.00                       | 4.00                      |
| Full Time                  | A460             | Permit Technician               | 1.00                       | 1.00                      |
| Full Time                  | O315             | Administrative Assistant I      | 1.00                       | 1.00                      |
| Full Time                  | O340             | Senior Administrative Assistant | 1.00                       | 1.00                      |
| Full Time                  | A225             | Accounting Assistant II         | 1.00                       | 1.00                      |
| <b>SUBTOTAL Full Time</b>  |                  |                                 | <b>89.00</b>               | <b>89.00</b>              |
| FT Contract                | X181             | Safety Inspector                | 1.00                       | 1.00                      |
| FT Contract                | X281             | Emergency Medical Technician    | 4.20                       | 4.20                      |
| <b>SUBTOTAL PT Regular</b> |                  |                                 | <b>5.20</b>                | <b>5.20</b>               |
| Hourly                     | X540             | Fire Courier                    | 0.50                       | 0.50                      |
| <b>SUBTOTAL Hourly</b>     |                  |                                 | <b>0.50</b>                | <b>0.50</b>               |

|                     |              |              |
|---------------------|--------------|--------------|
| <b>TOTAL - Fire</b> | <b>94.70</b> | <b>94.70</b> |
|---------------------|--------------|--------------|

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### **FY 2026-27 Changes and Highlights**

#### **Positions:**

None

#### **Supplies and Services:**

|            |  |
|------------|--|
| \$ 630,000 | Radio and alarm replacement and updates. |
| 132,225    | Annual fees increase                     |
| 14,700     | CERT member uniforms                     |
| 10,000     | Indoor water bottle filling stations     |
| (85,453)   | Actuals-Based Budget Alignment           |
| \$ 701,472 | TOTAL                                    |

# Police Department

## **MISSION STATEMENT:**

We are committed to proactively reducing crime, enhancing public safety, and addressing quality of life issues through education, enforcement, and community partnerships to make a better South San Francisco. Our vision is to maintain the highest ethical standards in all aspects of our duties and continually work with the community to develop a relationship built on trust and respect. We will serve the citizens of South San Francisco in the most courteous, efficient, and professional manner possible.

## **THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:**

- Community Academy, presented since 1998
- Hispanic Community Academy, presented since 2000
- Youth Academy program for children, 10 to 14, presented since 2015
- Summer Youth Academy, presented since 2018
- Senior Academy program, presented since 2022
- Providing numerous outreach programs and services to our community
- The YES (Youth Enrichment Series) Program. The program is targeted to 5th grade classes but can easily be taught to younger elementary school classes and middle school classes as well. The lessons cover subjects such as Bullying, Communication, Decision Making, Online Dangers, and Substance Abuse.
- Police Cadet program (formerly Explorers) designed to encourage teenagers and young adults to actively participate in the police department and give back to their community.
- National Night Out program to strengthen partnerships with our community
- Hosted the City Academy
- Continued support and collaboration with the Commission on Equity and Public Safety
- Hired FTE certified mental health clinician and obtained grant funding for FY25-26
- Participation and public safety provided for numerous City sponsored events
- Worked collaboratively with our Communication's Manager to increase social media presence to effectively share information with our community

## **ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:**

- Launched Citizen RIMS, an interactive online platform highlighting police activities
- Launched new Public Safety Drone as First Responder (DFR) Program
- Partnered with SMCSO and neighboring agencies with gun and firework buybacks in SSF
- Onboarded and welcomed 14 new FTE employees to fill vacancies
- Increased our Police Cadet program from 9 to 15 students
- Implemented new in-house supervisor onboarding training and formalized a robust employee succession planning and mentorship program
- Insured all police officers are certified in Crisis Intervention Training to include implicit bias and racial profiling, principled policing, de-escalation, strategic communications, and force option simulators
- LGBTQ+ liaison program accredited through Out to Protect. The 2nd agency in California and 7th in the country to achieve this status
- Community Outreach Team, addressed quality of life issues throughout the City, worked extensively with the Homeless Outreach Team to assist unhoused and less-fortunate individuals to find housing and obtain social services

- Continued building upon Employee Wellness and Peer Support Program. Implemented culturally competent counseling services to employees through Counseling Team International
- Joint initiative with SSFFD “Expanding the Blue and Red: Recruiting for Women in Public Safety.” This recruiting event was aimed at expanding female recruitment efforts for public safety in SSF
- Obtained nearly \$800,000 in grant funding for traffic operations, DUI enforcement, bullet proof vests replacement, new traffic enforcement patrol car, a command vehicle for DUI checkpoints, and funding for tobacco education for underage youth. In addition, partnered with San Bruno PD and Pacifica PD to acquire an ABC grant for education and enforcement of underage drinking.
- Sent numerous employees to various conferences, specialized schools, and leadership academies to support employee development
- Implemented a new Human Trafficking Exploitation Team (HEAT) to help combat human trafficking in SSF
- Awards received:
  - Vehicle Theft Interdiction Awards presented by CHP and AAA
  - DUI Enforcement Awards presented by Mothers Against Drunk Driving (MADD)
  - Heroism, Valor and Service Awards presented by Peninsula Council of Lions Clubs
  - Veterans of Foreign Wars Public Servant Awards presented by VFW POST 4103
  - Annual Chief’s Awards and Captain’s Quarterly Awards
  - Valor, Lifesaving, and Commendation Awards presented by Chief
  - 911 Dispatcher of the Year

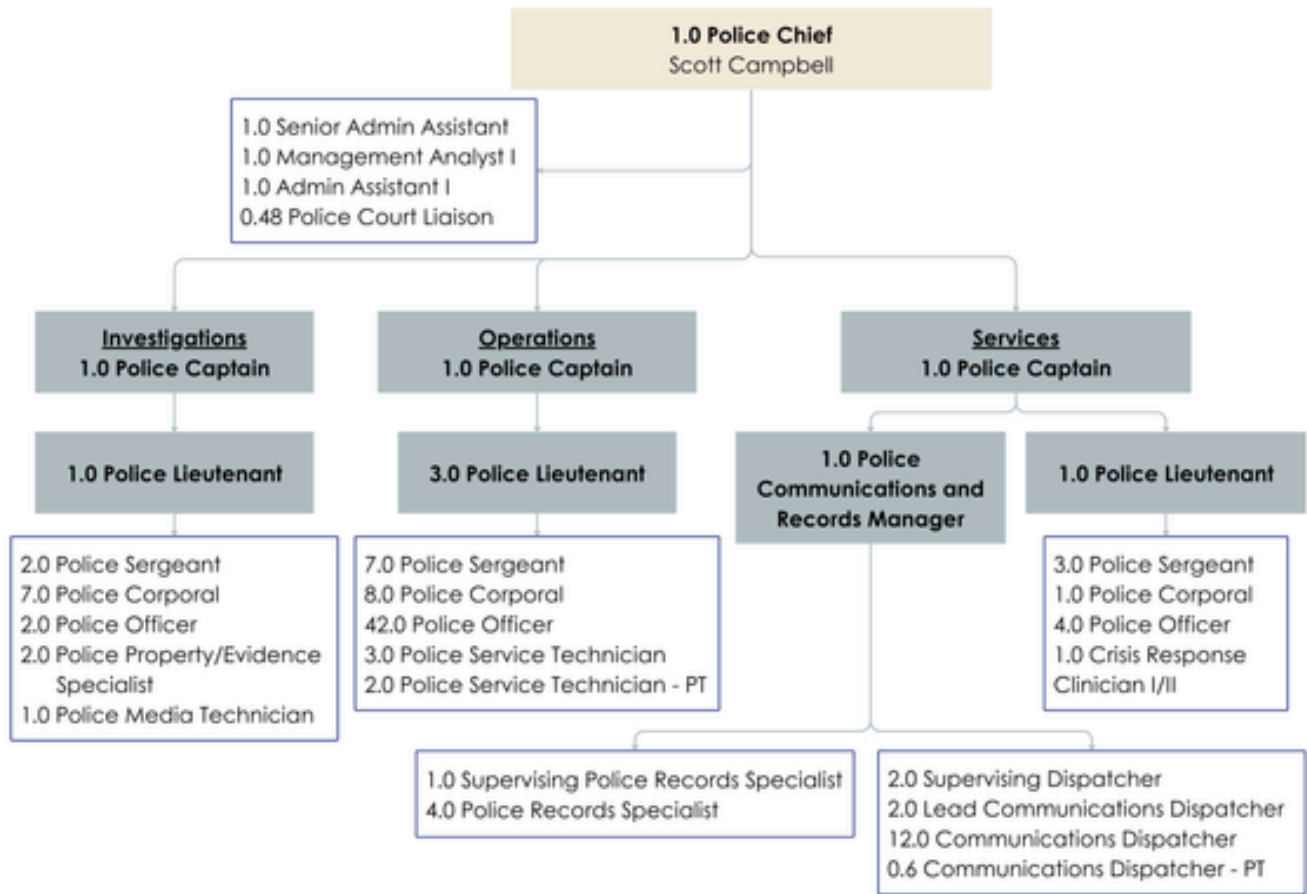
## OBJECTIVES FOR FISCAL YEAR 2026-27:

- Hire and retain high quality employees through enhanced recruitment efforts
- Seek grant funding to support public safety initiatives
- Continued goal of 100% of sworn officers trained in crisis intervention (CIT)
- Enhance public transparency and collaboration through community programs and media platforms

## Key Performance Measures

| Key Performance Measures   | FY 2024<br>Actual | FY 2025<br>Actual | FY 2026<br>Projected | FY 2027<br>Proposed |
|----------------------------|-------------------|-------------------|----------------------|---------------------|
| Community Outreach:        |                   |                   |                      |                     |
| Community Academy          | 1                 | 1                 | 1                    | 1                   |
| Hispanic Community Academy | 1                 | 1                 | 1                    | 1                   |
| Youth Academy              | 1                 | 1                 | 1                    | 1                   |
| Summer Youth Academy       | 1                 | 1                 | 1                    | 1                   |
| Senior Academy             | 1                 | 1                 | 1                    | 1                   |

# Organizational Chart



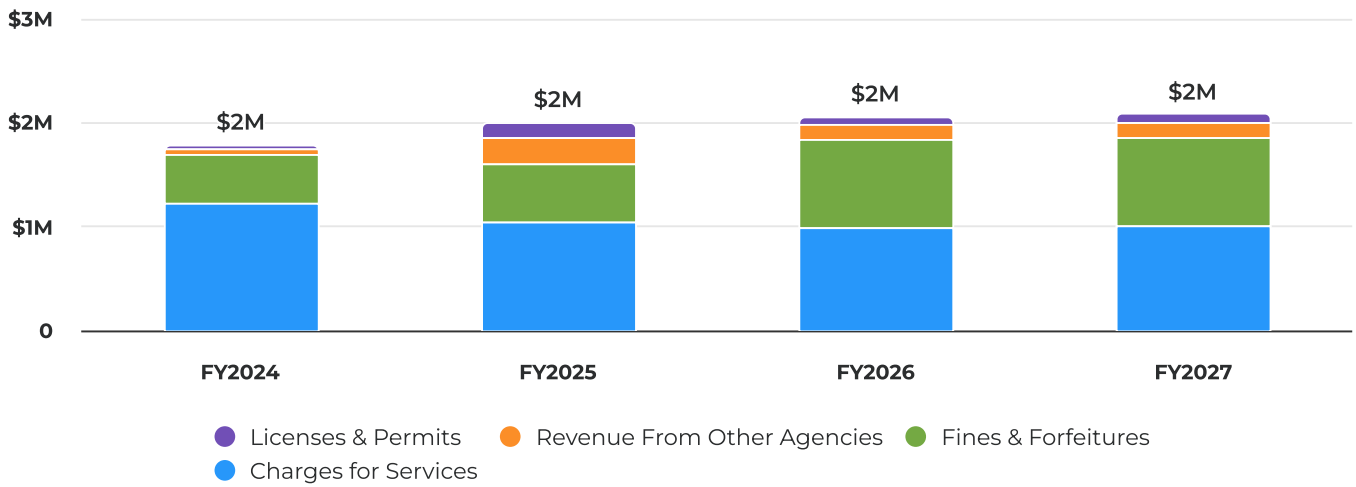
# Revenue Summary

## Historical Revenues Across Department

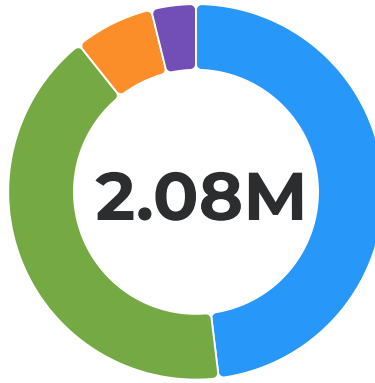


## Revenues by Source

### Revenues by Source



### FY27 Revenues by Source



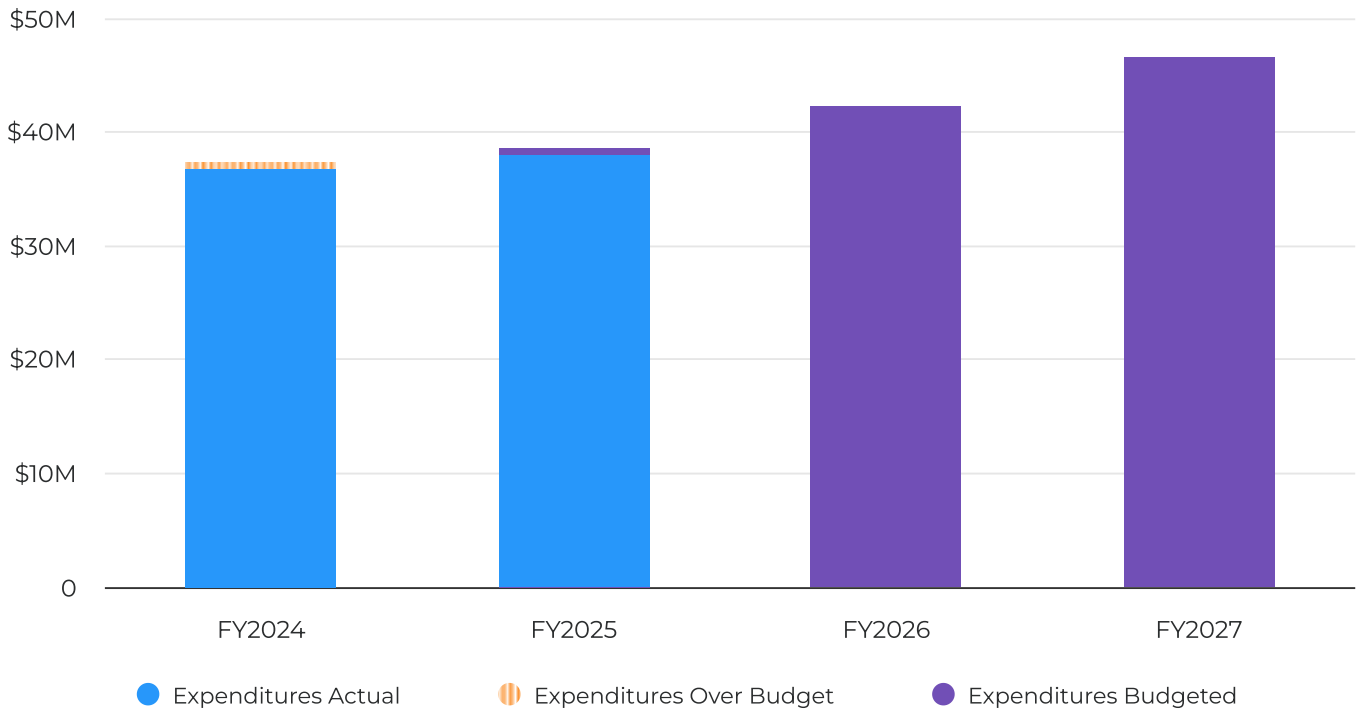
|   |                             |                    |        |
|---|-----------------------------|--------------------|--------|
| ● | Charges for Services        | <b>\$1,000,974</b> | 48.07% |
| ● | Fines & Forfeitures         | <b>\$858,500</b>   | 41.23% |
| ● | Revenue From Other Agencies | <b>\$143,000</b>   | 6.87%  |
| ● | Licenses & Permits          | <b>\$80,000</b>    | 3.84%  |

### Revenues by Source

| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Licenses & Permits          | \$ 141,666          | \$ 80,000              | \$ 80,000               | \$ 80,000           | -  |
| Fines & Forfeitures         | \$ 560,129          | \$ 858,500             | \$ 858,500              | \$ 858,500          | -  |
| Revenue From Other Agencies | \$ 265,182          | \$ 143,000             | \$ 577,374              | \$ 143,000          | -  |
| Charges for Services        | \$ 1,033,674        | \$ 976,865             | \$ 976,865              | \$ 1,000,974        | 2.47%  |
| <b>Total Revenues</b>       | <b>\$ 2,000,651</b> | <b>\$ 2,058,365</b>    | <b>\$ 2,492,739</b>     | <b>\$ 2,082,474</b> | <b>1.17%</b>   |

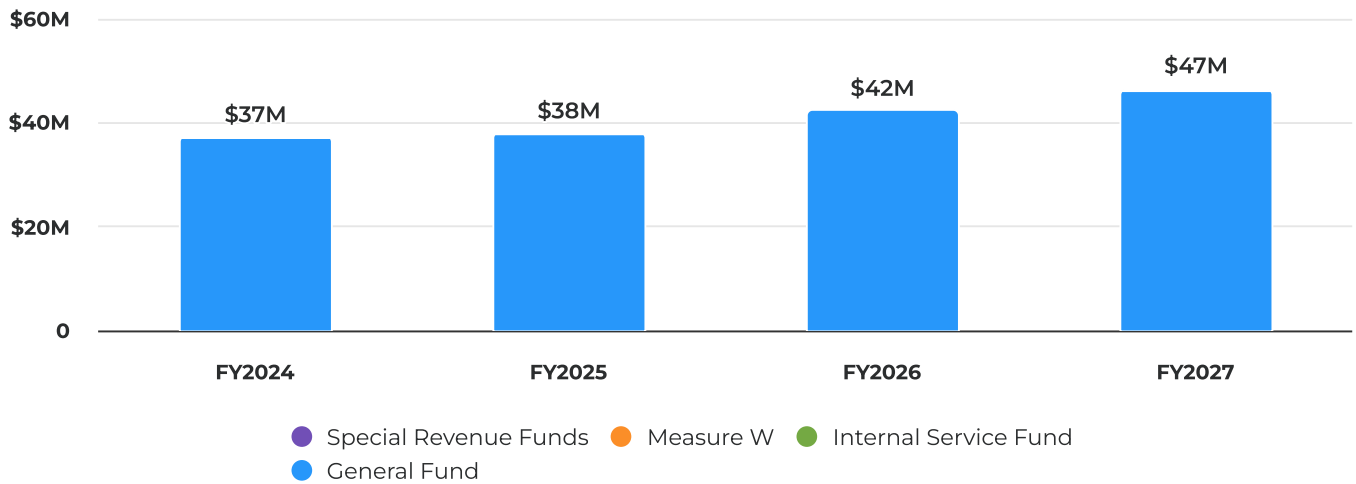
# Expenditure Summary

## Historical Expenditures Across Department

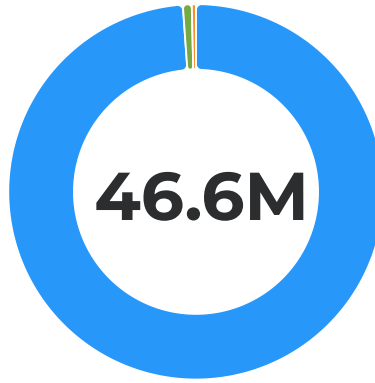


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund



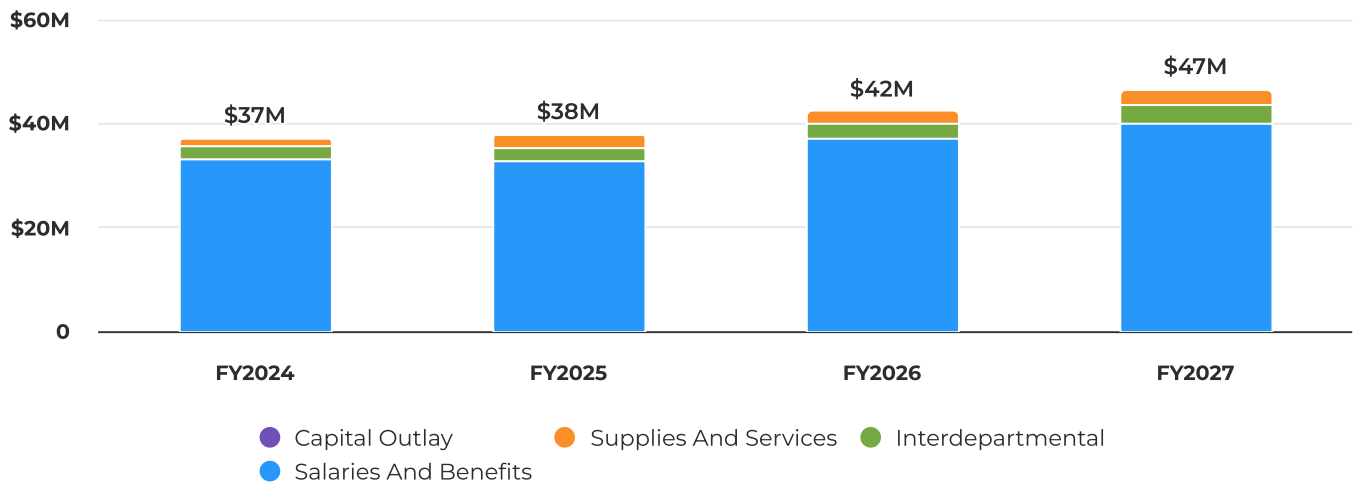
|                         |                     |        |
|-------------------------|---------------------|--------|
| ● General Fund          | <b>\$46,059,480</b> | 98.87% |
| ● Measure W             | <b>\$358,741</b>    | 0.77%  |
| ● Special Revenue Funds | <b>\$165,699</b>    | 0.36%  |

