

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



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# 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.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of South San Francisco  
California**

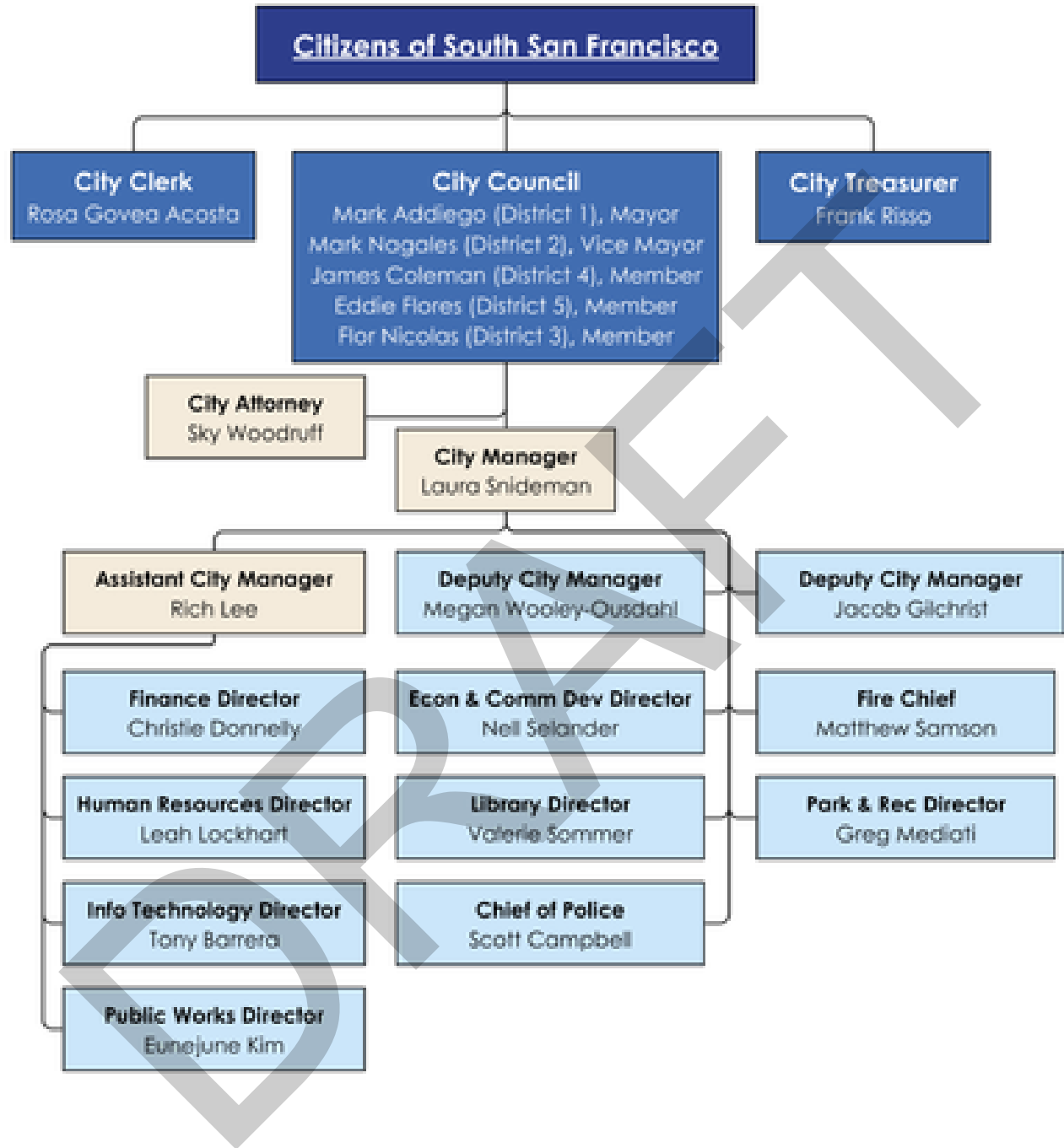
For the Fiscal Year Beginning

**July 01, 2025**

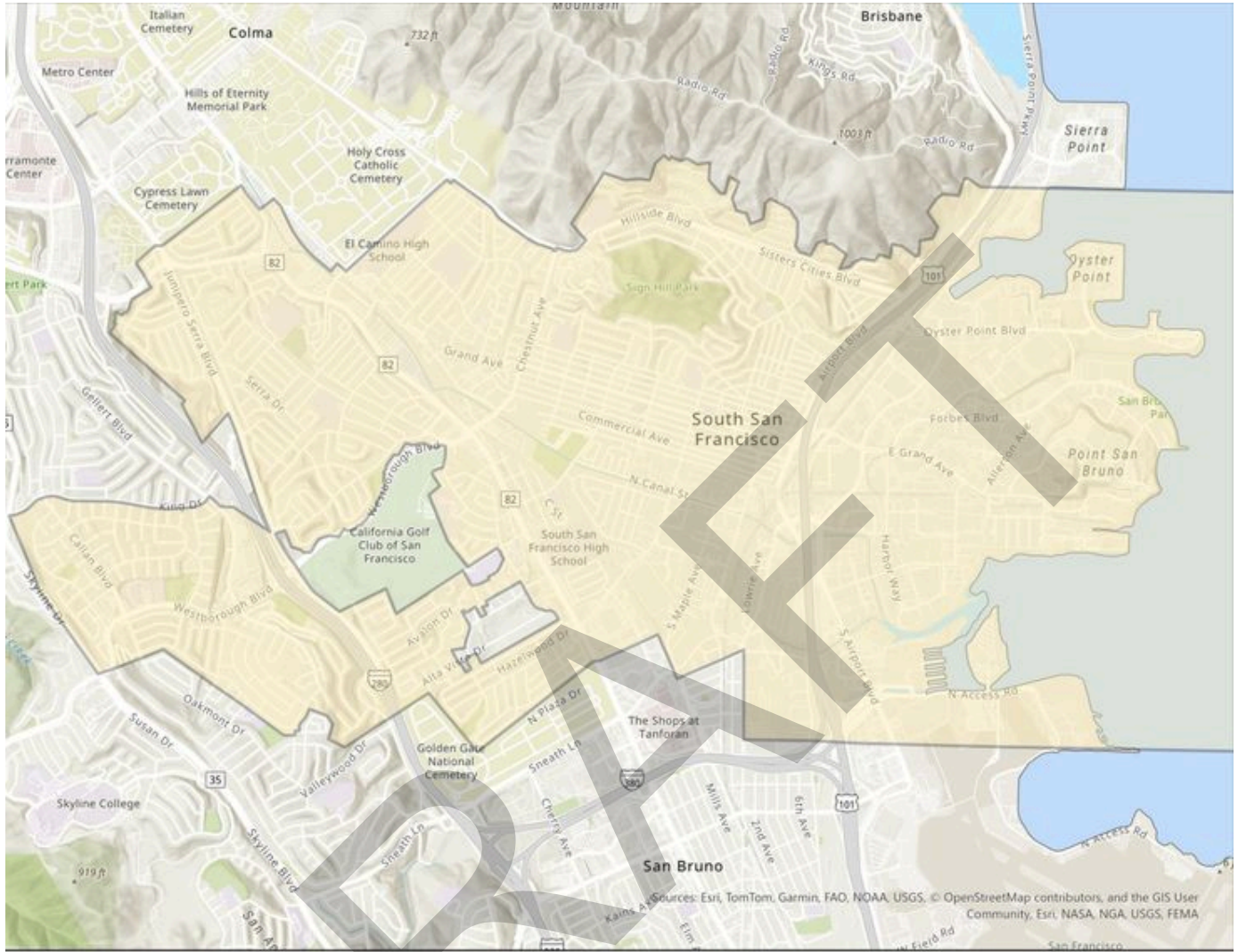
*Christopher P. Morrill*