### Expenditures by Fund

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| General Fund              | \$ 37,681,993        | \$ 42,318,884          | \$ 42,727,185           | \$ 46,059,480        | 8.84%  |
| Measure W                 | -                    | -                      | -                       | \$ 358,741           | -  |
| Special Revenue Funds     | \$ 36,750            | -                      | -                       | \$ 165,699           | -  |
| Internal Service Fund     | \$ 268,596           | -                      | -                       | -                    | -  |
| <b>Total Expenditures</b> | <b>\$ 37,987,339</b> | <b>\$ 42,318,884</b>   | <b>\$ 42,727,185</b>    | <b>\$ 46,583,920</b> | <b>10.08%</b>  |

### Expenditures by Category

Expenditures by Category



### FY27 Expenditures by Category



|                         |                     |        |
|-------------------------|---------------------|--------|
| ● Salaries And Benefits | <b>\$39,929,533</b> | 85.72% |
| ● Interdepartmental     | <b>\$3,727,505</b>  | 8.00%  |
| ● Supplies And Services | <b>\$2,926,882</b>  | 6.28%  |

### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 32,765,782        | \$ 36,974,223          | \$ 37,163,455           | \$ 39,929,533        | 7.99%  |
| Supplies And Services     | \$ 2,322,546         | \$ 2,559,226           | \$ 2,778,296            | \$ 2,926,882         | 14.37%   |
| Capital Outlay            | \$ 268,596           | -                      | -                       | -                    | -  |
| Interdepartmental         | \$ 2,630,414         | \$ 2,785,435           | \$ 2,785,435            | \$ 3,727,505         | 33.82%   |
| <b>Total Expenditures</b> | <b>\$ 37,987,339</b> | <b>\$ 42,318,884</b>   | <b>\$ 42,727,185</b>    | <b>\$ 46,583,920</b> | <b>10.08%</b>  |

## Personnel Summary

| Status                    | Job Code   | Position Title                            | 2025-26<br>Approved<br>FTE | 2026-27<br>Planned<br>FTE |
|---------------------------|------------|---|----------------------------|---------------------------|
| Full Time                 | N155       | Police Chief                              | 1.00                       | 1.00                      |
| Full Time                 | M280       | Police Captain                            | 3.00                       | 3.00                      |
| Full Time                 | M275       | Police Lieutenant                         | 5.00                       | 5.00                      |
| Full Time                 | C165       | Police Sergeant                           | 12.00                      | 12.00                     |
| Full Time                 | C100       | Police Corporal                           | 16.00                      | 16.00                     |
| Full Time                 | C115       | Police Officer                            | 48.00                      | 48.00                     |
| Full Time                 | M285       | Police Communications and Records Manager | 1.00                       | 1.00                      |
| Full Time                 | C200       | Supervising Police Records Specialist     | 1.00                       | 1.00                      |
| Full Time                 | C110       | Police Property/ Evidence Specialist      | 2.00                       | 2.00                      |
| Full Time                 | C105       | Police Records Specialist                 | 4.00                       | 4.00                      |
| Full Time                 | M315, M320 | Crisis Response Clinician I/II            | 1.00                       | 1.00                      |
| Full Time                 | A365       | Supervising Dispatcher                    | 2.00                       | 2.00                      |
| Full Time                 | A150       | Communications Dispatcher                 | 12.00                      | 12.00                     |
| Full Time                 | A155       | Lead Communications Dispatcher            | 2.00                       | 2.00                      |
| Full Time                 | C220       | Police Media Technician                   | 1.00                       | 1.00                      |
| Full Time                 | C125       | Police Service Technician                 | 3.00                       | 3.00                      |
| Full Time                 | O340       | Senior Administrative Assistant           | 1.00                       | 1.00                      |
| Full Time                 | M570       | Management Analyst I                      | 1.00                       | 1.00                      |
| Full Time                 | O315       | Administrative Assistant I                | 1.00                       | 1.00                      |
| <b>SUBTOTAL Full Time</b> |            |   | <b>117.00</b>              | <b>117.00</b>             |
| Hourly                    | X445       | Communications Dispatcher                 | 0.60                       | 0.60                      |
| Hourly                    | X192       | Police Service Technician                 | 2.00                       | 2.00                      |
| Hourly                    | X193       | Police Court Liaison                      | 0.48                       | 0.48                      |
| <b>SUBTOTAL Hourly</b>    |            |   | <b>3.08</b>                | <b>3.08</b>               |
| <b>TOTAL - Police</b>     |            |   | <b>120.08</b>              | <b>120.08</b>             |



## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### FY 2026-27 Changes and Highlights

#### Positions:

None

#### Supplies and Services:

|                   |   |
|-------------------|---|
| \$ 170,000        | Replacement of duty handguns (full-size and compact) w/ accessories. Estimated \$170,000 with a partial reimbursement for old handguns. Purchase requested through Public Safety Impact Fees with no impact on the general fund.  |
| 354,440           | Replacement of Body-Worn/In-Car Cameras and Tasers \$1,905,164.88 for a renewed 5-year contract. The first year is estimated to be \$354,439.65 with a 4% increase per year. This funding will support the replacement of outdated tasers, aging body-worn cameras, and in-car dual camera systems for all sworn officers and patrol vehicles. The department’s current equipment has exceeded its recommended service life, limiting reliability, functionality, and officer effectiveness. Upgrading this technology will significantly enhance officer safety as well as transparency and community trust. |
| (156,783)         | Actuals-Based Budget Alignment  |
| <b>\$ 367,657</b> | <b>TOTAL</b>  |

# Public Works



## DEPARTMENT OF PUBLIC WORKS

### MISSION STATEMENT:

In partnership with our diverse community, we proudly support and sustain the environment and infrastructure through responsiveness, innovation and professionalism.

### THE PUBLIC WORKS DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:

- **Designing, constructing, and maintaining public infrastructure** – Managing capital improvement projects, including roadways, sidewalks, sanitary sewer, storm drains, and public facilities, to ensure safety, longevity, and accessibility.
- **Maintaining streets and traffic systems** – Conducting street resurfacing, pothole repairs, street sweeping, and traffic signal maintenance to support safe and efficient transportation.
- **Managing sewer and stormwater systems** – Operating and maintaining wastewater collection and storm drain infrastructure to minimize overflows, prevent flooding, and comply with environmental regulations.
- **Providing emergency response and disaster preparedness** – Responding to infrastructure failures, storm events, and other emergencies to protect public safety and restore critical services.
- **Overseeing environmental and regulatory compliance** – Implementing programs to meet stormwater pollution prevention (NPDES and MRP), waste reduction (SB 1383), and air quality regulations.
- **Administering public works permits and inspections** – Reviewing and approving construction work in the public right-of-way to ensure compliance with City standards.
- **Enhancing sustainability and electrification initiatives** – Advancing projects that support clean energy, fleet electrification, and climate resilience in City operations.
- **Engaging with the community** – Providing outreach, education, and volunteer opportunities to support public awareness of infrastructure maintenance, sustainability efforts, and public safety.

### ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-2026:



## Engineering Division:

The Engineering Division successfully administered and delivered the Capital Improvement Program (CIP) budget, totaling \$174.7 million across 186 projects, enhancing South San Francisco's infrastructure, safety, and sustainability.

### • Enhancing Connectivity & Mobility

- Awarded construction for the Westborough Area Broadband Expansion (pf2210) fiber optic installation.
- Substantially completed the Grand Boulevard Project (st1807), improving sidewalks, bike facilities, and pedestrian paths.
- Installed 15 MPH school zone signage through the Citywide School Traffic Safety Improvement Project (tr2405).
- Constructed 80 ADA curb ramps and an accessible path at Cypress and Pine Play Lot through Curb Ramps and Paths (tr2506) using federal grant funds.
- Completed the Grand Avenue & Airport Boulevard Streetscape Improvements Project (st1801), strengthening the downtown-Caltrain connection.

### • Improving Public Infrastructure & Safety

- Inspected 576,000+ linear feet of sewer pipe and 2,200 manholes through the Citywide Sanitary Sewer Video Pipe Inspection (ss2001) project.
- Installed protected bike lanes along Junipero Serra Boulevard under Buffered Bike Lane Enhancement (tr2502).
- Upgraded 100+ downtown streetlights through Downtown & Old Town Lighting Improvements (pk2307).
- Conducted a walk audit and implemented safety improvements at Westborough Middle School through Safe Routes to School (st2507).
- Installed a new traffic signal at Junipero Serra & Arroyo through (tr2403) with Caltrans Highway Safety Grant funding.
- Completed pavement maintenance in Westborough, Avalon, and Brentwood through the 2025 Surface Seal Project (st2502).
- Awarded sewer reconstruction and rehabilitation contracts for Oyster Point Sanitary Sewer Reconstruction (ss2401) and Sanitary Sewer Spot Repair and Rehabilitation (ss2502).
- Advanced the Colma-SSF El Camino Real Bike & Pedestrian Improvement Project (tr2415) into the final environmental phase.
- Completed design and permitting for Oyster Point Pump Station (ss2202) upgrades and Pump Station 4 Redundant Force Main (ss1502) improvements.

### • Sustainability & Future Planning

- Secured over \$8.7 million in grant funding through Measure A Ferry Program (pf2002), Community Development Block Grant (st2506), Alternative Congestion Relief & TDM (tr2601), SMCTA Highway Program (tr2404), and OTS Pedestrian & Bicycle Safety Program (tr2405).
- Initiated the feasibility phase for the SSF Shoreline Protection & Connectivity Project (sd2402) to address sea level rise east of 101.

### • Ongoing & Upcoming Projects

- Designing battery backup systems for over half of City traffic signals under Traffic Signal Battery Backup Systems (tr2408).
- Launching Traffic Signal Priority improvements through (tr2601) to reduce bus and emergency vehicle delay.
- Advancing multi-campus improvements through Safe Routes to School (tr2507).
- Completed scoping for improved trail connectivity through Bay Trail – Centennial Way Connection (tr2407).
- Initiated a planning study for multimodal improvements through El Camino Real Bike-Ped Improvements (tr2402).
- Achieved 100% MRP trash capture compliance through Trash Capture Devices Project (sd2502).
- Advanced the Utah Avenue Overcrossing Project (tr1404) to 95% PS&E.
- Began or completed key design phases for Bikes for the Boulevards (st2301), Hickey Hillside Stabilization (sd2304), Grand Avenue Overpass Bridges (st1804), 2026 Surface Seal Project (st2505), Mission Road Underground Utility District (st1904), and Sanitary Sewer Pump Station Master Plan (ss2603).
- Completed final reports for Utility Pavement Cuts and Heavy Construction Vehicle Fees (st1903) and design for BPMP SSF Bridge Repairs (st1703).



## Water Quality Control Plant (WQCP) Division:

The Water Quality Control Plant (WQCP) continues to uphold the highest standards in wastewater treatment, environmental protection, and regulatory compliance.

### • Workforce Leadership Development & Increased Safety

- Awarded Young Professional Person of the Year from the California Water Environment Association San Francisco Bay Section.
- Minimized employee injuries through enhanced safety training, operational protocols, and best management practices.
- Maintained 100% required operator certification compliance.
- Provided technical training and professional development opportunities to strengthen operational expertise and long-term plant leadership capacity.

### • Core Operational & Compliance Accomplishments

- Maintained 100% compliance with NPDES and Clean Water Act requirements while meeting Municipal Regional Permit nutrient monitoring and reporting obligations to support regional nitrogen reduction efforts in the Bay.
- Continued to deliver Plant infrastructure investment described in Facility Master Plan.
- Performed over 600 wastewater and stormwater inspections (industrial, commercial, restaurants, and constructions sites).
- Treated an average of 9 million gallons of wastewater per day.

### • Operational Optimization & Technology Improvements

- Reduced energy consumption per million gallons treated through operational efficiency improvements.
- Improved laboratory turnaround times through cross-training, cross-training.

### • Sustainability & Climate Resilience

- Conducted two Colma Creek cleanup events, removing over 1,500 pounds of debris and preventing pollutants from entering the San Francisco Bay.
- Led community outreach efforts by staffing informational booths at four Farmers' Market events and participating in two elementary school Career Days to promote environmental stewardship and public works awareness.
- Saved approximately \$400,000 annually in electrical costs by maximizing recycled biogas recovery to generate 25% of the Plant's total electrical demand, reducing purchased electricity through optimized CHP uptime and increased on-site renewable energy use (equivalent to powering 225 homes annually).
- Participated in regional climate adaptation planning to address sea level rise and coastal storm risk.
- City Council secured federal Army Corps of Engineer funding through support the construction of an important sea level rise protection project safeguarding critical infrastructure.

### • **Community & Interagency Collaboration**

- Hosted educational tours for schools and community groups to promote environmental awareness.
- Provided public outreach of environmental compliance programs at Farmers Markets and Senior Health Fair, Concert in the Park, and National Night Out events.
- Collaborated with San Mateo County Health Department to survey and collect surveillance of transmittable diseases such as COVID and Flu variants.
- Enhanced interagency coordination with regional wastewater partners and regulatory agencies.



## **Maintenance & Operations Division:**

The Maintenance & Operations Division remains dedicated to public safety, environmental sustainability, and high-quality city services for South San Francisco residents.

### • **Sustainable & Efficient City Services**

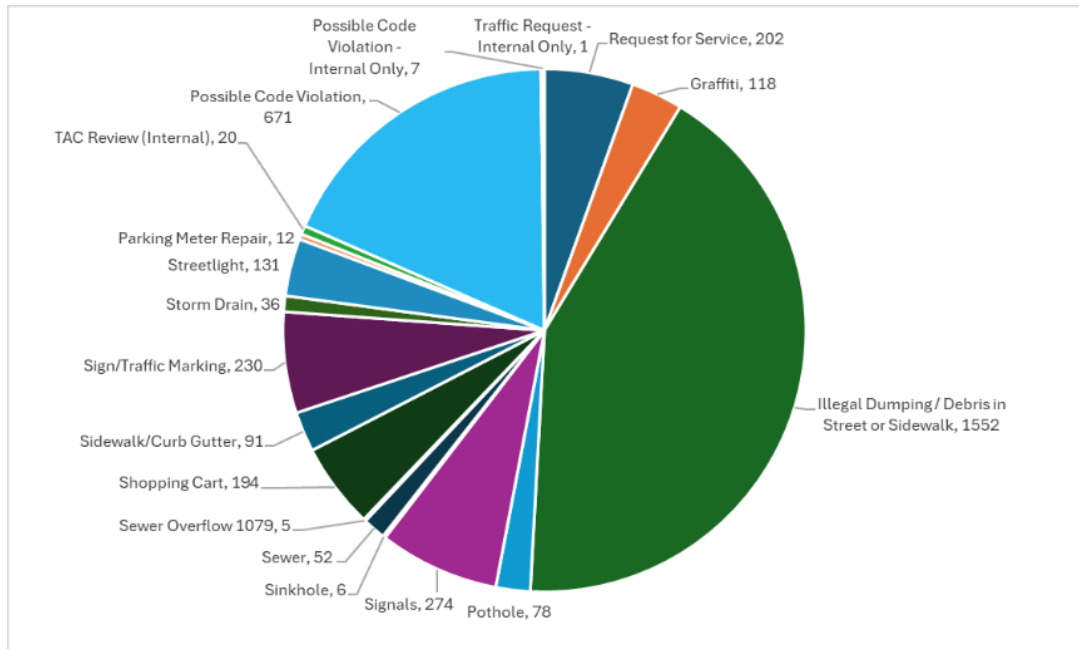
- Implemented key milestones in the City's Fleet Electrification Plan, transitioning vehicles to electric and hybrid alternatives and leveraging MTC and ABAG technical assistance to develop a long-term EV infrastructure strategy supporting zero-emission goals.
- Developed a comprehensive Zero-Emission Vehicle (ZEV) Replacement Plan, including fleet transition strategies for Police and Fire Department vehicles.
- Delivered safe, reliable, and free transportation services through the South City Shuttle, serving more than 90,000 riders annually—an average of over 7,500 passengers per month—enhancing mobility and accessibility throughout the community.

### • **Environmental Stewardship & Community Engagement**

- Increased participation in the Adopt-a-Storm Drain Program by 4%, growing to 198 volunteers maintaining 324 storm drains in support of the City's Climate Action Plan.
- Expanded public outreach efforts through social media, city events, and community meetings.

### • **Public Health, Safety & Infrastructure Maintenance**

- Successfully completed the design, construction, and operational activation of new signalized intersection improvements at Maple Avenue and Huntington Avenue–Southline Ave, Southline Avenue and South Linden Avenue–Dollar Avenue, Southline Avenue and Southline Driveway, and Junipero Serra Boulevard and Arroyo Drive.
- Assess Stormwater Infrastructure – Complete a comprehensive stormwater infrastructure assessment.
- Successfully resolved and closed 1,127 Code Enforcement cases, maintaining compliance with public health, safety, and community welfare standards.
- Flushed over 55 miles of sanitary sewer mains, preventing blockages and system failures.
- Provided 24/7 emergency response during storms, mitigating potential flooding and infrastructure damage.
- Conducted semiannual maintenance of over 614 storm drain trash capture devices in compliance with Municipal Regional Permit (MRP) requirements, including required County reporting, and maintained 14 large stormwater interceptors serving neighborhoods citywide.
- Expanded staff training on sanitary sewer overflow (SSO) response protocols and regulatory reporting requirements.
- Enhanced SSO mitigation efforts, improving rapid response and containment to prevent discharges from reaching the Bay.
- Addressed 3,680 public service requests in 2025.



## OBJECTIVES FOR FISCAL YEAR 2026-27:

### Engineering Division

- Maintain and improve Pavement Condition Index (PCI) above “Good” rating.
- Enhance traffic safety through community engagement (Safe Routes to School, Vision Zero, outreach).
- Secure sustainable funding for future transportation improvements.
- Promote equitable and accessible transportation solutions (Complete Streets, ADA compliance).
- Foster innovation in infrastructure planning through data-driven technologies.
- Expand the Adaptive Traffic System west of US 101.
- Advance effective administration and execution of Capital Improvement Program (CIP) projects.
- Complete Storm Drain Master Plan (sd2301).

- Advance EV Implementation Plan and pursue related grants.
- Complete and implement the City's Sanitary Sewer Master Plan.
- Advance electrification of storm pump stations.
- Apply for and receive grants for traffic congestion management, street improvements, EV purchasing, sustainability, stormwater pollution prevention, and transportation initiatives.
- Complete and present Facility Master Plan update to City Council.