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



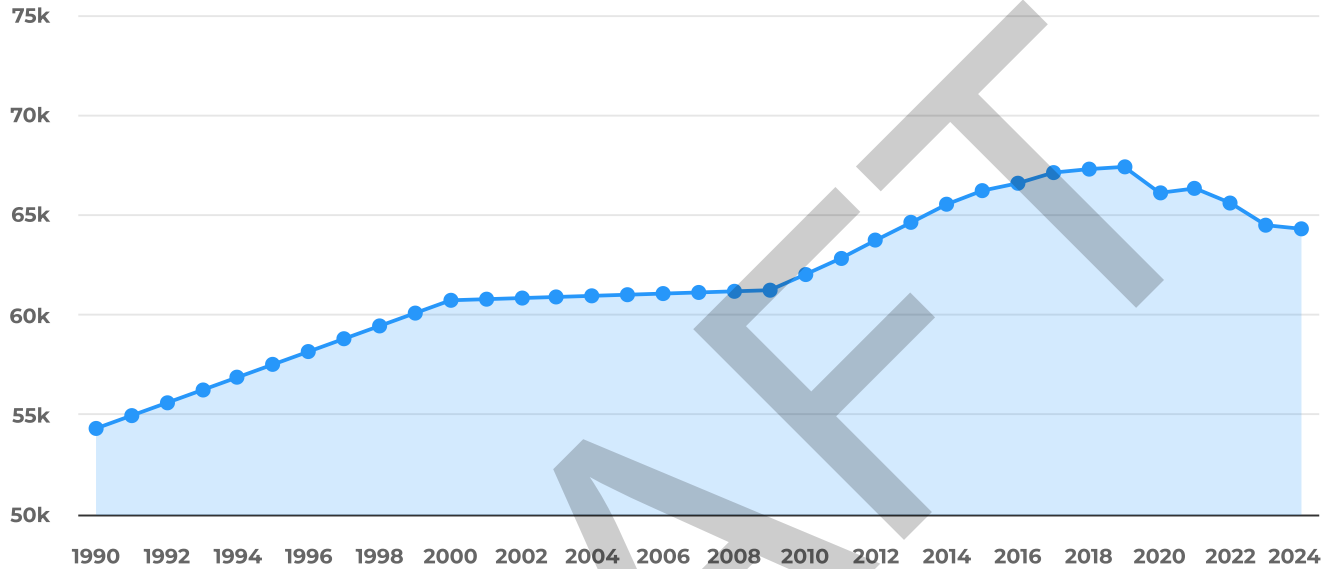
TOTAL POPULATION

**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



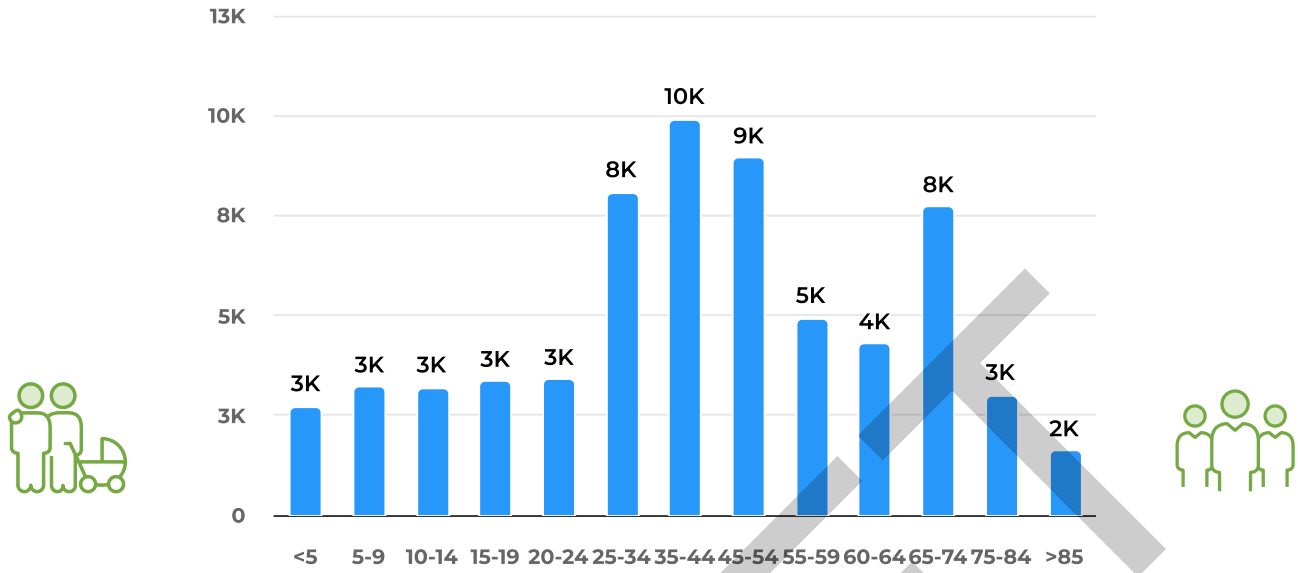
DAYTIME POPULATION

**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*

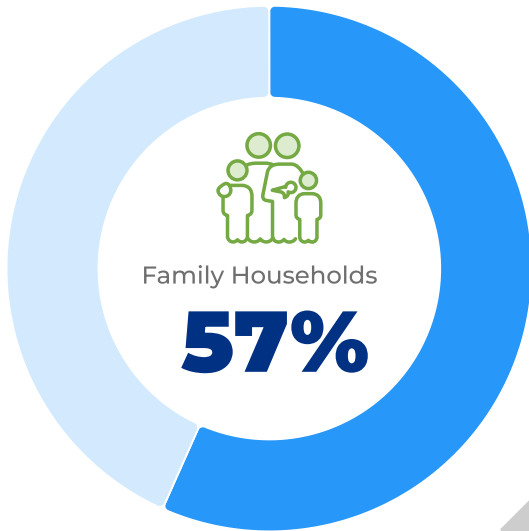
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# Household