## **Water Quality Control Plant (WQCP) Division**

- Provide detailed forecast and master planning to support re-evaluation of the City's 5-year Sewer Rate Plan.
- Meet Environmental Compliance Standards (NPDES & Clean Water Act requirements).
- Maintain zero Notice of Violation findings through mock inspections and audits.
- Increase number of operators pursuing Grade advancement or CWEA specialty certifications.
- Increase public tours and environmental education partnerships (Youth in Government, community outreach).
- Continue partnership with Genentech for beneficial water reuse.
- Complete design of Headworks 1 and 2 Rehabilitation Project.
- Complete technical memorandum and evaluation of Vactor dump site.
- Complete metal assets Coating Project.
- Implement Laboratory Information Management System (LIMS).
- Reduce sanitary sewer overflows through proactive maintenance and improved reporting.
- Update the Spill Emergency Response Plan and conduct staff training.
- Adhere to NPDES and Clean Water Act requirements.
- Provide training and development opportunities to support succession planning.

## **Maintenance & Operations Division**

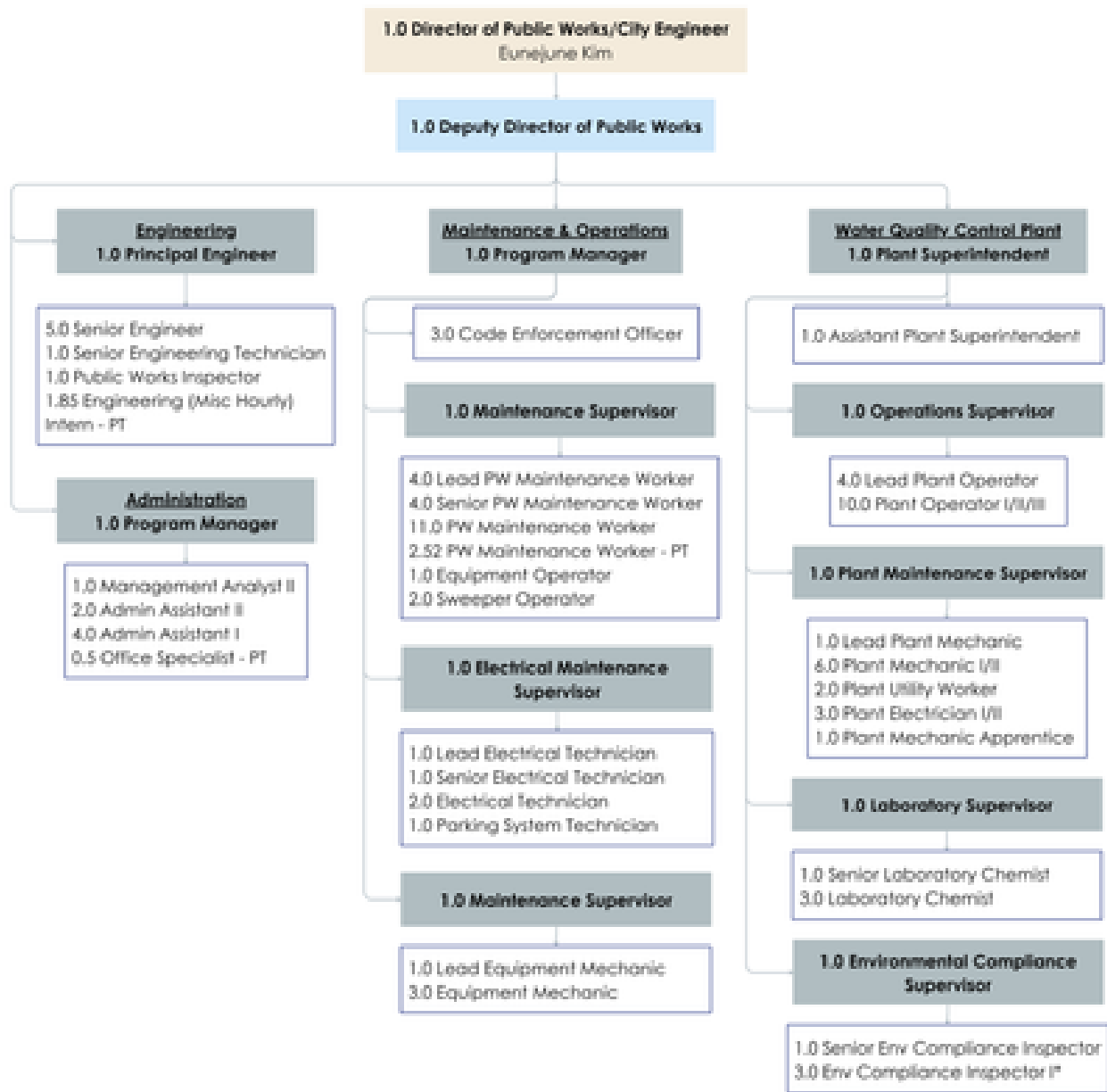
- Strengthen compliance with SB 1383 through expanded outreach, education, and monitoring.
- Maintain a safe work environment through ongoing safety education and risk reduction.
- Advance safety performance by decreasing recordable incidents.
- Improve storm drain system reliability through targeted maintenance and upgrades.
- Expand the sewer rehabilitation and spot repair program.
- Expand volunteer participation in the Adopt-a-Storm Drain program.
- Minimize employee injuries through ongoing safety training and best practices.



## Key Performance Measures

| Key Performance Measures  | FY 2024<br>Actual | FY 2025<br>Actual | FY 2026<br>Projected | FY 2027<br>Proposed |
|---|-------------------|-------------------|----------------------|---------------------|
| Maintain a citywide PCI rating of 70 or higher ("Good" condition) by implementing strategic funding, resurfacing, and preventative maintenance programs.  | 77                | 75                | 75                   | 76                  |
| Achieve 100% compliance with NPDES Wastewater Discharge Permit (No. CA 0038130) and pretreatment program requirements to ensure regulatory adherence and water quality protection.  | 100%              | 100%              | 100%                 | 100%                |
| Maintain cost-effective wastewater services below the San Mateo County five-year average of \$100 per month by monitoring treatment O&M costs and ensuring residential rates remain reasonable while supporting operational efficiency. | \$64.00           | \$66.00           | \$68.00              | \$70.00             |
| Clean a minimum of 50 miles of sewer main annually to prevent blockages, reduce system failures, and extend infrastructure lifespan by maintaining quarterly, biannual and annual flushing schedules.                                   | 62.8              | 68+               | 51+                  | 55                  |
| Maintain an annual number of less than 10 Sanitary Sewer Overflows (SSOs) through preventive maintenance, compliance tracking, and infrastructure improvements.   | 3                 | 5                 | 5                    | 4                   |
| Seek and secure grant funding opportunities to support roadway, wastewater, and environmental programs.   | Yes               | Yes               | Yes                  | Yes                 |
| Foster community engagement through initiatives such as the Free South City Shuttle, Adopt-A-Storm-Drain, clean-up events, compost pail giveaways, and social media outreach to promote sustainability and public participation.        | Yes               | Yes               | Yes                  | Yes                 |
| Increase participation in the City's Adopt-A-Storm-Drain program.   | Yes               | Yes               | Yes                  | Yes                 |
| Increase Free South City Shuttle annual ridership by 2-5% compared to the previous year.  | 72,510            | 79,769            | 91,547               | 93,500              |

# Organizational Chart

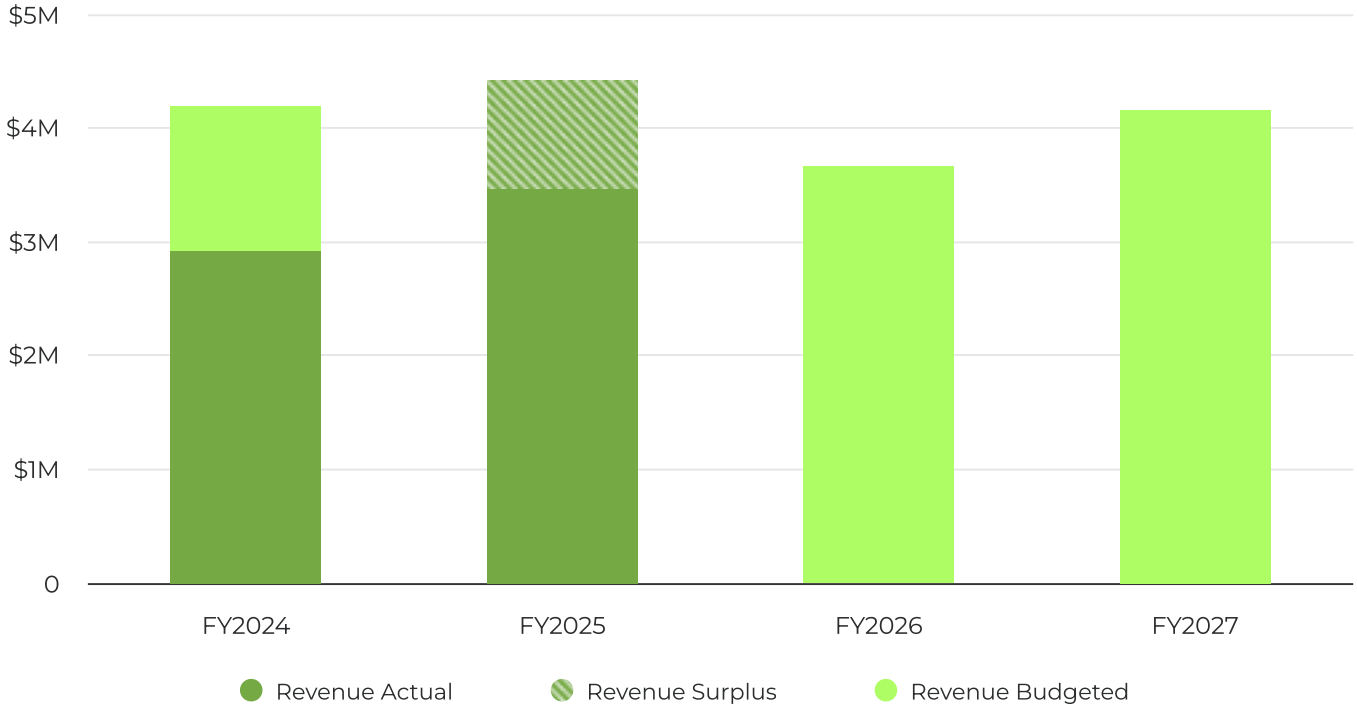


\*Underfilled Positions:

- 1.0 FTE Environmental Compliance Inspector I is underfilling the Environmental Compliance Inspector II position.

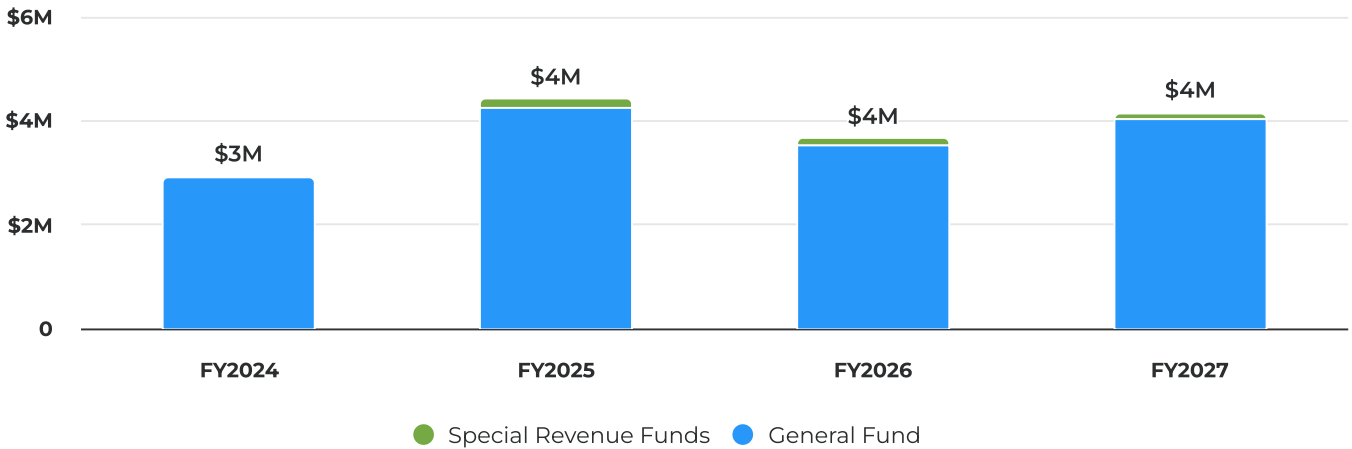
# Revenue Summary

## Historical Revenues Across Department



## Revenues by Fund

### Historical Revenues by Fund

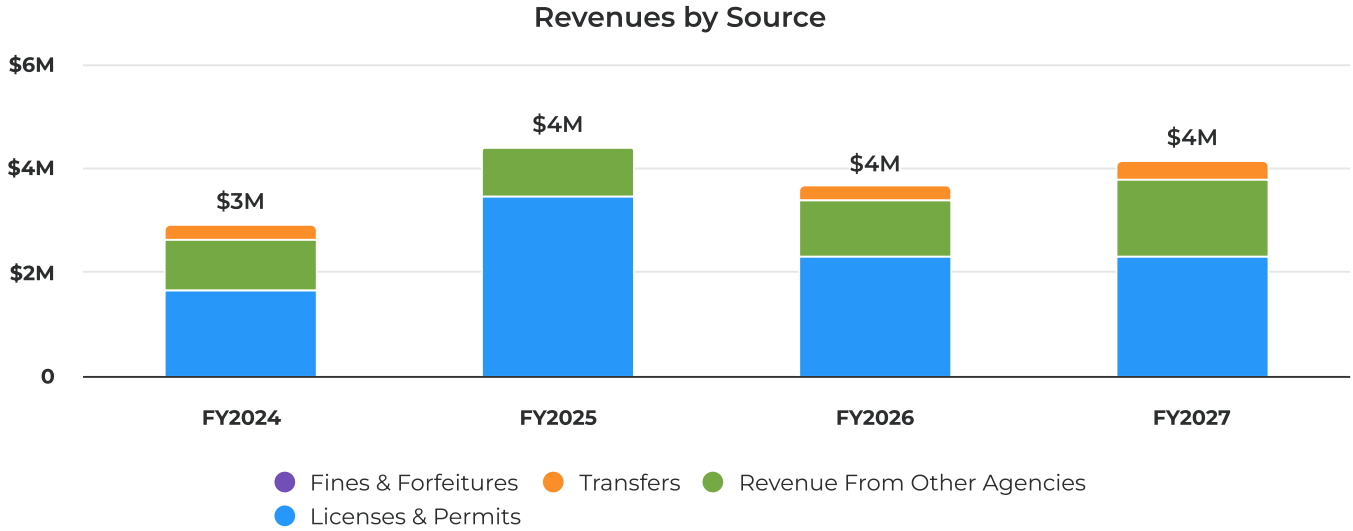


### Revenues by Fund

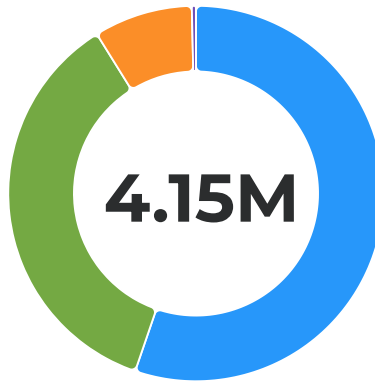
| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Special Revenue Funds | \$ 174,647          | \$ 124,820             | \$ 124,820              | \$ 124,820          | -  |
| General Fund          | \$ 4,243,501        | \$ 3,540,847           | \$ 3,719,146            | \$ 4,028,984        | 13.79%   |
| <b>Total Revenues</b> | <b>\$ 4,418,148</b> | <b>\$ 3,665,667</b>    | <b>\$ 3,843,966</b>     | <b>\$ 4,153,804</b> | <b>13.32%</b>  |



## Revenues by Source



### FY27 Revenues by Source



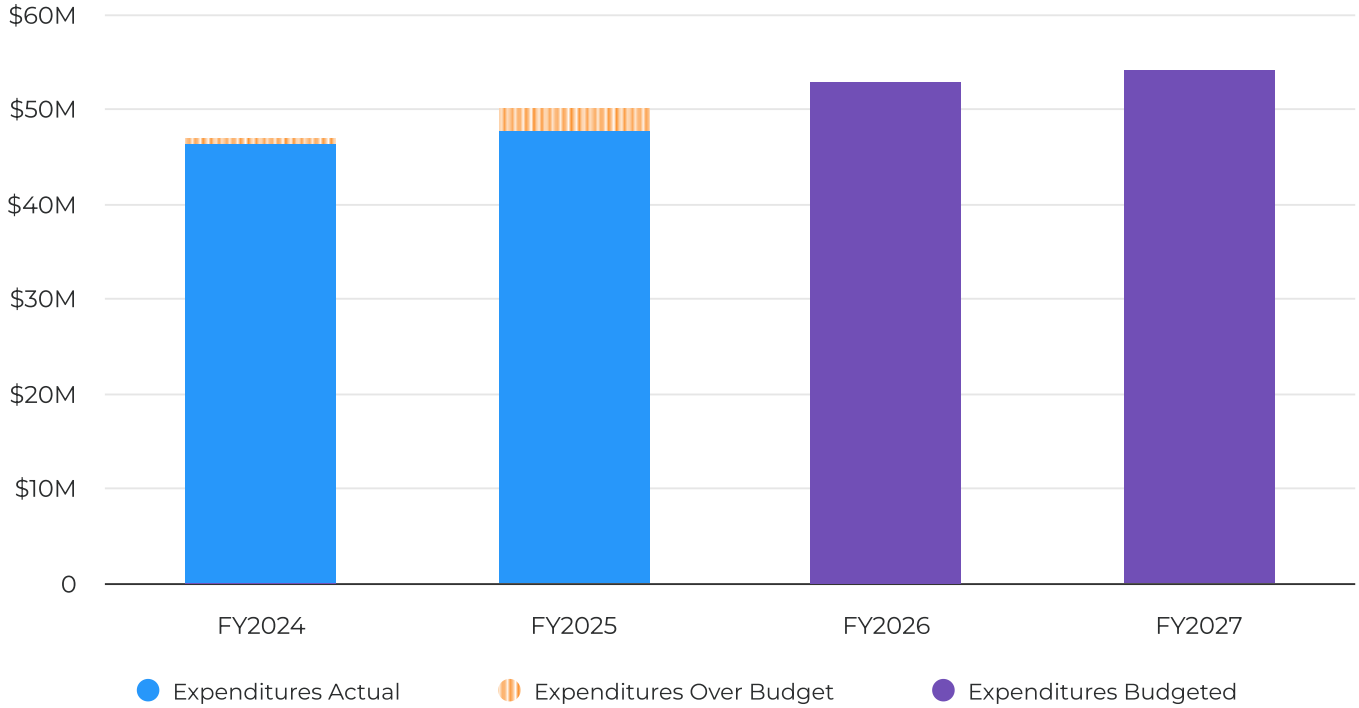
|                             |                    |        |
|-----------------------------|--------------------|--------|
| Licenses & Permits          | <b>\$2,295,000</b> | 55.25% |
| Revenue From Other Agencies | <b>\$1,491,092</b> | 35.90% |
| Transfers                   | <b>\$352,712</b>   | 8.49%  |
| Fines & Forfeitures         | <b>\$15,000</b>    | 0.36%  |

### Revenues by Source

| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Licenses & Permits          | \$ 3,463,539        | \$ 2,295,000           | \$ 2,295,000            | \$ 2,295,000        | -  |
| Fines & Forfeitures         | \$ 13,195           | \$ 15,000              | \$ 15,000               | \$ 15,000           | -  |
| Revenue From Other Agencies | \$ 941,413          | \$ 1,074,820           | \$ 1,210,791            | \$ 1,491,092        | 38.73%   |
| Transfers                   | -                   | \$ 280,847             | \$ 323,175              | \$ 352,712          | 25.59%   |
| <b>Total Revenues</b>       | <b>\$ 4,418,148</b> | <b>\$ 3,665,667</b>    | <b>\$ 3,843,966</b>     | <b>\$ 4,153,804</b> | <b>13.32%</b>  |