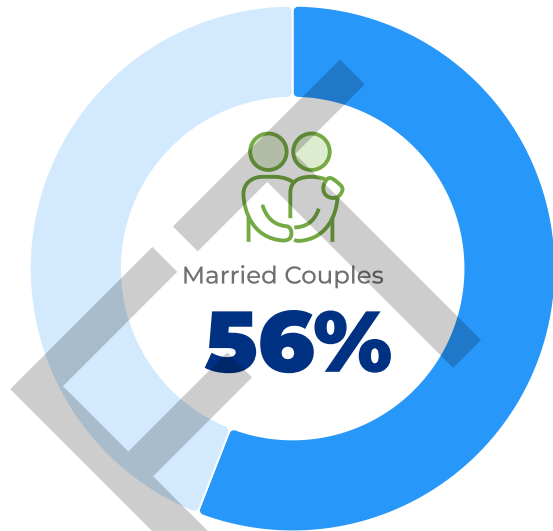
TOTAL HOUSEHOLDS

# 21,838

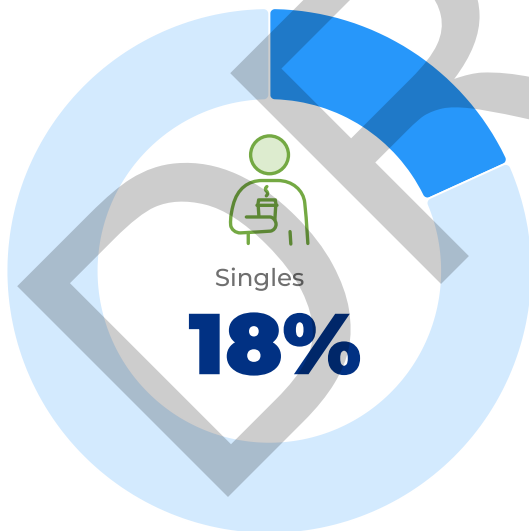
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