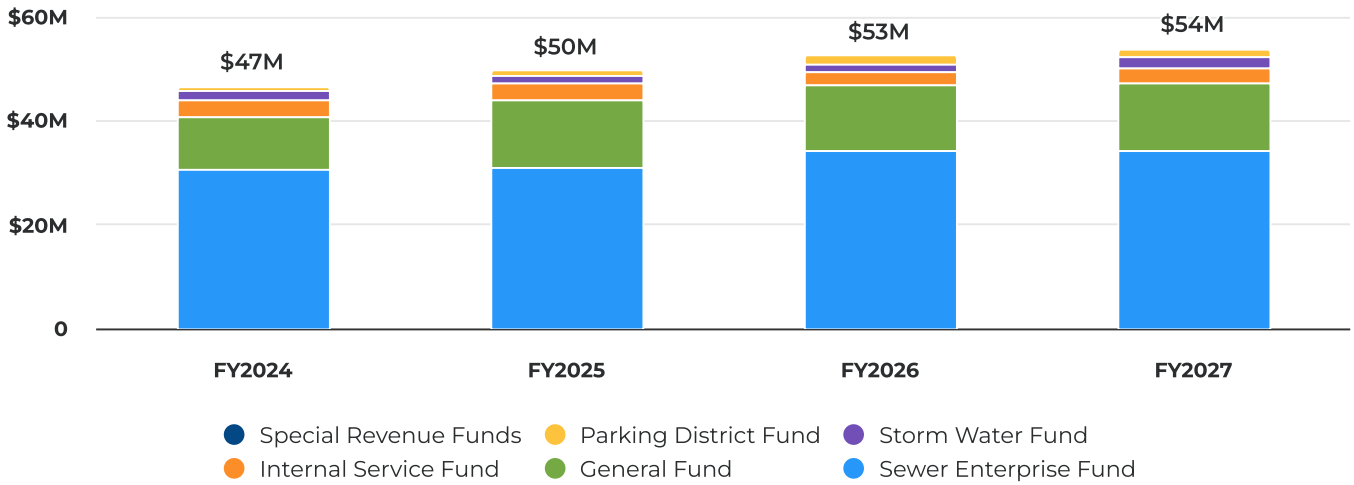
# Expenditure Summary

## Historical Expenditures Across Department

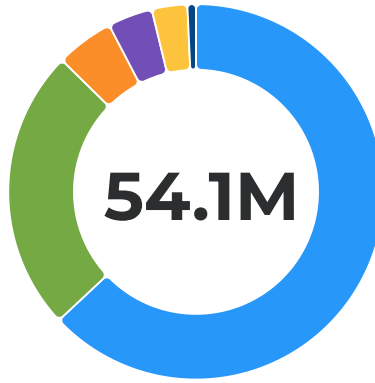


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund



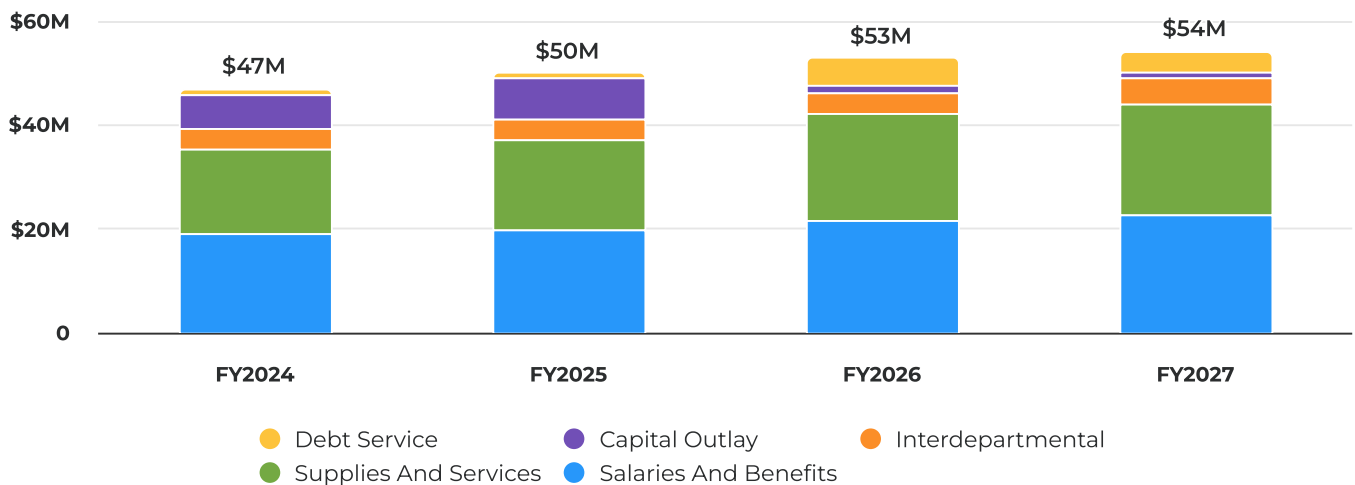
|                         |                     |        |
|-------------------------|---------------------|--------|
| ● Sewer Enterprise Fund | <b>\$34,109,687</b> | 63.02% |
| ● General Fund          | <b>\$13,170,258</b> | 24.33% |
| ● Internal Service Fund | <b>\$2,707,893</b>  | 5.00%  |
| ● Storm Water Fund      | <b>\$2,081,351</b>  | 3.85%  |
| ● Parking District Fund | <b>\$1,652,198</b>  | 3.05%  |
| ● Special Revenue Funds | <b>\$402,554</b>    | 0.74%  |

### Expenditures by Fund

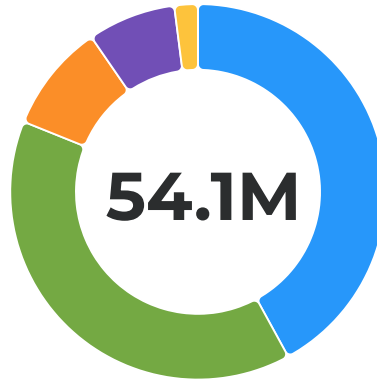
| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| General Fund              | \$ 13,241,470        | \$ 12,553,525          | \$ 13,769,876           | \$ 13,170,258        | 4.91%  |
| Special Revenue Funds     | \$ 334,923           | \$ 402,554             | \$ 877,469              | \$ 402,554           | -  |
| Sewer Enterprise Fund     | \$ 30,771,089        | \$ 34,125,371          | \$ 37,543,690           | \$ 34,109,687        | -0.05%   |
| Parking District Fund     | \$ 1,047,611         | \$ 1,648,524           | \$ 1,651,946            | \$ 1,652,198         | 0.22%  |
| Storm Water Fund          | \$ 1,598,491         | \$ 1,472,587           | \$ 1,525,535            | \$ 2,081,351         | 41.34%   |
| Internal Service Fund     | \$ 3,060,634         | \$ 2,652,337           | \$ 2,652,337            | \$ 2,707,893         | 2.09%  |
| <b>Total Expenditures</b> | <b>\$ 50,054,216</b> | <b>\$ 52,854,897</b>   | <b>\$ 58,020,853</b>    | <b>\$ 54,123,942</b> | <b>2.40%</b>   |

### Expenditures by Category

#### Historical Expenditures by Category



### FY27 Expenditures by Category



|                         |                     |        |
|-------------------------|---------------------|--------|
| ● Salaries And Benefits | <b>\$22,744,367</b> | 42.02% |
| ● Supplies And Services | <b>\$21,139,566</b> | 39.06% |
| ● Interdepartmental     | <b>\$5,042,790</b>  | 9.32%  |
| ● Debt Service          | <b>\$4,097,218</b>  | 7.57%  |
| ● Capital Outlay        | <b>\$1,100,000</b>  | 2.03%  |

### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 19,531,672        | \$ 21,569,781          | \$ 21,669,108           | \$ 22,744,367        | 5.45%  |
| Supplies And Services     | \$ 17,388,435        | \$ 20,621,247          | \$ 25,687,876           | \$ 21,139,566        | 2.51%  |
| Debt Service              | \$ 1,015,331         | \$ 5,500,520           | \$ 5,500,520            | \$ 4,097,218         | -25.51%  |
| Capital Outlay            | \$ 8,063,876         | \$ 1,100,000           | \$ 1,100,000            | \$ 1,100,000         | -  |
| Interdepartmental         | \$ 4,054,902         | \$ 4,063,349           | \$ 4,063,349            | \$ 5,042,790         | 24.10%   |
| <b>Total Expenditures</b> | <b>\$ 50,054,216</b> | <b>\$ 52,854,897</b>   | <b>\$ 58,020,853</b>    | <b>\$ 54,123,942</b> | <b>2.40%</b>   |

## Personnel Summary

| <b>Status</b> | <b>Job Code</b> | <b>Position Title</b>                  | <b>2025-26<br/>Approved<br/>FTE</b> | <b>2026-27<br/>Planned<br/>FTE</b> |
|---------------|-----------------|--|-------------------------------------|------------------------------------|
| Full Time     | N160            | Director of Public Works               | 1.00                                | 1.00                               |
| Full Time     | M820            | Deputy Director of Public Works        | 1.00                                | 1.00                               |
| Full Time     | M760            | Principal Engineer                     | 1.00                                | 1.00                               |
| Full Time     | M340            | Senior Engineer                        | 5.00                                | 5.00                               |
| Full Time     | A168            | Senior Engineering Technician          | 1.00                                | 1.00                               |
| Full Time     | M750            | Program Manager                        | 2.00                                | 2.00                               |
| Full Time     | M560            | Management Analyst II                  | 1.00                                | 1.00                               |
| Full Time     | A500            | Senior Electrical Technician           | 1.00                                | 1.00                               |
| Full Time     | A370            | Sweeper Operator                       | 2.00                                | 2.00                               |
| Full Time     | A200            | Lead Public Works Maintenance Worker   | 4.00                                | 4.00                               |
| Full Time     | A360            | Senior Public Works Maintenance Worker | 3.00                                | 4.00                               |
| Full Time     | A275            | Public Works Maintenance Worker        | 11.00                               | 11.00                              |
| Full Time     | A345            | Lead Equipment Mechanic                | 1.00                                | 1.00                               |
| Full Time     | A335            | Lead Electrical Technician             | 1.00                                | 1.00                               |
| Full Time     | A160            | Electrical Technician                  | 2.00                                | 2.00                               |
| Full Time     | M255            | Maintenance Supervisor                 | 2.00                                | 2.00                               |
| Full Time     | M835            | Electrical Maintenance Supervisor      | 1.00                                | 1.00                               |
| Full Time     | A310            | Public Works Inspector                 | 1.00                                | 1.00                               |
| Full Time     | A175            | Equipment Operator                     | 1.00                                | 1.00                               |
| Full Time     | A170            | Equipment Mechanic                     | 3.00                                | 3.00                               |
| Full Time     | M355            | Plant Superintendent                   | 1.00                                | 1.00                               |
| Full Time     | M465            | Assistant Plant Superintendent         | 1.00                                | 1.00                               |
| Full Time     | M745            | Plant Maintenance Supervisor           | 1.00                                | 1.00                               |
| Full Time     | M450            | Environmental Compliance Supervisor    | 1.00                                | 1.00                               |
| Full Time     | M220            | Laboratory Supervisor                  | 1.00                                | 1.00                               |
| Full Time     | D190            | Lead Plant Operator                    | 4.00                                | 4.00                               |
| Full Time     | D180            | Lead Plant Mechanic                    | 1.00                                | 1.00                               |
| Full Time     | D170            | Senior Laboratory Chemist              | 1.00                                | 1.00                               |



Public Works

|                             |                |   |               |               |
|-----------------------------|----------------|---|---------------|---------------|
| Full Time                   | D160           | Senior Environmental Compliance Inspector | 1.00          | 1.00          |
| Full Time                   | D210, D155     | Environmental Compliance Inspector I/II   | 3.00          | 3.00          |
| Full Time                   | D145,D150,D200 | Plant Operator I/II/III                   | 10.00         | 10.00         |
| Full Time                   | D130,D135      | Plant Mechanic I/II                       | 6.00          | 6.00          |
| Full Time                   | D105,D140      | Plant Electrician I/II                    | 3.00          | 3.00          |
| Full Time                   | D125           | Plant Utility Worker                      | 2.00          | 2.00          |
| Full Time                   | D120           | Laboratory Chemist                        | 3.00          | 3.00          |
| Full Time                   | D220           | Plant Mechanic, Apprentice                | 1.00          | 1.00          |
| Full Time                   | O310           | Administrative Assistant II               | 2.00          | 2.00          |
| Full Time                   | O315           | Administrative Assistant I                | 4.00          | 4.00          |
| Full Time                   | A145           | Code Enforcement Officer                  | 3.00          | 3.00          |
| Full Time                   | A245           | Parking System Technician                 | 1.00          | 1.00          |
| Full Time                   | M510           | Plant Operations Supervisor               | 1.00          | 1.00          |
| Full Time                   | PENDING        | Utility Locator                           | 1.00          | 0             |
| <b>SUBTOTAL Full Time</b>   |                |   | <b>97.00</b>  | <b>97.00</b>  |
| Hourly                      | X280           | Miscellaneous Hourly (Interns)            | 1.85          | 1.85          |
| Hourly                      | X545           | Laboratory Chemist                        | -             | -             |
| Hourly                      | X345           | Public Works - Maintenance Worker         | 2.52          | 2.52          |
| Hourly                      | X415           | Office Specialist - Hourly                | 0.50          | 0.50          |
| <b>SUBTOTAL Hourly</b>      |                |   | <b>4.87</b>   | <b>4.87</b>   |
| <b>TOTAL - Public Works</b> |                |   | <b>101.87</b> | <b>101.87</b> |



## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### FY 2026-27 Changes and Highlights

#### Positions:

| <b><u>Sewer Enterprise Fund</u></b> |  |
|-------------------------------------|--|
| \$ 183,061                          | Add Public Works Maintenance Worker - Senior |
| <u>N/A</u>                          | Remove Utility Locator                       |
| <b>\$ 183,061</b>                   | <b>TOTAL</b>                                 |

#### Supplies and Services:

| <b><u>General Fund</u></b>          |   |
|-------------------------------------|---|
| \$ 4,000                            | City Attorney costs.  |
| 4,200                               | Office supplies and related expenses                                  |
| 2,800                               | Staff training and certification                                      |
| <u>(287,640)</u>                    | Actuals-Based Budget Alignment  |
| <b>(\$ 276,640)</b>                 | <b>TOTAL</b>  |
| <b><u>Sewer Enterprise Fund</u></b> |   |
| <u>\$ 7,500</u>                     | Uniforms and safety gear  |
| <b>\$ 7,500</b>                     | <b>TOTAL</b>  |
| <b><u>Other Funds</u></b>           |   |
| \$ 10,000                           | Annual Stormwater Permit Fees increase                                |
| <u>500,000</u>                      | Orange Memorial Park Stormwater Capture maintenance paid by Measure W |
| <b>\$ 510,000</b>                   | <b>TOTAL</b>  |



# Library

## MISSION STATEMENT:

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.

## THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:

- Instruction, assistance, and access to informational, recreational, and educational resources via the library's print, audio visual, electronic and local history collections
- Customer service-oriented and patron-centered programs and services
- Partnerships with local businesses, agencies, schools, and residents, working together to meet the needs of our community
- Promotion of literacy and lifelong learning through educational programs, classes, reference services and collections
- Promotion of school success, youth development and the joy of reading

## ACCOMPLISHMENT HIGHLIGHTS FOR FISCAL YEAR 2025-26:

- Fostered the love of reading and social togetherness through daily Storytime Social events at L|PR and Grand Avenue Libraries, and throughout North County via Project Read's Learning Wheels, with regular and special events in Cantonese, Spanish, Tagalog and sign language.
- Distributed 10,000 books to local youth as part of the annual Library Summer Learning Challenge, sponsored by a generous \$30,000 grant from Genentech, Inc.
- Launched the Homework Hub service at the Library in partnership with the South San Francisco Youth Commission, featuring librarians and volunteers helping kids with their homework after school.
- Assisted adults and seniors with their computer questions through weekly Tech Tuesdays workshops and an expanded Tech Drop-In service.
- Provided socialization opportunities for adults through hundreds of programs, events, book clubs and conversation groups, supported in part by a Measure K grant from Supervisor Jackie Speier to bring non-traditional audiences into the Library in the name of community building, strengthening democracy, and battling isolation.
- Hosted numerous significant cultural celebrations, including Lunar New Year, Black History Month, Women's History Month, Asian American and Pacific Islander History Month, Pride Month, Filipino American History Month, and Hispanic Heritage Month. These celebrations have featured author readings, storytimes, dance performances, poetry recitals, film screenings, and hands-on activities.
- Celebrated America250 with events planned throughout 2026, including screenings of the film *Hamilton*, receiving positive reviews and deepfelt comments from attendees.
- Hosted the American Revolution Experience Traveling Exhibit, on display in the LPR Community Room from April 24, 2026 – May 1, 2026. This exhibit is a joint project of the Daughters of the American Revolution and the American Battlefield Trust and included "display panels and interactive digital kiosks that use storytelling, illustration, technology and unique artifacts and primary accounts to connect modern audiences with the people and places that shaped the birth of our nation."
- Collaborated with South San Francisco Youth Commission on childhood cancer awareness events, fundraising for the Peninsula Humane Society, and several ongoing educational workshops for kids, including Brain Explorations, STEMsters, Mathsters, and a Homework Hub, and representing the City in local, state and federal conferences and initiatives.
- Partnered with Amgen, Inc. on quarterly STEM programs, engaging hundreds of children, teens, and adults.
- Provided volunteer opportunities for 320 teens and adults, ranging from shelving, pulling holds, assisting and presenting makerspace programs, providing afterschool homework assistance, supporting craft and gaming social events, and more.
- Hosted Early Vote Centers for the November 2025 Special Election and June 2026 Primary Election.
- Celebrated the 32<sup>nd</sup> anniversary of the Project Read Trivia Challenge, with 26 trivia teams, approximately 300 supporters and 31 volunteers in attendance, raising nearly \$20,000 net to support library literacy programs and services.

- Leveraged California State Library Adult/Family Literacy and ESL grant funding to increase and strengthen volunteer recruitment and retention at Project Read and Gene Mullin Community Learning Center (GMCLC) and expand structured onboarding practices. Enhanced GMCLC ESL services by offering additional English language workshops supporting varying proficiency levels and integrating job development activities to promote workforce readiness and learner advancement. Completed interviews through a Skyline College Work-Study partnership to strengthen Adult Literacy Services capacity.
- Partnered with Parks and Recreation and the South San Francisco School District to host dozens of field trips from classrooms and summer camps, serving hundreds of students.
- Supported the County-wide Big Lift Inspiring Summer (BLIS) program, partnering with SSFUSD and SMCL by embedding a staff member as a Senior Community Program Specialist at Los Cerritos Elementary School and distributing free books to BLIS classes.
- Awarded Nathan Nand, a junior at El Camino High School, the South San Francisco Youth Poet-in-Residence prize for 2026-27.
- Secured a total of nearly \$500,000 in grant funding, including support for the Grand Avenue Branch Library through a \$10,000 Carnegie Foundation award; Project Read Learning Wheels programs and services; GMCLC afterschool academic and enrichment programs; ESL classes and online learning support, Summer Learning Challenge programs and book distributions, MakerSpace program support; literacy and author programs, STEM Presentations and Programming, Big Lift Inspiring Summers partnership with SSFUSD, Early Vote Center services and more.

## OBJECTIVES FOR FISCAL YEAR 2026-27:

- **Plan and provide accessible, engaging cultural and history/America250 programs and events**

Continuing the success of Lunar New Year and Black History Month, Library staff is partnering with other City departments and outside organizations to plan an active and vibrant calendar of programs and celebrations. Plans include events for Asian American and Pacific Islander History Month, Pride Month, Constitution Week, Hispanic Heritage Month, Filipino American History Month, and more.

- **STEM Workshops and Technology Learning Assistance**

The Library will continue to work with volunteers and partners to bring STEM workshops to the Amgen Discovery Center, including partnership opportunities with Youth Commission members and initiatives. Library will expand the popular Tech Drop-In service, where staff and volunteers help community members troubleshoot their devices and learn about their functions.

- **College and Career Opportunities for Youth**

The Library will continue to provide opportunities for youth to gain work experience, develop their portfolios and enhance their college applications through summer and year-round volunteer opportunities at the libraries and Gene Mullin Community Learning Center (GMCLC). Working with Peninsula Library System (PLS) libraries, staff will explore implementing the Empower Card in local schools, providing students one-library-card access to online resources across PLS jurisdictions.

- **Youth Commission and Teen programming**

The Library will continue in its new role as the liaison to the Youth Commission after welcoming several new members this year. Commissioners, already very active in the Library, are planning more innovative STEM workshops, career panels and community service programs for the community. Commissioners will also be consulted as we expand teen programs and grow the Young Adult library as a fun, interactive destination.

- **Social Activities for Adults and Families**

The Library will continue this year's initiatives around socialization and community gathering, reaching non-library users with non-traditional library programs and services, including game nights, movie clubs, karaoke, trivia, and other activities designed to get people to engage with each other, develop community, and overcome social isolation.