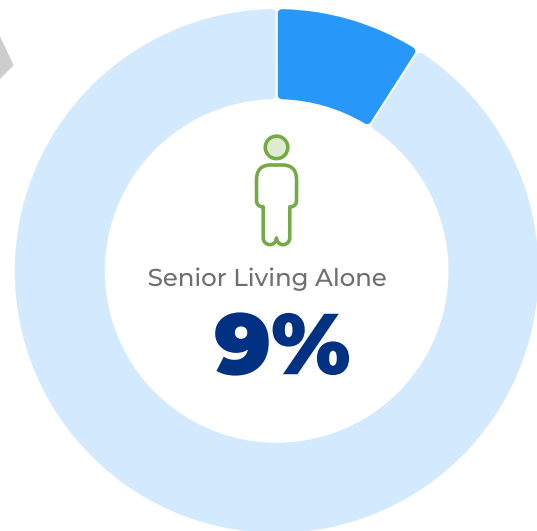
**5%**  
higher than state average



**12%**  
higher than state average



**-24%**  
lower than state average

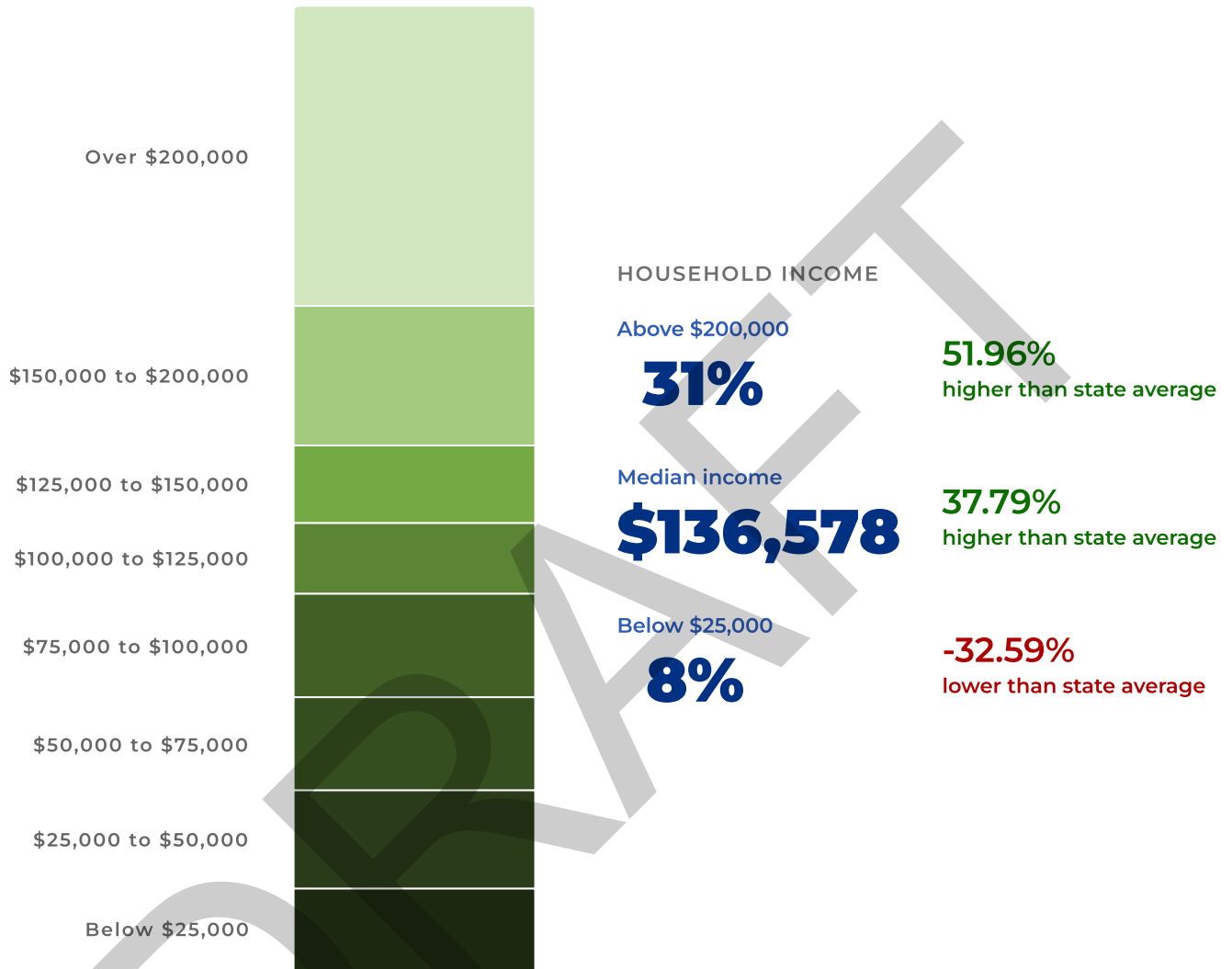


**-9%**  
lower than state average

*\* 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



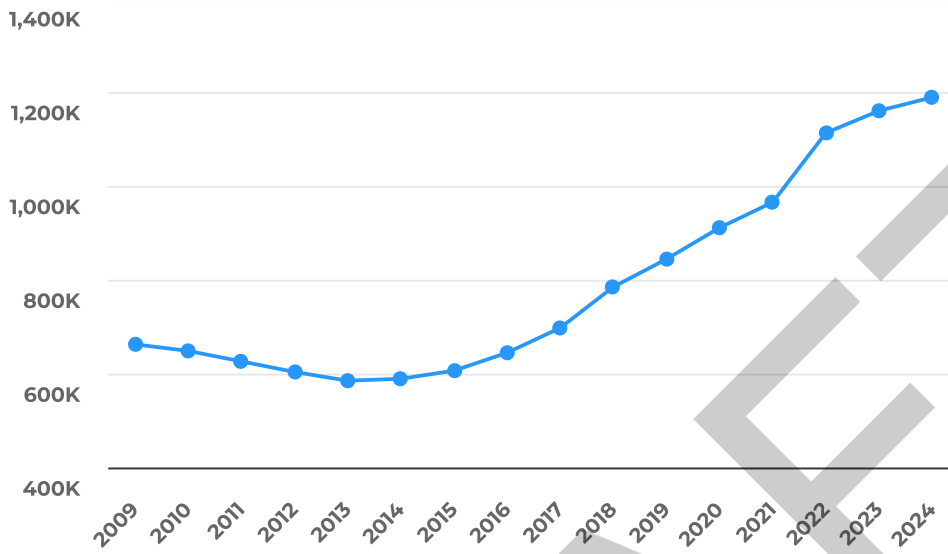
2024 MEDIAN HOME VALUE

**\$1,188,800**

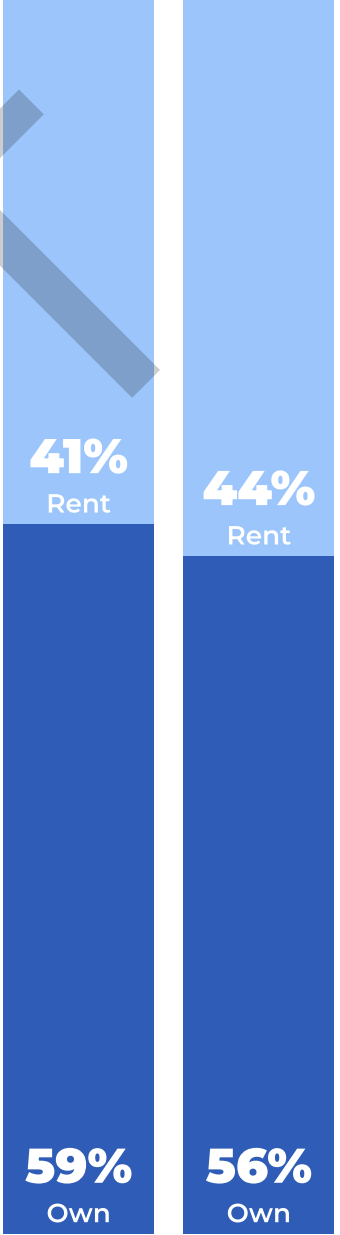
HOME OWNERS VS RENTERS

South San Francisco

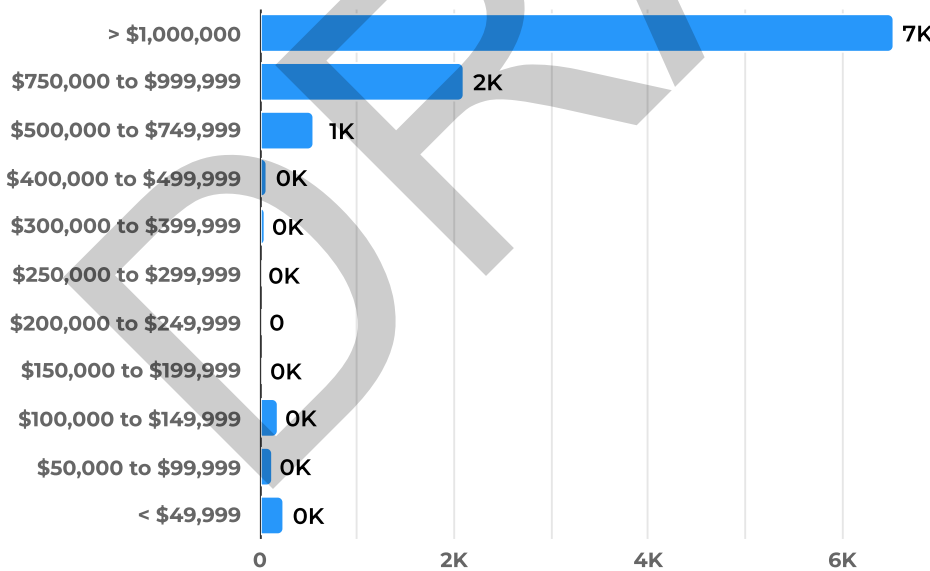
State Avg.



\* 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.

\* 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.

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# 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.

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# 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 Moody's/ AAAm S&P	20%	10%
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**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.

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# 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, 806, 810, 820, 821- 825, 827, 830, 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

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# 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	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	
	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.

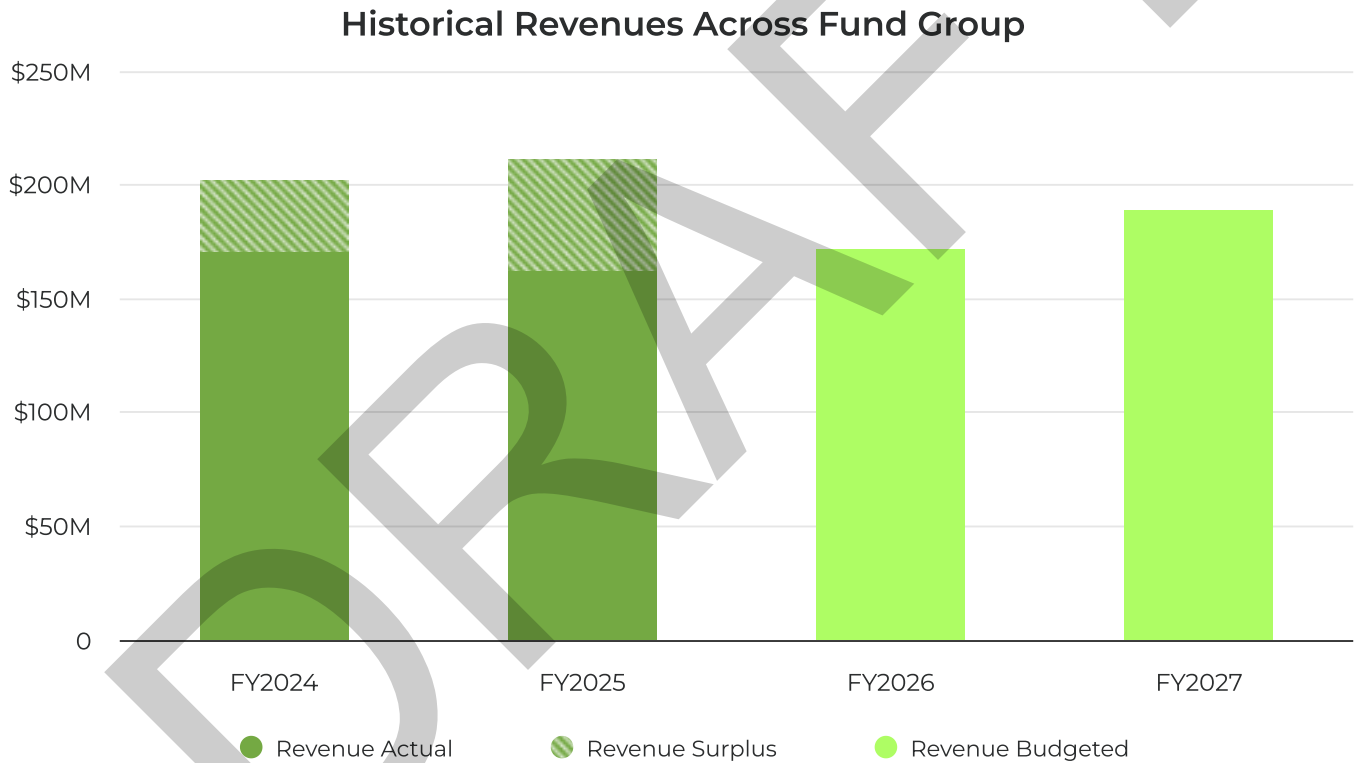
# Governmental - Major Funds

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.

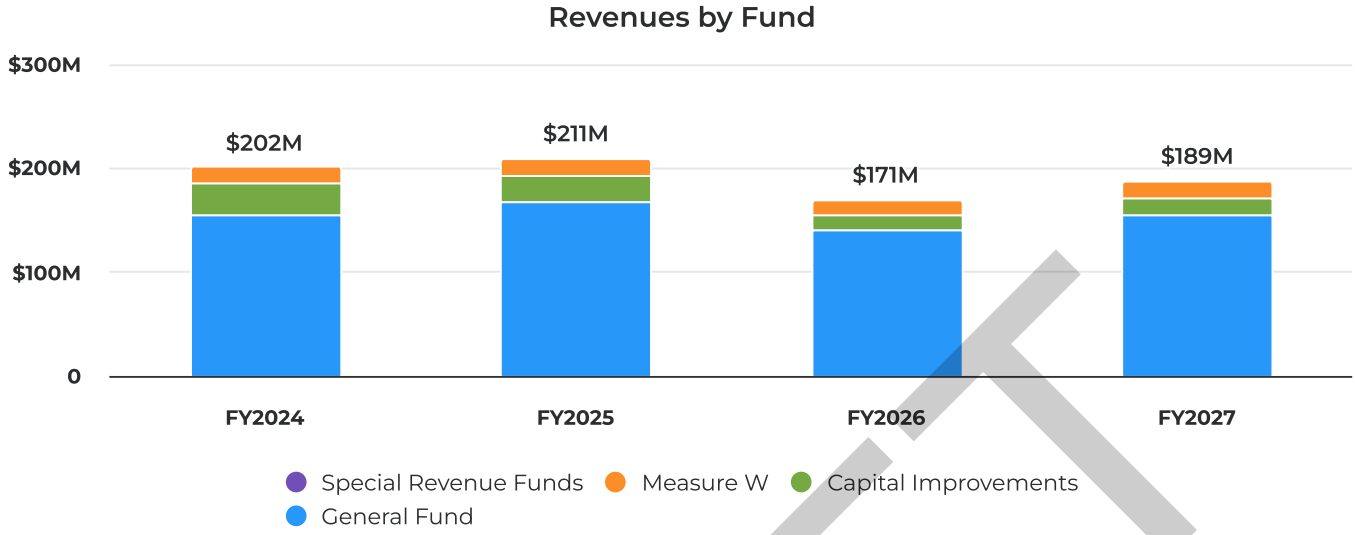
The Governmental Major funds consist of the General Fund, Measure W Fund, City Housing Fund, Developer Deposits Fund, Capital Infrastructure Fund, and Capital Improvement Funds.

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.