- **Project Read/GMCLC Adult Programs**

Strengthen literacy services at Project Read and GMCLC by improving volunteer tutor retention and professional development, building community partnerships, and sustaining California State grants and pursuing local grant opportunities to increase learner engagement and goal achievement for adults and families.

- **Volunteer development**

Continue to engage with volunteers to develop new opportunities for service, including providing story times for class visits, book distribution at local schools, and teaching classes and workshops in the Amgen Discovery Center.

- **Partnership development**

Further develop our successful partnerships with Amgen, Genentech, Friends of the Library, Library Foundation and Parks & Recreation to provide for new programs, equipment and materials at the Grand Avenue Branch Library, Gene Mullin Community Learning Center, Library | Parks & Recreation Center, and Amgen Discovery Center.

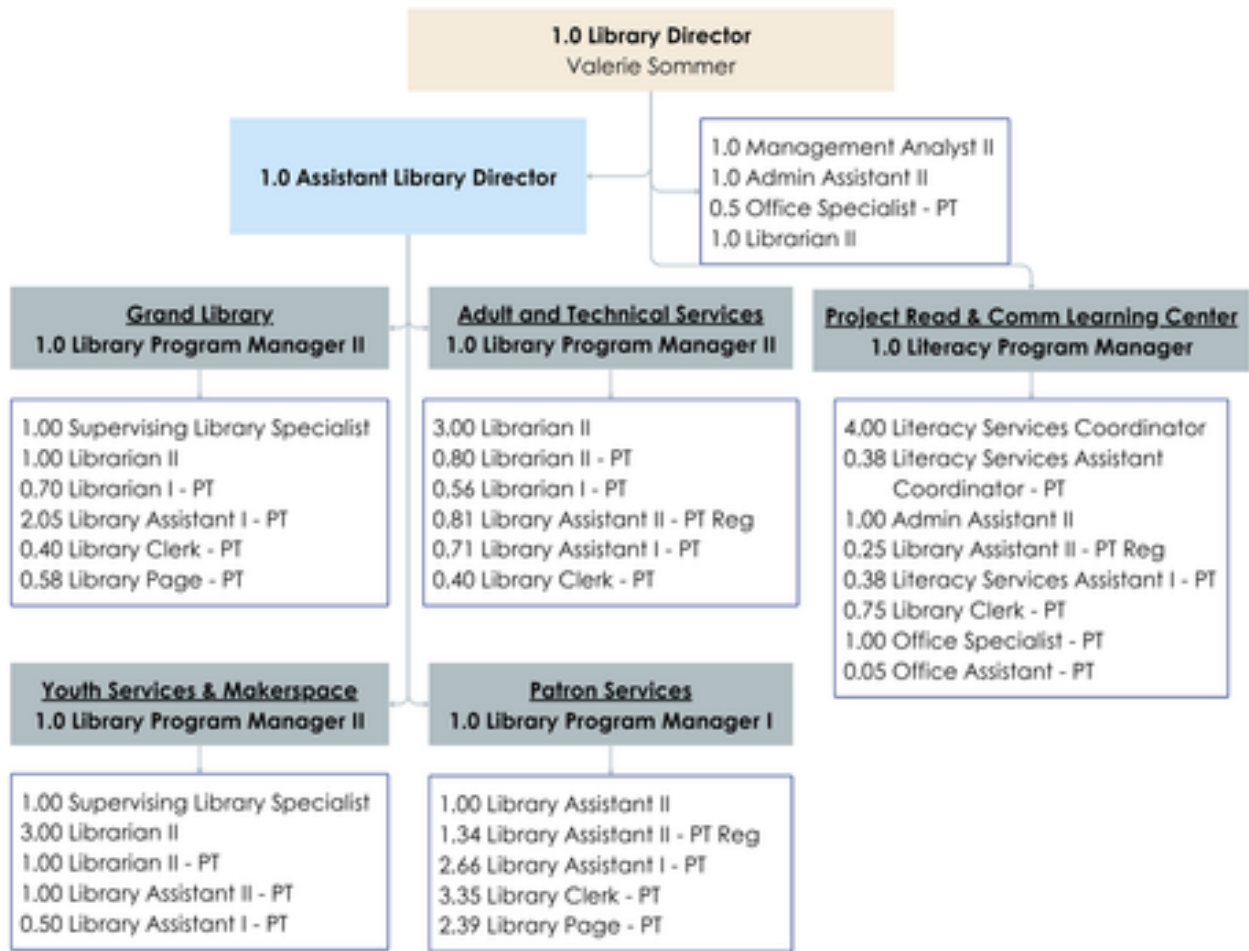
- **Collection Development**

Continue to expand our digital collections to offer more eBooks and streaming movies and television to meet growing community demand.

## Key Performance Measures

| Key Performance Measures  | FY 2024 | FY 2025 | FY 2026   | FY 2027  |
|---|---------|---------|-----------|----------|
|   | Actual  | Actual  | Projected | Proposed |
| Number of people who attended library programs  | 31,000  | 61,119  | 63,000    | 63,500   |
| Total Circulation of library materials (physical and electronic)  | 561,736 | 588,424 | 590,000   | 595,000  |
| Library Visits  | 360,968 | 583,177 | 585,000   | 590,000  |
| Active SSF Library cardholders  | 41,429  | 42,684  | *30,000   | 36,000   |
| Number of active SSF Library volunteers   | 128     | 296     | 300       | 320      |
| *Library cards not used in three years have been purged from the system. We typically issue approximately 500 cards a month |         |         |           |          |

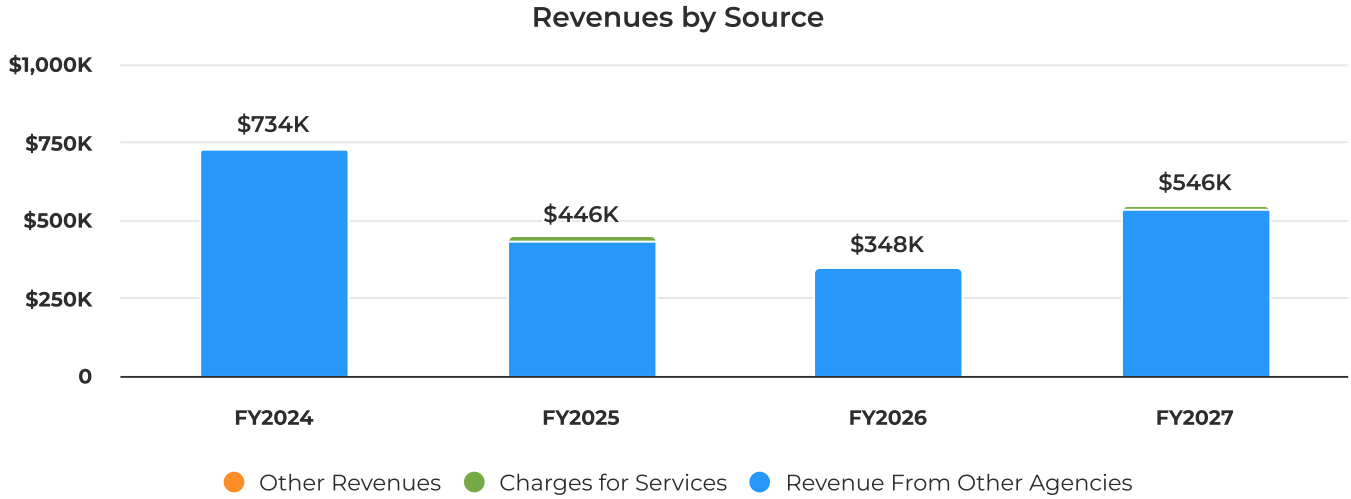
# Organizational Chart



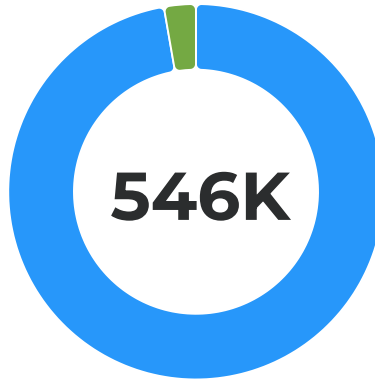
## Budget Note

This department operates solely in the General Fund, so only Revenue by Source and Expense and by Category detail are shown.

## Revenues by Source



### FY27 Revenues by Source



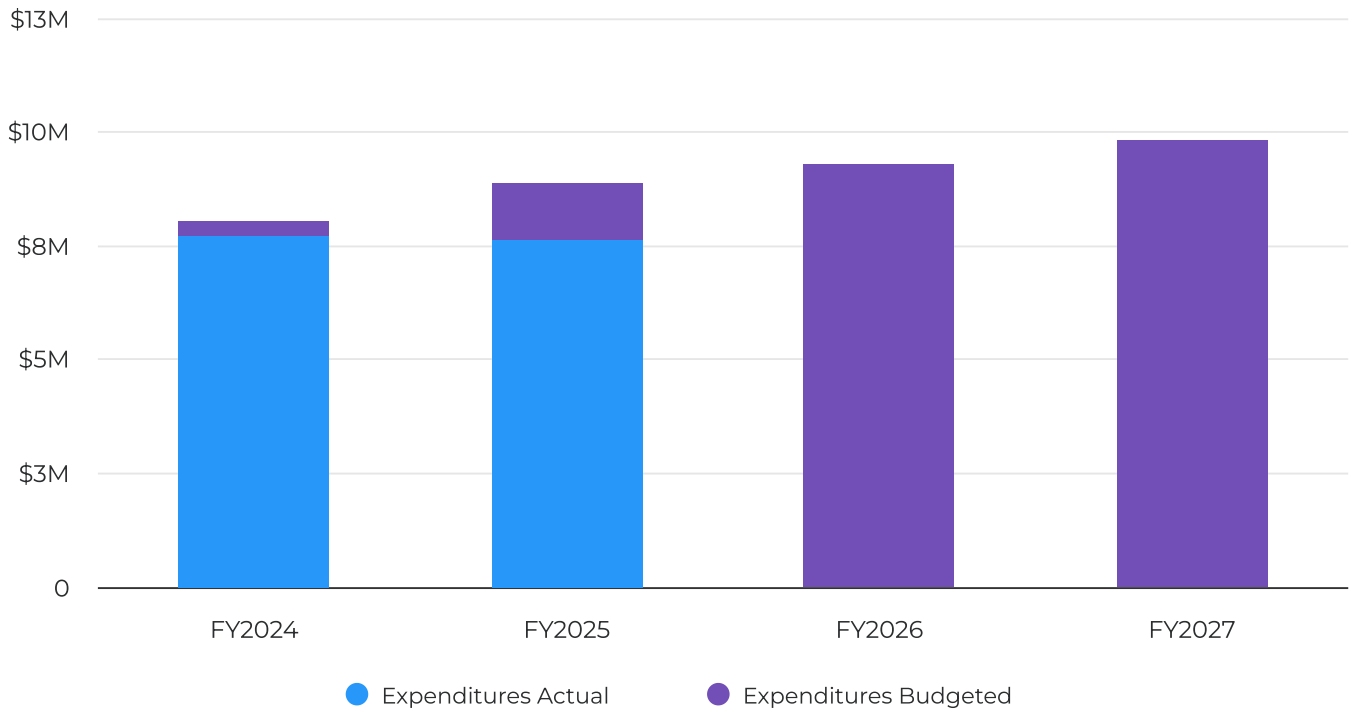
|                               |                  |        |
|-------------------------------|------------------|--------|
| ● Revenue From Other Agencies | <b>\$531,375</b> | 97.25% |
| ● Charges for Services        | <b>\$15,000</b>  | 2.75%  |

### Revenues by Source

| Category                    | FY 2025 Actual    | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted  | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|-------------------|------------------------|-------------------------|-------------------|--|
| Revenue From Other Agencies | \$ 432,917        | \$ 343,375             | \$ 611,949              | \$ 531,375        | 54.75%   |
| Charges for Services        | \$ 12,927         | \$ 5,000               | \$ 5,000                | \$ 15,000         | 200.00%  |
| Other Revenues              | \$ 221            | -                      | -                       | -                 | -  |
| <b>Total Revenues</b>       | <b>\$ 446,065</b> | <b>\$ 348,375</b>      | <b>\$ 616,949</b>       | <b>\$ 546,375</b> | <b>56.84%</b>  |

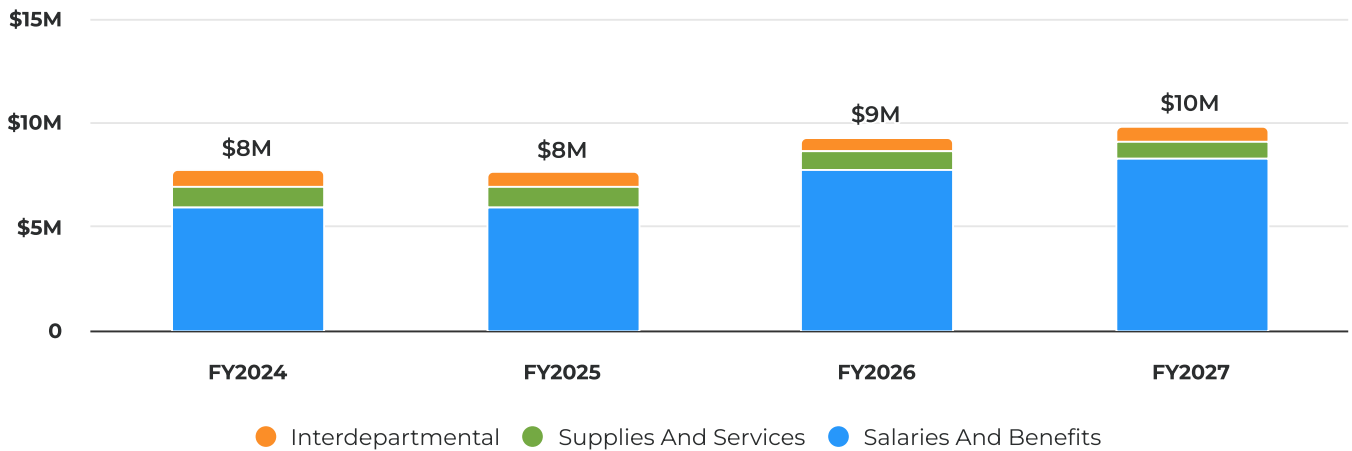
# Expenditure Summary

## Historical Expenditures Across Department

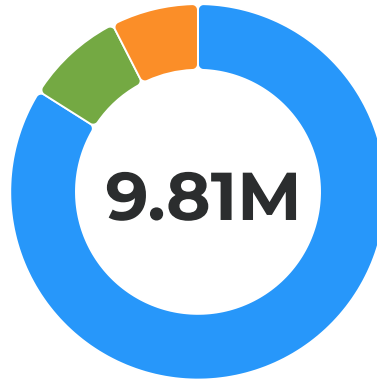


## Expenditures by Category

### Expenditures by Category



### FY27 Expenditures by Category



|  |  |             |        |           |       |           |       |
|--|--|-------------|--------|-----------|-------|-----------|-------|
| <ul style="list-style-type: none"> <li><span style="color: blue;">●</span> Salaries And Benefits</li> <li><span style="color: green;">●</span> Supplies And Services</li> <li><span style="color: orange;">●</span> Interdepartmental</li> </ul> | <table border="0"> <tr> <td style="font-weight: bold;">\$8,235,826</td> <td style="padding-left: 10px;">83.96%</td> </tr> <tr> <td style="font-weight: bold;">\$835,897</td> <td style="padding-left: 10px;">8.52%</td> </tr> <tr> <td style="font-weight: bold;">\$737,473</td> <td style="padding-left: 10px;">7.52%</td> </tr> </table> | \$8,235,826 | 83.96% | \$835,897 | 8.52% | \$737,473 | 7.52% |
| \$8,235,826  | 83.96%   |             |        |           |       |           |       |
| \$835,897  | 8.52%  |             |        |           |       |           |       |
| \$737,473  | 7.52%  |             |        |           |       |           |       |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 5,955,807        | \$ 7,735,487           | \$ 7,899,715            | \$ 8,235,826        | 6.47%  |
| Supplies And Services     | \$ 920,633          | \$ 851,334             | \$ 975,681              | \$ 835,897          | -1.81%   |
| Interdepartmental         | \$ 743,808          | \$ 690,657             | \$ 690,657              | \$ 737,473          | 6.78%  |
| <b>Total Expenditures</b> | <b>\$ 7,620,248</b> | <b>\$ 9,277,479</b>    | <b>\$ 9,566,053</b>     | <b>\$ 9,809,196</b> | <b>5.73%</b>   |

## Personnel Summary

| Status                     | Job Code   | Position Title                 | 2025-26<br>Approved<br>FTE | 2026-27<br>Planned<br>FTE |
|----------------------------|------------|--------------------------------|----------------------------|---------------------------|
| Full Time                  | N110       | Library Director               | 1.00                       | 1.00                      |
| Full Time                  | M640       | Assistant Library Director     | 1.00                       | 1.00                      |
| Full Time                  | M560       | Management Analyst II          | 1.00                       | 1.00                      |
| Full Time                  | M230, M235 | Library Program Manager I/II   | 4.00                       | 4.00                      |
| Full Time                  | M500       | Literacy Program Manager       | 1.00                       | 1.00                      |
| Full Time                  | A445       | Literacy Services Coordinator  | 4.60                       | 4.00                      |
| Full Time                  | A670       | Supervising Library Specialist | 2.00                       | 2.00                      |
| Full Time                  | A210, A240 | Librarian I/II                 | 7.00                       | 8.00                      |
| Full Time                  | A215       | Library Assistant I/II         | 1.00                       | 1.00                      |
| Full Time                  | O310       | Administrative Assistant II    | 2.00                       | 2.00                      |
| <b>SUBTOTAL Full Time</b>  |            |                                | <b>24.60</b>               | <b>25.00</b>              |
| PT Regular                 | A215       | Library Assistant II           | 2.40                       | 2.40                      |
| <b>SUBTOTAL PT Regular</b> |            |                                | <b>2.40</b>                | <b>2.40</b>               |

|                            |      |  |              |              |
|----------------------------|------|--|--------------|--------------|
| Hourly                     | X210 | Librarian I                                      | 1.26         | 1.26         |
| Hourly                     | X220 | Library Assistant I                              | 5.92         | 5.92         |
| Hourly                     | X225 | Library Assistant II - Hourly                    | 1.00         | 1.00         |
| Hourly                     | X235 | Library Clerk                                    | 4.90         | 4.90         |
| Hourly                     | X250 | Library Page                                     | 2.97         | 2.97         |
| Hourly                     | X415 | Office Specialist- Hourly                        | 1.00         | 1.50         |
| Hourly                     | X440 | Office Assistant- Hourly                         | 0.05         | 0.05         |
| Hourly                     | X655 | Literacy Services Assistant Coordinator - Hourly | 0.38         | 0.38         |
| Hourly                     | X665 | Literacy Services Assistant I - Hourly           | 1.23         | 0.38         |
| Hourly                     | X670 | Librarian II                                     | 1.80         | 1.80         |
| <b>SUBTOTAL Hourly</b>     |      |  | <b>20.51</b> | <b>20.16</b> |
| <b>TOTAL FTE - Library</b> |      |  | <b>47.51</b> | <b>47.56</b> |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### **FY 2026-27 Changes and Highlights**

#### **Positions:**

|                |   |
|----------------|---|
| \$ 185,584     | Add Librarian II  |
| 44,666         | Add Office Specialist - Hourly  |
|                | Grant funding ended for 0.60 FTE Literacy Services Coordinator          |
|                | Grant funding ended for 0.85 FTE Literacy Services Assistant I - Hourly |
| <b>\$</b>      |   |
| <b>230,250</b> | <b>TOTAL</b>  |

#### **Supplies and Services:**

|                   |  |
|-------------------|--|
| \$                | Peninsula Library System Network Increases |
| 40,000            |  |
| (55,437)          | Actuals-Based Budget Alignment             |
| <b>(\$15,437)</b> | <b>TOTAL EXPENDITURES</b>                  |
|                   |  |
| \$ <u>99,000</u>  | State Grant for CLC Homework               |
| <b>\$ 99,000</b>  | <b>TOTAL REVENUES</b>                      |

# Information Technology (IT)

## MISSION STATEMENT:

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 various common software; to assist departments in planning and implementation of their unique technology needs.

## THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:

- Training City staff on the use of software;
- Upgrading software applications to keep current;
- Network security;
- Using technology to advance the business processes;
- Maintaining a backup of data and systems;
- Troubleshooting employee computer issues through a robust Help Desk system.

## ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-2026:

- Enhance the City's cybersecurity posture through ongoing improvements and security measures by replacement core network equipment, penetration testing and conducting an incident response tabletop exercise.
- Collaborate with various City departments to develop new Geographic Information System (GIS) layers, creating interactive maps and dashboards for staff, and improving internal and public accessibility. Specifically,
  - Developed a public facing Fire Hazard Severity Zone look-up application
  - Developed new Windshield Survey Disaster Route maps and dashboard for Fire Department
  - Created sewer rehabilitation external map application to support Engineering public outreach
  - Rebuilt Transportation Advisory Committee Requests Map user interface along with application data overhaul
- Upgraded the Emergency Operations Center video wall to improve system reliability, as well as the audio-visual equipment in the Community Learning Center's main classroom.
- Expand the City's use of Microsoft cloud services to continue modernization of the City infrastructure.
- Transitioned the City's email and website domain from ssf.net to ssfca.gov to strengthen cybersecurity.
- Replace outdated computers as part of our annual refresh cycle to ensure operational efficiency and support of modern technological needs.
- Migrated digital signature software saving over \$20,000 in annual costs.
- Teamed up with engineering division to install a 288-fiber optic cable to the Westborough area connecting the Westborough Preschool and for future connection to Fire Station 64.
- Leverage cloud storage for immutable system backups
- Deployed software on City website to automatically convert all PDF files to an American Disability Act (ADA) accessible file.
- Collaborated with finance department to migrate business license information to a hosted solution.
- Improved network connectivity to fire station 64 by leveraging City owned fiber optic strands; improving the bandwidth from 50Mbps to over 200Mbps.

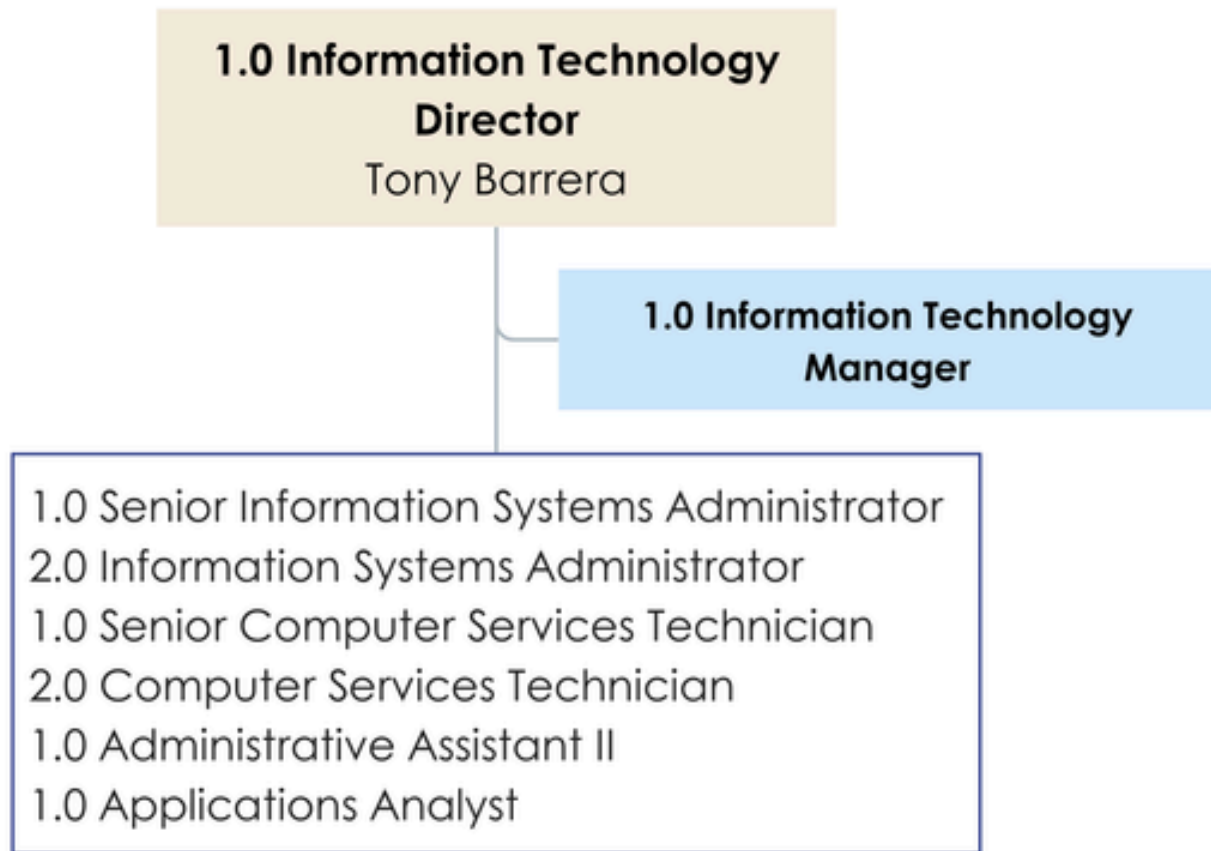
## OBJECTIVES FOR FISCAL YEAR 2026-2027:

- Go-live with a new Enterprise Resource Planning (ERP) system to replace a legacy financial and payroll system to centralize comprehensive solution.
- Go-live with a new Permitting system to improve business processes and efficiencies with integration into other City applications.
- Connect new Aquatic Center located at Orange Memorial park to the City network, install computers, phones and peripherals.
- Enhance the City's cybersecurity posture through ongoing improvements and security measures.
- Continue to collaborate with various City departments to develop new Geographic Information System (GIS) layers, create interactive maps and dashboards for staff, and improve internal and public accessibility.
- Migrate the City's Voice Over IP (VoIP) unified communication system to a cloud-based solution for improved efficiency and reliability.
- Continue to expand the City's use of Microsoft cloud services.
- Replace outdated computers and equipment to ensure operational efficiency and support modern technology needs.
- Continue to improve network connectivity to low bandwidth city facilities.

### Key Performance Measures

| Key Performance Measures    | FY 2024 Actual | FY 2025 Actual | FY 2026 Projected | FY 2027 Proposed |
|-----------------------------|----------------|----------------|-------------------|------------------|
| Number of Help Desk Tickets | 4982           | 4802           | 4984              | 5000             |
| Number of Emails Received   | 4,416,200      | 3,280,000      | 3,967,300         | 4,000,000        |
| Number of Emails Blocked    | 1,493,000      | 953,900        | 1,799,900         | 1,500,000        |
| Number of Support Devices   | 2,209          | 2,545          | 2,640             | 2,700            |
| Average Device Uptime       |                | 99.73%         | 99.79%            | 99.75%           |

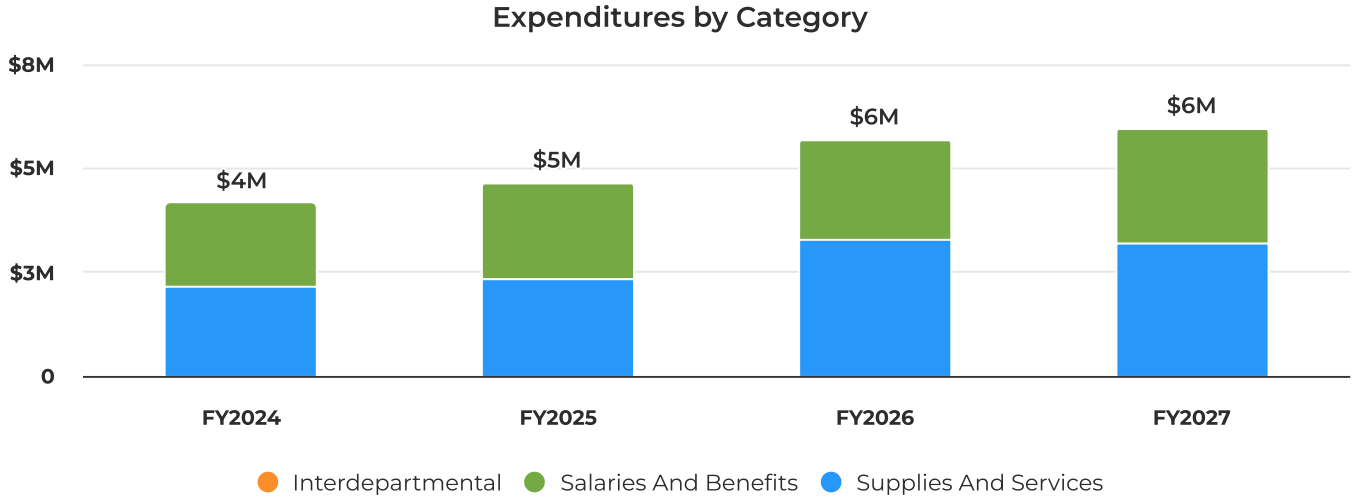
## Organizational Chart



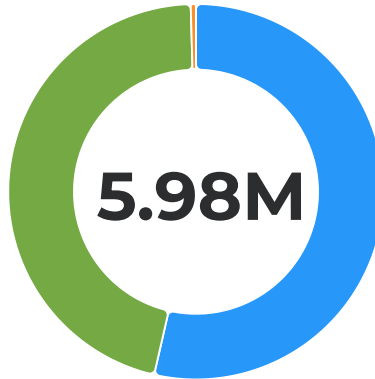
## Budget Note

This department operates solely in the Information Technology Internal Service Fund, so only Expense by Category detail is shown. Revenues, internal service charges to other departments, are collected into the Internal Service Fund by the Non-Departmental Department.

## Expenditures by Category



### FY27 Expenditures by Category



|                       |                    |        |
|-----------------------|--------------------|--------|
| Supplies And Services | <b>\$3,204,424</b> | 53.58% |
| Salaries And Benefits | <b>\$2,748,742</b> | 45.96% |
| Interdepartmental     | <b>\$27,272</b>    | 0.46%  |

### Expenditures by Category

| Category                  | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Salaries And Benefits     | \$ 2,321,668        | \$ 2,398,765           | \$ 2,398,765            | \$ 2,748,742        | 14.59%   |
| Supplies And Services     | \$ 2,330,476        | \$ 3,290,024           | \$ 2,987,718            | \$ 3,204,424        | -2.60%   |
| Interdepartmental         | \$ 12,889           | \$ 12,889              | \$ 12,889               | \$ 27,272           | 111.59%  |
| <b>Total Expenditures</b> | <b>\$ 4,665,033</b> | <b>\$ 5,701,678</b>    | <b>\$ 5,399,372</b>     | <b>\$ 5,980,438</b> | <b>4.89%</b>   |

## Personnel Summary

| Status                                   | Job Code | Position Title                           | 2025-26<br>Approved FTE | 2026-27<br>Planned<br>FTE |
|--|----------|--|-------------------------|---------------------------|
| Full Time                                | N165     | Information Technology Director          | 1.00                    | 1.00                      |
| Full Time                                | M805     | Information Technology Manager           | 0                       | 1.00                      |
| Full Time                                | M650     | Information Systems Administrator        | 2.00                    | 2.00                      |
| Full Time                                | M790     | Senior Information Systems Administrator | 1.00                    | 1.00                      |
| Full Time                                | O310     | Administrative Assistant II              | 1.00                    | 1.00                      |
| Full Time                                | M810     | Applications Analyst                     | 1.00                    | 1.00                      |
| Full Time                                | O525     | Computer Services Technician             | 2.00                    | 2.00                      |
| Full Time                                | O530     | Senior Computer Services Technician      | 1.00                    | 1.00                      |
| <b>SUBTOTAL Full Time</b>                |          |  | <b>9.00</b>             | <b>10.00</b>              |
| <b>TOTAL FTE- Information Technology</b> |          |  | <b>9.00</b>             | <b>10.00</b>              |

## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### **FY 2026-27 Changes and Highlights**

#### **Positions:**

|  |
|--|
| \$343,979 Information Technology Manager |
|--|

#### **Supplies and Services:**

|                                      |
|--------------------------------------|
| \$ 205,105 New permitting system     |
| 130,000 Office 365 Service Upgrade   |
| 100,000 Equipment replacement        |
| <u>78,500</u> Software cost increase |
| <b>\$ 513,605 TOTAL</b>              |

# Parks and Recreation

## MISSION STATEMENT:

The Parks and Recreation Department's mission is to provide opportunities for physical, cultural and social well-being; protect and enhance the physical environment; and ensure the effective and efficient use of public facilities and open space.

## THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH:

- **Administration Division** - Managing departmental business activities, and providing leadership and oversight in an effective and efficient manner to support the following three divisions, and providing high-quality customer service;
- **Building Maintenance Division** - Managing and maintaining public buildings that are functional, safe, active, sustainable and efficient, and can accommodate essential community and public safety services;
- **Parks Division** - Creating and maintaining parks and open spaces that are safe, clean, and sustainable while engaging the public with educational opportunities about South San Francisco's outdoor resources;
- **Recreation Division** - Sponsoring recreation and enrichment programs that meet community needs for all ages, address childhood obesity and promote wellness, create a culture of curiosity and learning, enhance the quality of life for the participants, and stimulate economic and community development.

## ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:

### Administration Division:

- Serve as lead department representative in rollout of new enterprise resource planning system and permitting software to streamline business processes.
- Adoption of the 2026 Cultural Arts Annual Workplan.
- Met key milestones in several public art projects including onboarding artists for the New Park at Linden Avenue and Pine Avenue and the Orange Memorial Park Aquatic Center.
- Provided essential departmentwide financial and human resources support to other divisions in the department.

### Building Maintenance:

- Delivery of Minor Maintenance Programs and support for various Capital Improvement Programs.
- Completed tenant improvements and interior repairs and refreshing of City facilities, most notably City Hall.
- Development and implementation of enhanced preventative maintenance schedules for City facilities.
- Filled key Program Manager vacancy to lead the Building Maintenance Division.
- Plan for operations and maintenance of new facilities to include the Orange Memorial Park Aquatic Center, Westborough Preschool, and Fire Station 63.

### Parks:

- Delivery of Minor Maintenance Programs and support for various Capital Improvement Programs.
- Replaced failing light structures as well as added two new light poles at Terrabay Recreation Center; increasing light coverage and safety in the parking areas and around the building.

- Installed numerous cameras at Willow Gardens and other locations to deter illegal dumping and provide surveillance for enforcement.
- Began construction and continued to provide project management and guidance for Dundee Park remodel in coordination with the Capital Projects Department.
- Continued support and guidance for the free tree program for resident's yards in conjunction with Rise South City.
- Replaced aging solar lights at Avalon Memorial Lots with newer models and planted a “memorial grove” of trees for the residents who are remembered by that park.
- Added new amenities to the dog park with the help of Genentech volunteers.
- Plan for operations and maintenance of new and renovated parks and facilities to include Dundee Park, Orange Memorial Park Aquatic Center, new park at Linden Avenue and Pine Avenue, and Westborough Preschool.
- Support rollout of new permitting software to streamline tree permit process.
- Completed assessment of playgrounds in the Common Greens.

## Recreation:

- Adopted the City's first Age-Friendly Action Plan, serving as a roadmap outlining clear objectives and measurable outcomes in nine domains of livability for older adults which includes Outdoor Spaces and Buildings, Transportation, Housing, Social Participation, Communication and Information, Respect and Social Inclusion, Civic Participation and Employment, Community Support and Health Services, and Emergency Services.
- Partnered with South San Francisco Unified School District's (SSFUSD) Expanded Learning Opportunities Program (ELOP) offering free after school care and increasing the number of students served from 120 to 210 students in school year 2025-2026.
- Collaborated with the YMCA to support their food distribution initiatives helping them serve thousands of community members each year at Orange Memorial Park.
- Expanded the breadth and depth of new recreation course offerings for all ages with classes such as Hindi Kinder, Actor's Academy for Teens, Relax and Heal with Meditation, Greeting Card Illustration, Seated Pilates, Full Moon Celebration, additional Private Music class offerings, and more.
- Exceeded overall revenue target in Fiscal Year 2025-2026.
- Supported other City departments in hosting special events throughout the year.
- Opened several temporary evacuation points at community centers in collaboration with emergency services to respond to incidents such as fires and power outages.

## OBJECTIVES FOR FISCAL YEAR 2026-27:

### Administration:

- Launch the Parks and Recreation Master Plan and Deferred Maintenance Assessment for City parks and facilities.
- Continue to serve as lead department representative in rollout of new enterprise resource planning system and permitting software to streamline business processes.
- Open and operate a new cafe at the Library | Parks and Recreation Center in collaboration with the Library.
- Continue to expand the City's public art collection through ongoing capital projects and working with private developers to implement the public art requirement (SSF Municipal Code § 8.76).
- Implement the 2026 Cultural Arts Annual Workplan.
- Onboard new payment processor for recreation management system to streamline payments for department programs and events.
- Explore cost recovery and budget sustainability measures.

## Building Maintenance:

- Continue to implement minor maintenance program, preventative maintenance program, and capital project delivery.
- Continue to build a cohesive and effective maintenance team, including hiring of key positions and retention of staff.
- Commission the Orange Memorial Park Aquatic Center.
- Plan for the operation of a new preschool center at Westborough Park.

## Parks:

- Continue work to expand the City's urban forest with grant funding from Coastal Quest and partnerships with Rise South City as well as planting trees in City-owned right-of-way.
- Deliver the minor maintenance program and support capital improvements including the new park at Linden and Pine Avenues, improvements to Willow Gardens parklets, construction of dedicated pickleball facilities, and capital improvements at Orange Memorial Park, as well as providing support for Engineering and Capital Projects.
- Plan for the operation of the New Park at Linden Avenue and Pine Avenue.
- Resurface Alta Loma basketball court and tennis court and install new basketball hoops.
- Repair Avalon Park and Westborough Park play surfacing.
- Implement natural resources nursery project and learning area.

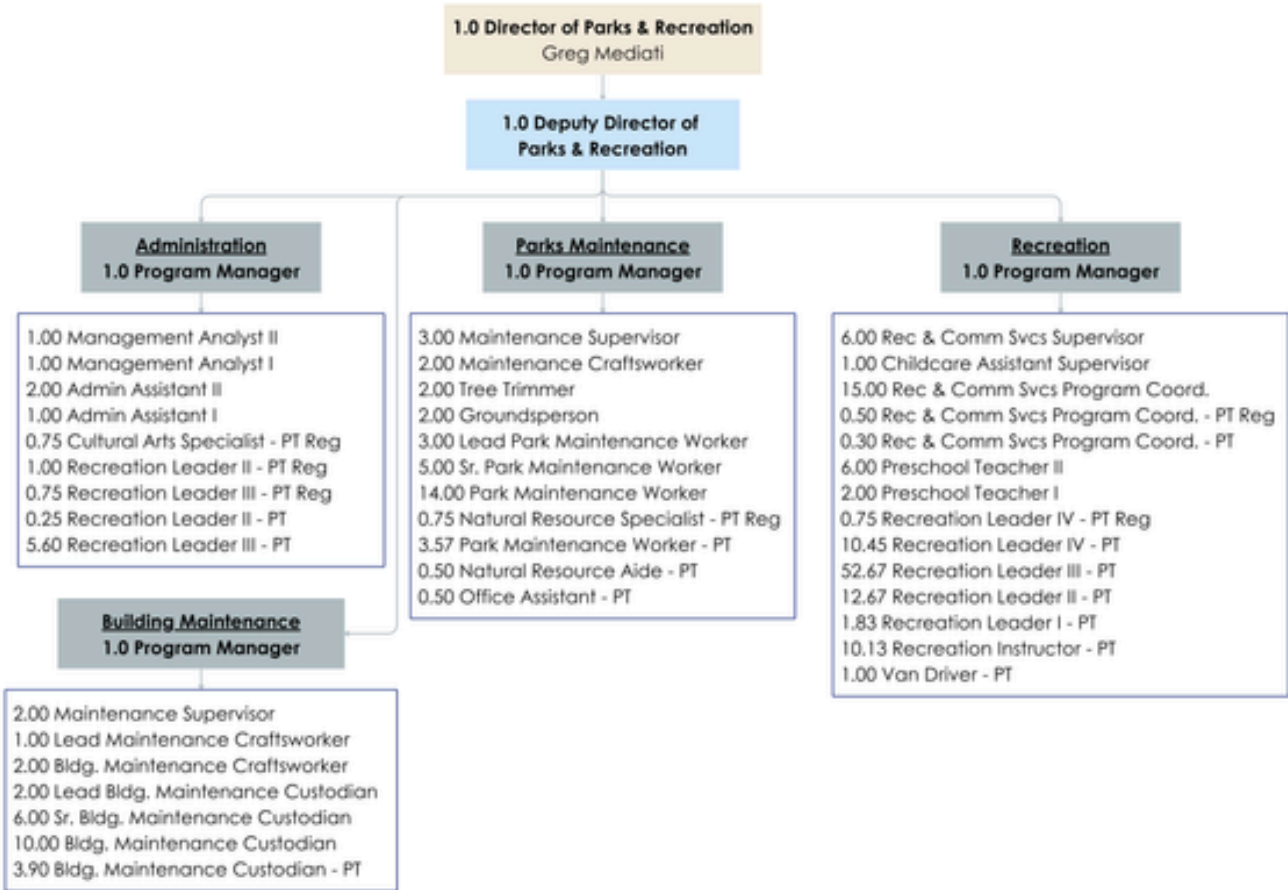
## Recreation:

- Continue to expand program offerings, particularly for children and seniors, and launch of the RecRx program for low-income families in partnership with San Mateo County Health.
- Work with the Capital Projects team to manage construction for the Westborough Preschool project, and prepare for operation of the new facility.
- Open and commission the Orange Memorial Park Aquatic Center, including building up staffing to support the maintenance and programming of the new two-pool facility.
- Expand Concert in the Park in partnership with Genentech to recognize their 50<sup>th</sup> anniversary.
- Support the City's recognition of the United States' Semiquincentennial celebration.
- Continue to expand program offerings for seniors, youth, and adults.
- Continue and expand number of students served under partnership with South San Francisco Unified School District's (SSFUSD) Expanded Learning Opportunities Program (ELOP) offering free after school care to 210 students in school year 2026-2027 while enhancing the City's cost recover with grant funds.
- Establish guidelines for a Child Care Grant Program funded by childcare impact fees to increase the number of childcare spaces in South San Francisco.