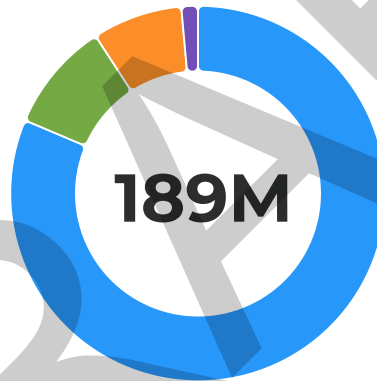
## Revenue Summary



# Revenues by Fund



## FY27 Revenues by Fund



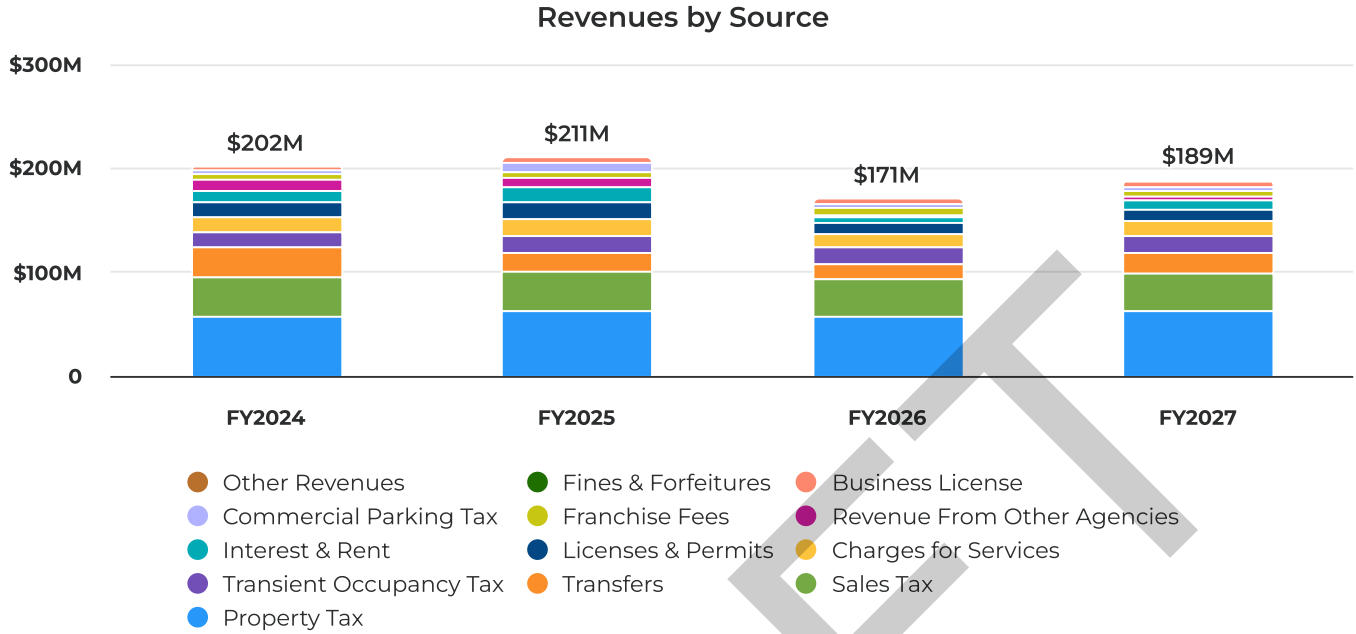
General Fund	<b>\$153,787,951</b>	81.37%
Capital Improvements	<b>\$17,875,000</b>	9.46%
Measure W	<b>\$14,645,200</b>	7.75%
Special Revenue Funds	<b>\$2,693,000</b>	1.42%

## Revenues by Fund

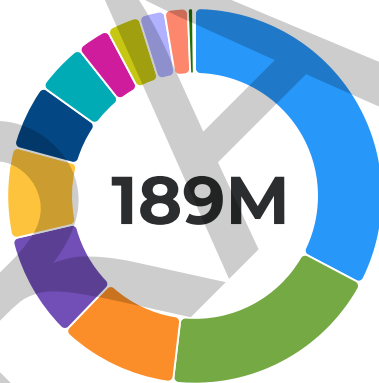
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Capital Improvements	\$ 25,717,103	\$ 13,516,279	\$ 119,105,007	\$ 17,875,000	32.25%
Special Revenue Funds	\$ 2,545,748	\$ 2,682,000	\$ 2,682,000	\$ 2,693,000	0.41%
General Fund	\$ 167,557,421	\$ 140,487,744	\$ 153,411,720	\$ 153,787,951	9.47%
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>\$ 189,001,151</b>	<b>10.31%</b>



# Revenues by Source



## FY27 Revenues by Source

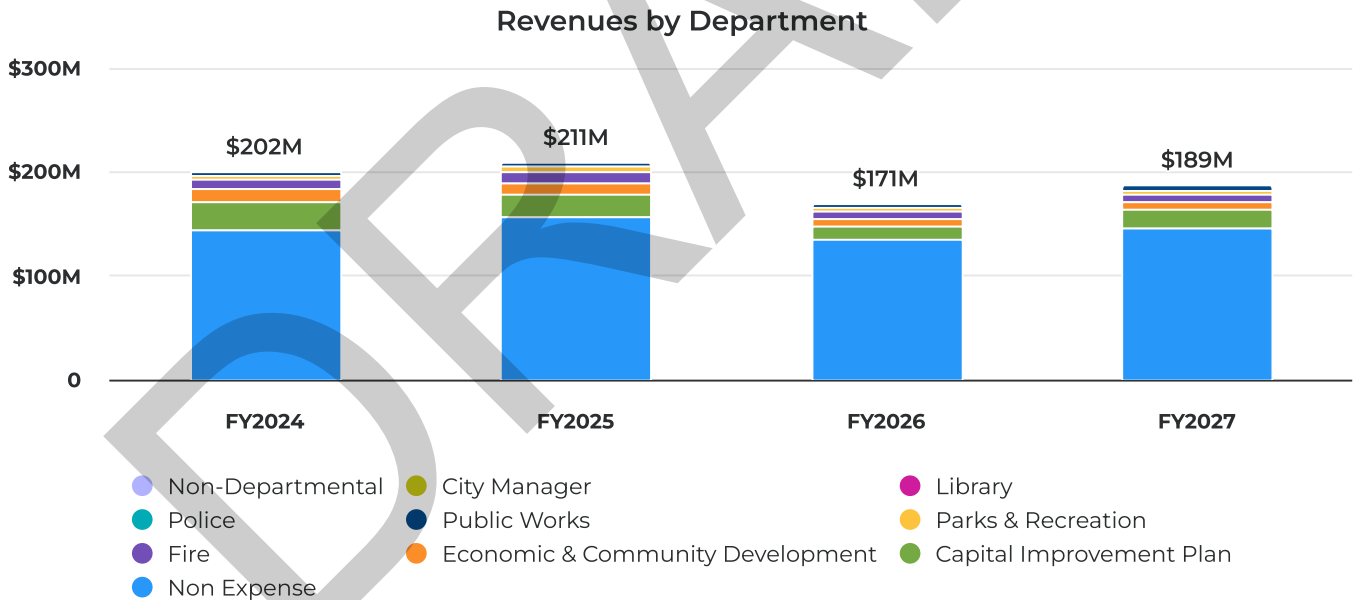


Property Tax	\$61,866,603	32.73%
Sales Tax	\$36,199,200	19.15%
Transfers	\$19,439,712	10.29%
Transient Occupancy Tax	\$17,300,000	9.15%
Charges for Services	\$14,886,966	7.88%
Licenses & Permits	\$10,743,000	5.68%
Interest & Rent	\$8,410,000	4.45%
Franchise Fees	\$5,500,000	2.91%
Business License	\$5,500,000	2.91%
Commercial Parking Tax	\$4,210,000	2.23%
Revenue From Other Agencies	\$3,777,865	2.00%
Fines & Forfeitures	\$873,500	0.46%
Other Revenues	\$294,305	0.16%

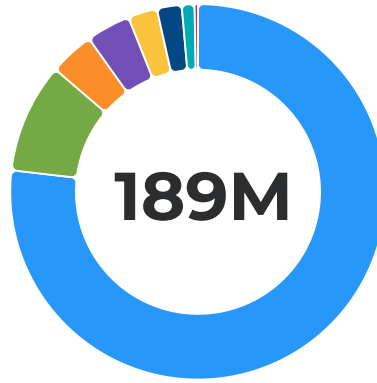
### Revenues by Source

Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
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	\$ 3,777,865	28.07%
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	\$ 8,410,000	61.05%
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	\$ 19,439,712	29.52%
<b>Total Revenues</b>	<b>\$ 211,140,212</b>	<b>\$ 171,331,223</b>	<b>\$ 289,843,927</b>	<b>\$ 189,001,151</b>	<b>10.31%</b>