## Key Performance Measures

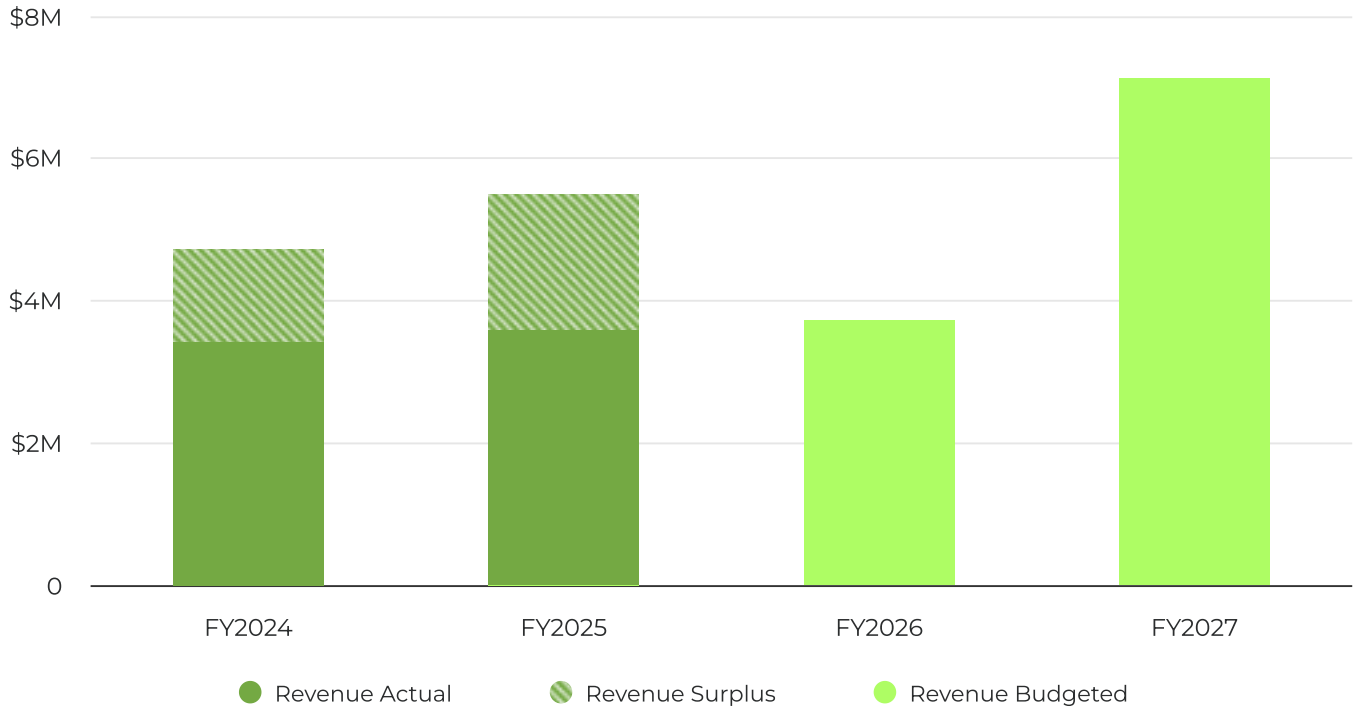
| Key Performance Measures                                | FY 2024 Actual | FY 2025 Actual | FY 2026 Projected | FY 2027 Proposed |
|---|----------------|----------------|-------------------|------------------|
| Parkland Development: acres per 1,000 residents         | 4.15           | 4.15           | 4.16              | 4.17             |
| Facility Maintenance Staff: square footage per employee | 23,830         | 23,728         | 23,295            | 23,921           |
| Number of registrants for programs and services         | 25,900         | 50,681         | 51,990            | 52,900           |
| Annual attendance for Park & Rec special events         | 12,000         | 17,480         | 19,000            | 19,500           |
| Number of hall rentals per year                         | 562            | 575            | 600               | 600              |
| Number of picnic rentals per year                       |                | 660            | 625               | 606              |

## Organizational Chart



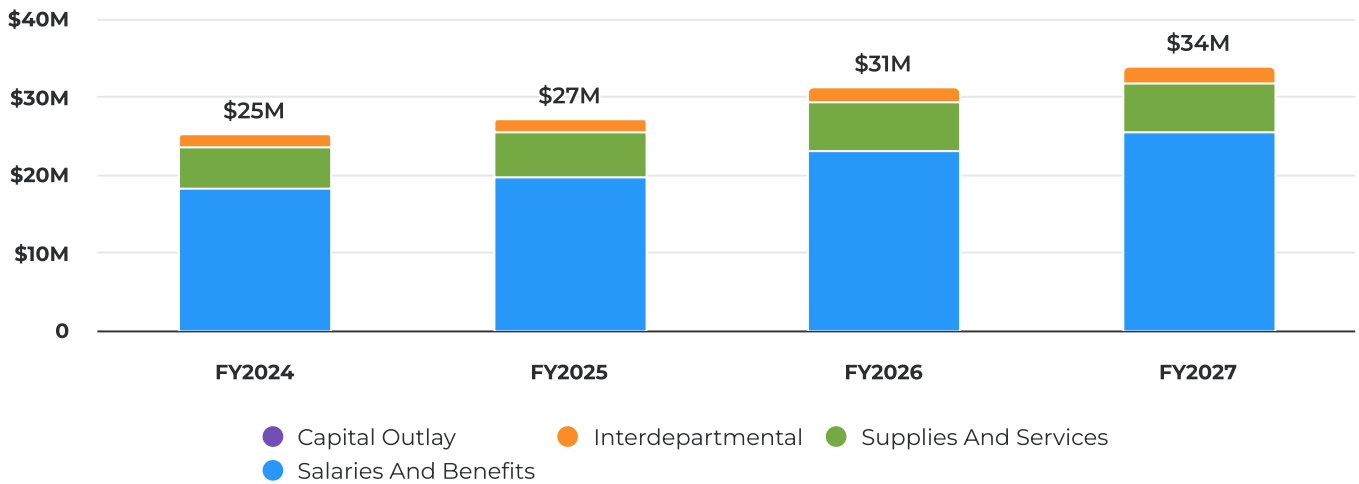
# Revenue Summary

## Historical Revenues Across Department

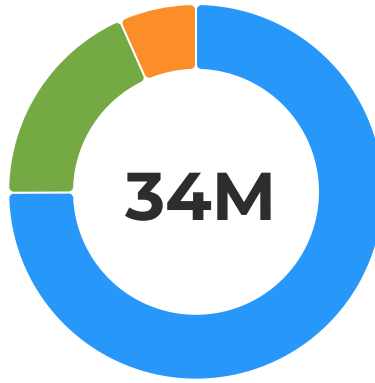


# Expenditures by Category

## Expenditures by Category



### FY27 Expenditures by Category



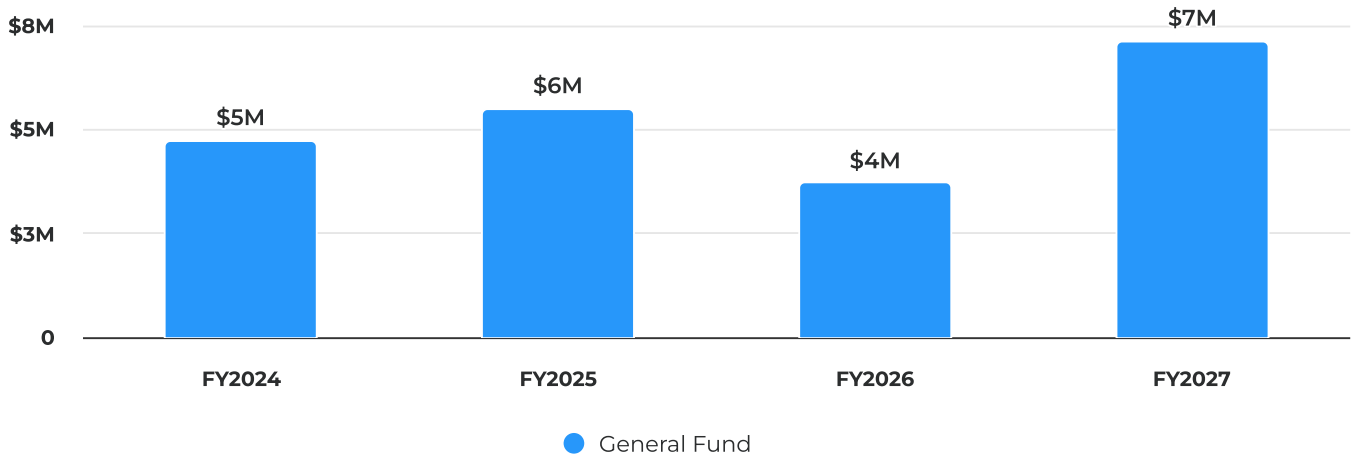
|  |                     |        |
|--|---------------------|--------|
| <span style="color: blue;">●</span> Salaries And Benefits  | <b>\$25,440,121</b> | 74.93% |
| <span style="color: green;">●</span> Supplies And Services | <b>\$6,250,292</b>  | 18.41% |
| <span style="color: orange;">●</span> Interdepartmental    | <b>\$2,262,353</b>  | 6.66%  |

### Expenditures by Category

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| Salaries And Benefits     | \$ 19,729,270        | \$ 23,047,177          | \$ 22,873,238           | \$ 25,440,121        | 10.38%   |
| Supplies And Services     | \$ 5,646,473         | \$ 6,169,248           | \$ 8,132,500            | \$ 6,250,292         | 1.31%  |
| Capital Outlay            | \$ 184,349           | -                      | -                       | -                    | -  |
| Interdepartmental         | \$ 1,760,386         | \$ 2,076,178           | \$ 2,076,178            | \$ 2,262,353         | 8.97%  |
| <b>Total Expenditures</b> | <b>\$ 27,320,477</b> | <b>\$ 31,292,603</b>   | <b>\$ 33,081,917</b>    | <b>\$ 33,952,766</b> | <b>8.50%</b>   |

### Revenues by Fund

#### Historical Revenues by Fund



### Revenues by Fund

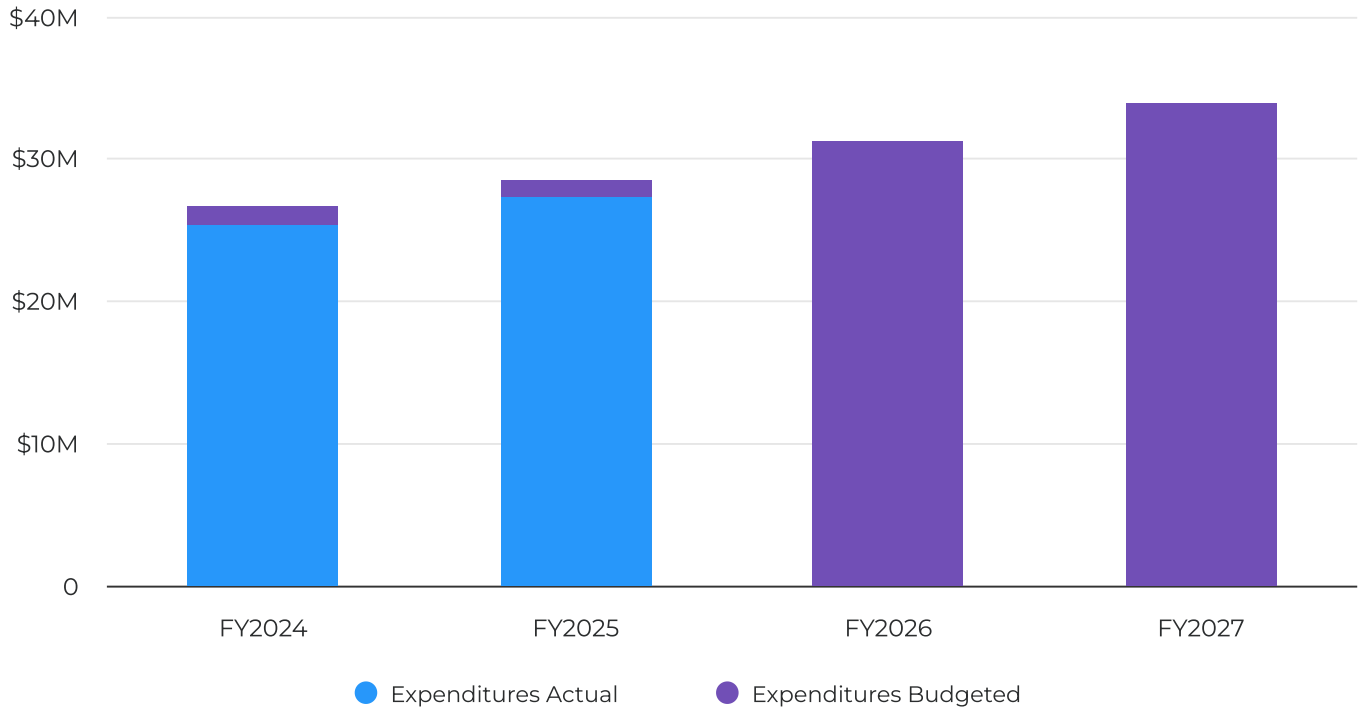
| Category     | FY 2025 Actual | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|--------------|----------------|------------------------|-------------------------|------------------|--|
| General Fund | \$ 5,500,379   | \$ 3,721,222           | \$ 3,594,184            | \$ 7,116,337     | 91.24%   |



| Category              | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------|---------------------|------------------------|-------------------------|---------------------|--|
| <b>Total Revenues</b> | <b>\$ 5,500,379</b> | <b>\$ 3,721,222</b>    | <b>\$ 3,594,184</b>     | <b>\$ 7,116,337</b> | <b>91.24%</b>  |

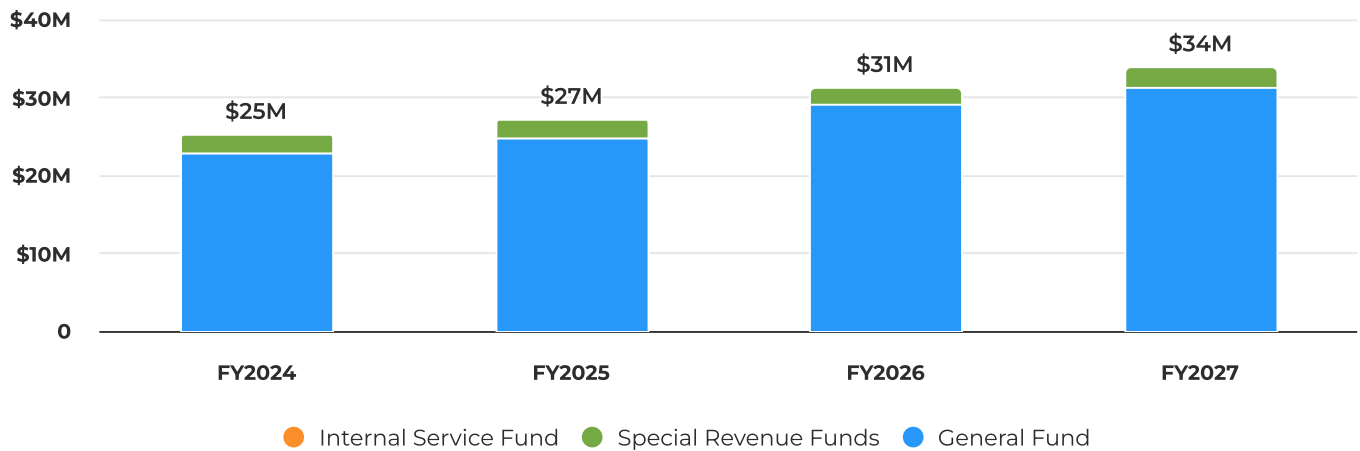
## Expenditure Summary

### Historical Expenditures Across Department

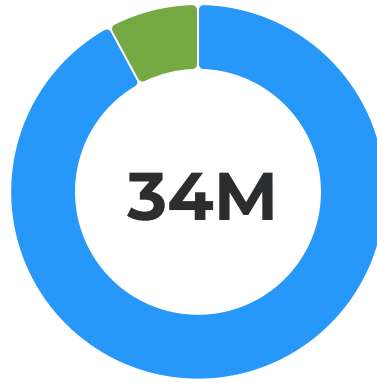


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund

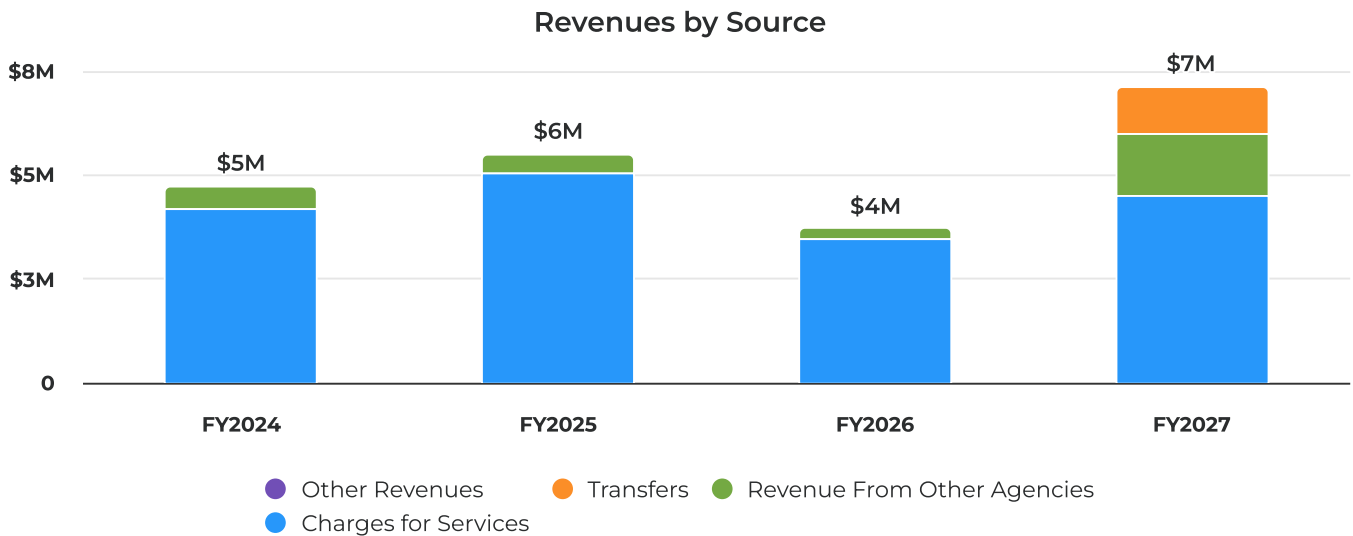


|                         |                     |        |
|-------------------------|---------------------|--------|
| ● General Fund          | <b>\$31,285,995</b> | 92.15% |
| ● Special Revenue Funds | <b>\$2,666,772</b>  | 7.85%  |

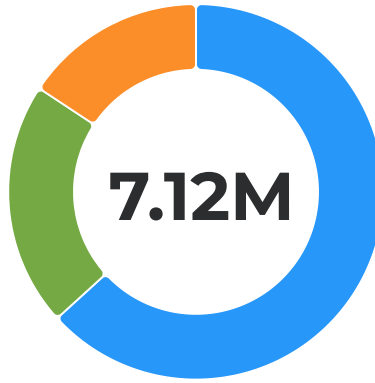
### Expenditures by Fund

| Category                  | FY 2025 Actual       | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted     | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|---------------------------|----------------------|------------------------|-------------------------|----------------------|--|
| General Fund              | \$ 24,578,875        | \$ 29,088,632          | \$ 30,877,946           | \$ 31,285,995        | 7.55%  |
| Special Revenue Funds     | \$ 2,557,254         | \$ 2,203,971           | \$ 2,203,971            | \$ 2,666,772         | 21.00%   |
| Internal Service Fund     | \$ 184,349           | -                      | -                       | -                    | -  |
| <b>Total Expenditures</b> | <b>\$ 27,320,477</b> | <b>\$ 31,292,603</b>   | <b>\$ 33,081,917</b>    | <b>\$ 33,952,766</b> | <b>8.50%</b>   |

### Revenues by Source



### FY27 Revenues by Source



|   |                             |                    |        |
|---|-----------------------------|--------------------|--------|
| ● | Charges for Services        | <b>\$4,500,953</b> | 63.25% |
| ● | Revenue From Other Agencies | <b>\$1,496,988</b> | 21.04% |
| ● | Transfers                   | <b>\$1,118,000</b> | 15.71% |
| ● | Other Revenues              | <b>\$395</b>       | 0.01%  |

### Revenues by Source

| Category                    | FY 2025 Actual      | FY 2026 Adopted Budget | FY 2026 Adjusted Budget | FY 2027 Budgeted    | FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change) |
|-----------------------------|---------------------|------------------------|-------------------------|---------------------|--|
| Revenue From Other Agencies | \$ 473,314          | \$ 259,508             | \$ 295,470              | \$ 1,496,988        | 476.86%  |
| Charges for Services        | \$ 5,022,774        | \$ 3,461,319           | \$ 3,298,318            | \$ 4,500,953        | 30.04%   |
| Other Revenues              | \$ 4,292            | \$ 395                 | \$ 395                  | \$ 395              | -  |
| Transfers                   | -                   | -                      | -                       | \$ 1,118,000        | -  |
| <b>Total Revenues</b>       | <b>\$ 5,500,379</b> | <b>\$ 3,721,222</b>    | <b>\$ 3,594,184</b>     | <b>\$ 7,116,337</b> | <b>91.24%</b>  |

## Personnel Summary

| <b>Status</b>             | <b>Job Code</b> | <b>Position Title</b>                                 | <b>2025-26<br/>Approved<br/>FTE</b> | <b>2026-27<br/>Planned<br/>FTE</b> |
|---------------------------|-----------------|---|-------------------------------------|------------------------------------|
| Full Time                 | N175            | Director of Parks and Recreation                      | 1.00                                | 1.00                               |
| Full Time                 | M840            | Deputy Director of Parks and Recreation               | 1.00                                | 1.00                               |
| Full Time                 | M750            | Program Manager                                       | 4.00                                | 4.00                               |
| Full Time                 | M570            | Management Analyst I                                  | 1.00                                | 1.00                               |
| Full Time                 | M560            | Management Analyst II                                 | 1.00                                | 1.00                               |
| Full Time                 | O310            | Administrative Assistant II                           | 2.00                                | 2.00                               |
| Full Time                 | O315            | Administrative Assistant I                            | 1.00                                | 1.00                               |
| Full Time                 | M295            | Recreation and Community Services Supervisor          | 6.00                                | 6.00                               |
| Full Time                 | M800            | Childcare Assistant Supervisor                        | 1.00                                | 1.00                               |
| Full Time                 | M530            | Recreation and Community Services Program Coordinator | 15.27                               | 15.00                              |
| Full Time                 | A495, A680      | Preschool Teacher I/II                                | 8.00                                | 8.00                               |
| Full Time                 | TBD             | Building Maintenance Stationary Engineer              | 1.00                                | -                                  |
| Full Time                 | M255            | Maintenance Supervisor                                | 4.00                                | 5.00                               |
| Full Time                 | A465            | Building Maintenance Craftworker                      | 2.00                                | 2.00                               |
| Full Time                 | A190            | Lead Building Maintenance Custodian                   | 2.00                                | 2.00                               |
| Full Time                 | A320            | Senior Building Maintenance Custodian                 | 6.00                                | 6.00                               |
| Full Time                 | A140            | Building Maintenance Custodian                        | 9.50                                | 10.00                              |
| Full Time                 | TBD             | Arborist Technician                                   | 1.00                                | -                                  |
| Full Time                 | A375            | Tree Trimmer  | 2.00                                | 2.00                               |
| Full Time                 | A505            | Groundsperson   | 2.00                                | 2.00                               |
| Full Time                 | A280            | Maintenance Craftworker                               | 2.00                                | 2.00                               |
| Full Time                 | TBD             | Maintenance Craftworker - Lead                        | -                                   | 1.00                               |
| Full Time                 | A195            | Lead Park Maintenance Worker                          | 3.00                                | 3.00                               |
| Full Time                 | A350            | Senior Park Maintenance Worker                        | 5.00                                | 5.00                               |
| Full Time                 | A250            | Park Maintenance Worker                               | 14.00                               | 14.00                              |
| <b>SUBTOTAL Full Time</b> |                 |   | <b>94.77</b>                        | <b>95.00</b>                       |

Parks and Recreation

|                                     |      |  |               |               |
|-------------------------------------|------|--|---------------|---------------|
| PT Regular                          | M530 | Recreation and Community Services Program Coordinator      | -             | 0.50          |
| PT Regular                          | A650 | Cultural Arts Specialist                                   | 0.75          | 0.75          |
| PT Regular                          | A285 | Natural Resource Specialist                                | 0.75          | 0.75          |
| PT Regular                          | A610 | Recreation Leader II                                       | 1.00          | 1.00          |
| PT Regular                          | A620 | Recreation Leader III                                      | 0.75          | 0.75          |
| PT Regular                          | A515 | Recreation Leader IV                                       | 0.75          | 0.75          |
| <b>SUBTOTAL PT Regular</b>          |      |  | <b>4.00</b>   | <b>5.00</b>   |
| Hourly                              | X280 | Miscellaneous Hourly (Natural Resource Aid)                | 0.50          | 0.50          |
| Hourly                              | X555 | Hourly, Van Driver   | 1.00          | 1.00          |
| Hourly                              | X185 | Hourly, Building Maintenance Custodian                     | 3.90          | 3.90          |
| Hourly                              | X440 | Hourly, Office Assistant                                   | 0.50          | 0.50          |
| Hourly                              | X300 | Hourly, Park Maintenance Worker                            | 3.07          | 3.57          |
| Hourly                              | X350 | Hourly, Recreation Instructor                              | 10.13         | 10.13         |
| Hourly                              | X360 | Hourly, Recreation Leader I                                | 1.83          | 1.83          |
| Hourly                              | X365 | Hourly, Recreation Leader II                               | 11.27         | 12.92         |
| Hourly                              | X370 | Hourly, Recreation Leader III                              | 47.68         | 58.27         |
| Hourly                              | X375 | Hourly, Recreation Leader IV                               | 7.15          | 10.45         |
| Hourly                              | X700 | Hourly, Recreation & Community Service Program Coordinator | 0.30          | 0.30          |
| <b>SUBTOTAL Hourly</b>              |      |  | <b>87.33</b>  | <b>103.37</b> |
| <b>TOTAL - Parks and Recreation</b> |      |  | <b>186.10</b> | <b>202.87</b> |



## Adjustments to Base Budget

This section provides a detailed summary of adjustments to the base budget. The base budget reflects ongoing items carried forward from the FY 2025–26 base budget and serves as the foundation for the FY 2026–27 financial plan. Adjustments presented below reflect all known and anticipated changes.

### FY 2026-27 Changes and Highlights

#### Positions:

| <u>General</u>    |   |
|-------------------|---|
| <u>Fund</u>       | <u>Aquatics</u>                                     |
| \$ 53,220         | Recreation & Community Services Program Coordinator |
| 90,933            | Recreation Leader II - Hourly                       |
| 631,419           | Recreation Leader III - Hourly                      |
| <u>218,352</u>    | Recreation Leader IV - Hourly                       |
| <b>\$ 993,924</b> | <b>TOTAL</b>  |

#### Supplies and Services:

| <u>General</u>     |                                |
|--------------------|--------------------------------|
| <u>Fund</u>        | <u>Aquatics</u>                |
| \$ 72,994          | Supplies and staffing expenses |
| 136,447            | Utility increase               |
| <u>(229,097)</u>   | Actuals-Based Budget Alignment |
| <b>(\$ 19,656)</b> | <b>TOTAL EXPENDITURES</b>      |
| <u>\$244,500</u>   | Soft-opening revenue increase  |
| <b>\$ 244,500</b>  | <b>TOTAL REVENUES</b>          |

| <u>General</u>    |  |
|-------------------|--|
| <u>Fund</u>       | <u>Building Maintenance</u>  |
| \$ 39,700         | Supplies and equipment   |
| <u>61,000</u>     | Funds needed to right-size the water budget and support increased usage. |
| <b>\$ 100,700</b> | <b>TOTAL</b>   |

# Debt Service Obligations

The City has outstanding debt through the issuance of bonds, loans and leases. The legal bonded debt limit for the City as of June 30, 2024 was \$1.16 billion which is calculated as 3.75%\* of the total market-value-based assessed property valuation of \$30.9 billion. The City's total outstanding debt is well below this limit. The following sections describe all debt issued by the City for which balances remain outstanding (amounts shown are as of June 30, 2025):

## Water Quality Control Plant

- 2008 State Water Resources Control Board Loans** – Original debt: \$9,019,585; 2.4% interest rate; due 7/15/2028. This loan was used to improve and expand the City's Water Quality Control Plant (WQCP). Loan proceeds were issued as projects progressed. Debt service payment commenced one year after project completion. WQCP user fees support the debt service payments. **\$1.7 million of principal remains outstanding. \$80,356 interest remains to be paid until maturity.**
- 2005D Water and Wastewater Revenue Bonds** – Original debt: \$6,000,000, 2.75% to 4.75% interest rate, due 10/01/2026. Standard & Poor bond rating was AAA. 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. Of the total, **\$435,000 of principal remains outstanding. \$10,875 interest remains to be paid until maturity.**
- 2018 State Water Resources Control Board Loan** - Original debt: \$53,403,000, 1.8% interest rate, due 10/03/2042. The loan proceeds are being used for the WQCP Wet Weather and Digester project. Loan proceeds have been issued over time as projects progressed. Debt service payments commenced on 10/03/2023, one year after project completion. WQCP user fees support the debt service payments. **\$44.6 million of principal remains outstanding. \$7.6 million interest remains to be paid until maturity.**

## Capital Improvement Projects

- 2020A Lease Revenue Bonds** - Original debt: \$43,905,000; premium received: \$10,242,530; 4 - 5% interest rate; due 06/01/2046. Standard & Poor bond rating was AA+. The bonds were used for Phase I of the Civic Center Campus project consisting of the planning and construction of a new Police Station and Dispatch Center for the City of South San Francisco. Measure W sales tax revenue will fund the repayments. **\$37.6 million of principal remains outstanding. \$17.7 million interest remains to be paid until maturity.**
- 2021A Lease Revenue Bonds** - Original debt: \$86,410,000; premium received: \$18,116,565; 4% interest rate; due 06/01/2046. Standard & Poor bond rating was AA+. \$78,000,000 of the bond proceeds are to be used for Phase II of the Civic Center Campus project consisting of the design and construction of the new library, parks and recreation center, council chambers and landscaping of the immediate surrounding area. \$24,000,000 will be used for road pavement rehabilitation throughout the City, and \$2,000,000 will be used for solar roof installation at the City's Corporation Yard. Measure W sales tax revenue will fund the repayments. **\$75.1 million of principal remains outstanding. \$35.4 million interest remains to be paid until maturity.**
- 2022A Lease Revenue Bonds** - Original debt: \$65,420,000; premium paid \$6,686,317; 4-5.25% interest rate; due 06/01/2046. Standard & Poor bond rating was AA+. \$49,000,000 of the bond proceeds are to be used to design and construct the new Aquatic Center to replace the City's aging swimming pool building, \$12,300,000 will be used to help fund construction of the new ballfield at Orange Memorial Park, \$2,200,000 will be used to help fund replacement of the playground and \$1,500,000 to replace the two Colma Creek bridges at Orange Memorial Park. Measure W sales tax revenue will fund the repayments from FY2024-25. **\$61.9 million of principal remains outstanding. \$37.0 million interest remains to be paid until maturity.**

## Successor Agency

- 2007 Loans Payable to Successor Agency** - As of June 30, 2025, the Oyster Point Interchange Impact Fees Fund owed the Successor Agency for developer fees for the Flyover and Hookramps Capital projects that were completed in prior years. The outstanding balance of \$1,166,152 will be paid off from future developer impact fees collected by the City.



\* California Government Code, Section 43605 sets the debt limit at 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. Thus, the limit shown as 3.75% is one-fourth the limit to account for the adjustment of showing assessed valuation at full cash value.

# Debt Service Obligation Table

| Direct Borrowing - State Revolving Fund (SRF) Loans |               |           |           |           |           |           |            |                   |            |
|---|---------------|-----------|-----------|-----------|-----------|-----------|------------|-------------------|------------|
|   | Fiscal Year:  | 2027      | 2028      | 2029      | 2030      | 2031      | 2032-2036  | Remainin<br>g Due | Total      |
| 2008 State Water Resources Loan                     | Princi<br>pal | 540,575   | 553,548   | 566,833   | -         | -         | -          | -                 | 1,660,956  |
|   | Intere<br>st  | 39,863    | 26,889    | 13,604    | -         | -         | -          | -                 | 80,356     |
| 2018 State Water Resources Loan                     | Princi<br>pal | 2,267,537 | 2,308,352 | 2,349,903 | 2,392,201 | 2,435,260 | 12,849,817 | 20,028,566        | 44,631,635 |
|   | Intere<br>st  | 803,369   | 762,554   | 721,003   | 678,705   | 635,646   | 2,504,713  | 1,467,776         | 7,573,766  |
| <b>Revenue Bonds</b>                                |               |           |           |           |           |           |            |                   |            |
|   | Fiscal Year:  | 2027      | 2028      | 2029      | 2030      | 2031      | 2032-2036  | Remainin<br>g Due | Total      |
| 2005 Water & Wastewater Revenue Bonds               | Princi<br>pal | 435,000   | -         | -         | -         | -         | -          | -                 | 435,000    |
|   | Intere<br>st  | 10,875    | -         | -         | -         | -         | -          | -                 | 10,875     |
| Subtotal - Water Quality Control Bonds              | Princi<br>pal | 3,243,111 | 2,861,901 | 2,916,736 | 2,392,201 | 2,435,260 | 12,849,817 | 20,028,566        | 46,727,592 |
|   | Intere<br>st  | 854,107   | 789,443   | 734,607   | 678,705   | 635,646   | 2,504,713  | 1,467,776         | 7,664,997  |
|   | Comb<br>ined  | 4,097,218 | 3,651,343 | 3,651,343 | 3,070,906 | 3,070,906 | 15,354,530 | 21,496,342        | 54,392,589 |
| <b>Lease Revenue Bonds</b>                          |               |           |           |           |           |           |            |                   |            |
|   | Fiscal Year:  | 2027      | 2028      | 2029      | 2030      | 2031      | 2032-2036  | Remainin<br>g Due | Total      |
| 2020A Police Station Project                        | Princi<br>pal | 1,250,000 | 1,310,000 | 1,365,000 | 1,420,000 | 1,475,000 | 8,310,000  | 22,425,000        | 37,555,000 |
|   | Intere<br>st  | 1,514,700 | 1,452,200 | 1,399,800 | 1,345,200 | 1,288,400 | 5,508,200  | 5,223,400         | 17,731,900 |

Debt Service Obligations

|   |                       |                   |                   |                   |                   |                   |                   |                    |                    |
|---|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| 2021A<br>Community<br>Civic<br>Campus<br>Project                | Princi<br>pal         | 2,520,000         | 2,625,000         | 2,725,000         | 2,835,000         | 2,950,000         | 16,610,000        | 44,785,000         | 75,050,000         |
|   | Intere<br>st          | 3,002,000         | 2,901,200         | 2,796,200         | 2,687,200         | 2,573,800         | 11,002,600        | 10,430,600         | 35,393,600         |
| 2022A<br>Orange<br>Memorial<br>Park<br>Project                  | Princi<br>pal         | 1,880,000         | 1,975,000         | 2,075,000         | 2,180,000         | 2,290,000         | 13,270,000        | 38,250,000         | 61,920,000         |
|   | Intere<br>st          | 3,063,588         | 2,969,588         | 2,870,838         | 2,767,088         | 2,658,088         | 11,455,938        | 11,206,288         | 36,991,413         |
| <b>Subtotal -<br/>Governme<br/>ntal<br/>Borrowing<br/>Bonds</b> | <b>Princi<br/>pal</b> | <b>5,650,000</b>  | <b>5,910,000</b>  | <b>6,165,000</b>  | <b>6,435,000</b>  | <b>6,715,000</b>  | <b>38,190,000</b> | <b>105,460,000</b> | <b>174,525,000</b> |
|   | <b>Intere<br/>st</b>  | <b>7,580,288</b>  | <b>7,322,988</b>  | <b>7,066,838</b>  | <b>6,799,488</b>  | <b>6,520,288</b>  | <b>27,966,738</b> | <b>26,860,288</b>  | <b>90,116,913</b>  |
|   | <b>Comb<br/>ined</b>  | <b>13,230,288</b> | <b>13,232,988</b> | <b>13,231,838</b> | <b>13,234,488</b> | <b>13,235,288</b> | <b>66,156,738</b> | <b>132,320,288</b> | <b>264,641,913</b> |
| <b>Total Debt<br/>Service</b>                                   | <b>Princi<br/>pal</b> | <b>8,893,111</b>  | <b>8,771,901</b>  | <b>9,081,736</b>  | <b>8,827,201</b>  | <b>9,150,260</b>  | <b>51,039,817</b> | <b>125,488,566</b> | <b>221,252,592</b> |
|   | <b>Intere<br/>st</b>  | <b>8,434,395</b>  | <b>8,112,430</b>  | <b>7,801,445</b>  | <b>7,478,193</b>  | <b>7,155,933</b>  | <b>30,471,450</b> | <b>28,328,064</b>  | <b>97,781,910</b>  |
|   | <b>Comb<br/>ined</b>  | <b>17,327,506</b> | <b>16,884,331</b> | <b>16,883,181</b> | <b>16,305,393</b> | <b>16,306,193</b> | <b>81,511,267</b> | <b>153,816,629</b> | <b>319,034,501</b> |



# Appendix

# Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**ACFR:** Annual Comprehensive Financial Report - A detailed report of an organization's financial activities and performance over the fiscal year.

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Assets:** Items owned by an organization that have economic value, such as cash, investments, property, and equipment.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the

betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Flow:** The movement of money into or out of an organization, showing its liquidity and ability to meet financial obligations.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union, regarding wages, hours and working conditions.

**Compliance:** Adherence to relevant laws, regulations, and internal policies governing financial reporting and operations.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Equity:** The residual interest in the assets of an organization after deducting liabilities, representing the owners' stake in the business.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Financial Statements:** Reports summarizing an organization's financial activities and position, including the balance sheet, income statement, and cash flow statement.

**Fiscal Year:** The 12-month period for which an organization plans the use of its funds, typically not the same as the calendar year.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**GAAP:** Generally Accepted Accounting Principles - Standard accounting principles, standards, and procedures that companies use to compile their financial statements.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Internal Controls:** Policies and procedures implemented by an organization to ensure the reliability of financial reporting and compliance with laws and regulations, aiming to prevent fraud and errors.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Liabilities:** Debts or obligations owed by an organization, including loans, accounts payable, and accrued expenses.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Net Income:** The difference between an organization's revenues and expenses, representing its profit or loss for a specific period.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Proprietary Funds:** Funds used to record the financial transactions of governmental entities when they engage in activities that are intended to recover the cost of providing goods or services to the general public on a user-fee basis.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenues:** Inflows of resources or other enhancements of assets of an organization, usually from sales of goods or services.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as

directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.