### Revenues by Department



### FY27 Revenues by Department



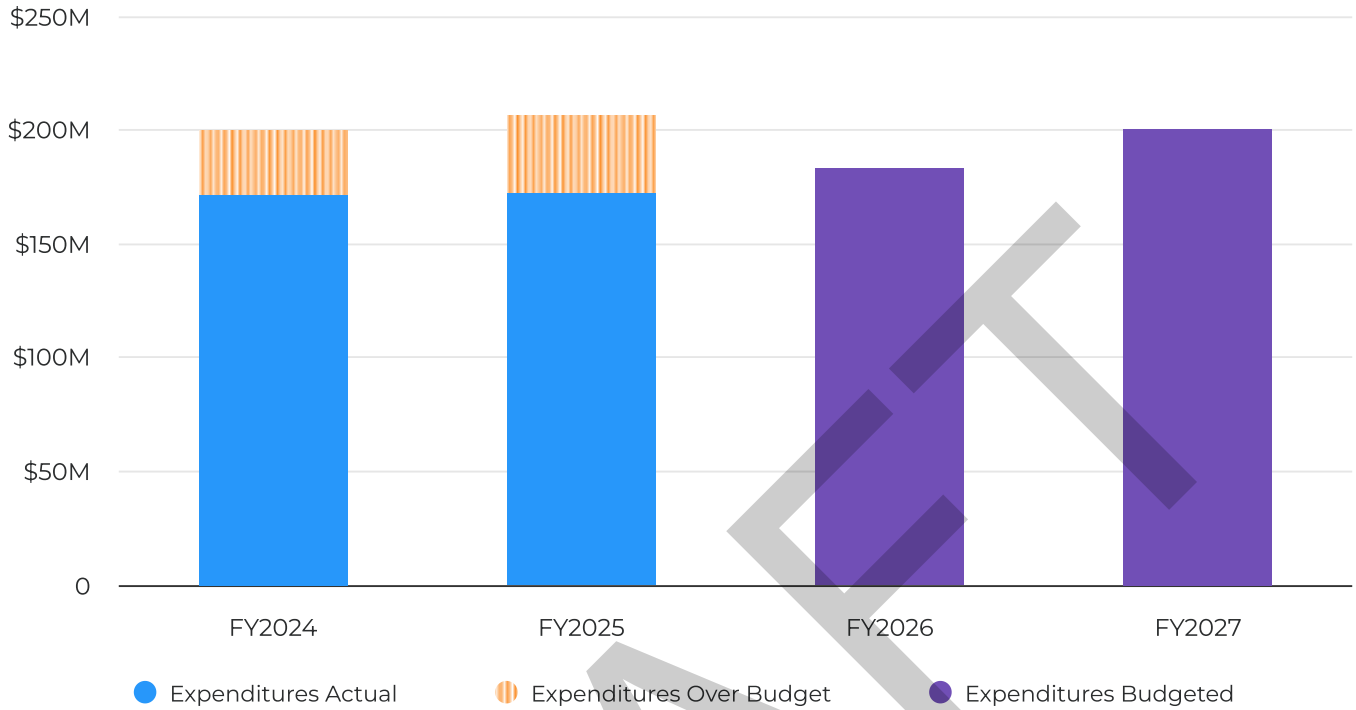
● Non Expense	<b>\$145,213,519</b>	76.83%
● Capital Improvement Plan	<b>\$17,875,000</b>	9.46%
● Fire	<b>\$7,302,500</b>	3.86%
● Economic & Community Development	<b>\$7,191,442</b>	3.80%
● Parks & Recreation	<b>\$4,760,857</b>	2.52%
● Public Works	<b>\$4,028,984</b>	2.13%
● Police	<b>\$2,082,474</b>	1.10%
● Library	<b>\$546,375</b>	0.29%

### 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	\$ 7,191,442	3.21%
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	\$ 4,760,857	27.94%
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>\$ 189,001,151</b>	<b>10.31%</b>

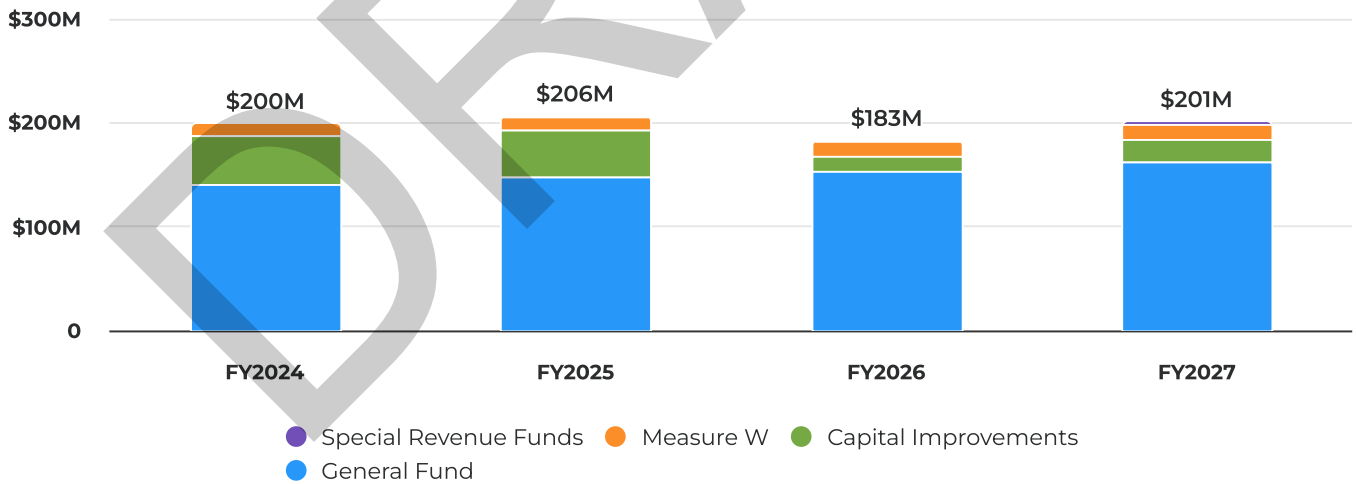
# Expenditure Summary

## Expenditures Across Fund Group

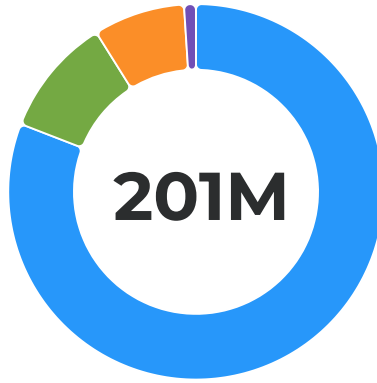


# Expenditures by Fund

## Expenditures by Fund



### FY27 Expenditures by Fund



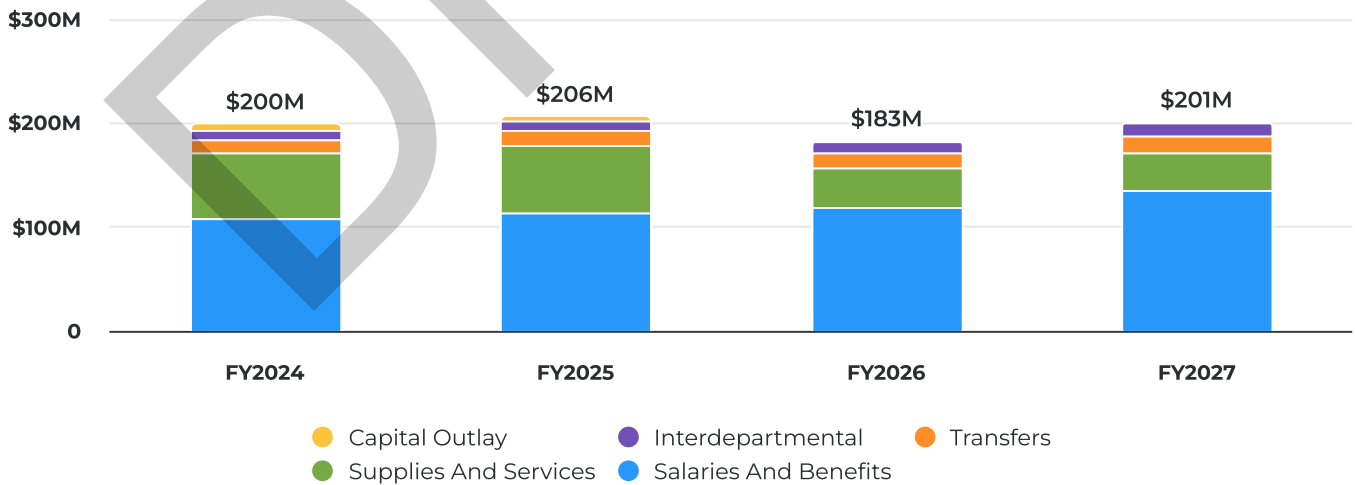
General Fund	<b>\$162,288,164</b>	80.87%
Capital Improvements	<b>\$20,529,073</b>	10.23%
Measure W	<b>\$15,783,772</b>	7.87%
Special Revenue Funds	<b>\$2,065,843</b>	1.03%

### Expenditures by Fund

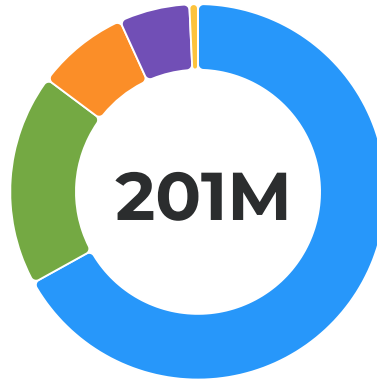
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Capital Improvements	\$ 44,547,420	\$ 15,416,279	\$ 191,504,301	\$ 20,529,073	33.16%
Special Revenue Funds	\$ 1,405,358	\$ 1,606,255	\$ 2,971,720	\$ 2,065,843	28.61%
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%
<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

Expenditures by Category



### FY27 Expenditures by Category

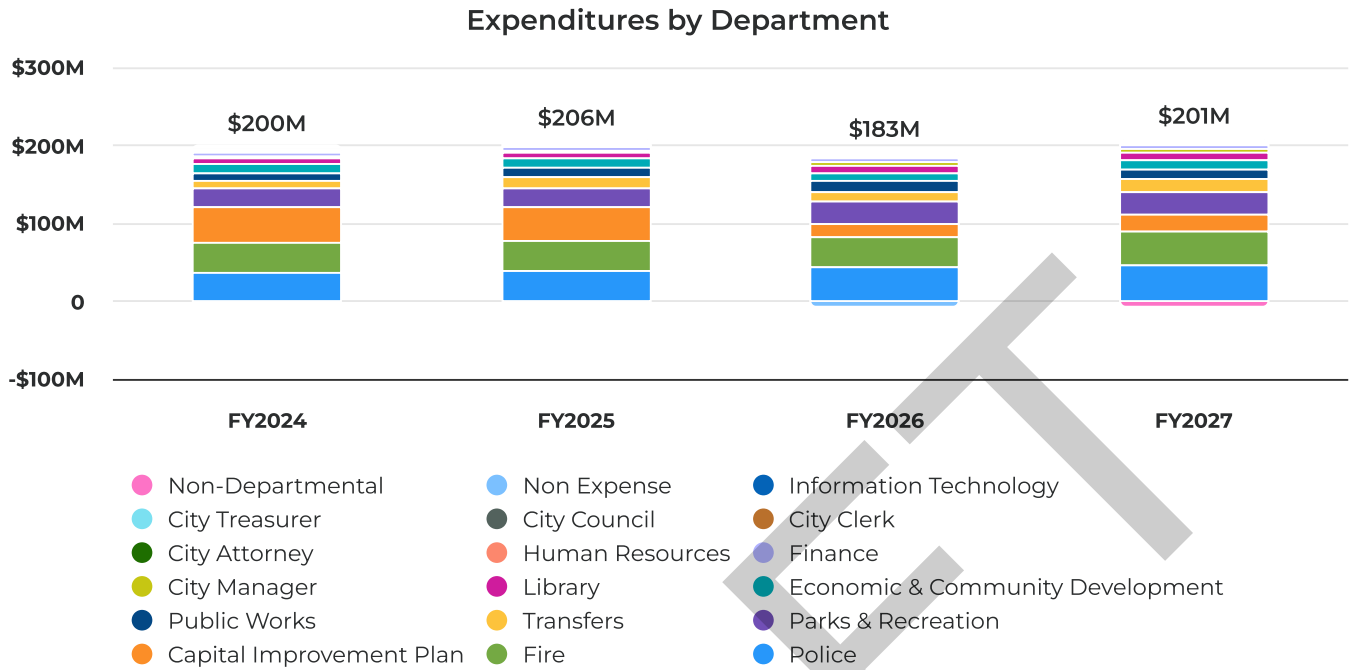


● Salaries And Benefits	<b>\$134,355,632</b>	66.95%
● Supplies And Services	<b>\$36,641,962</b>	18.26%
● Transfers	<b>\$15,998,288</b>	7.97%
● Interdepartmental	<b>\$12,195,971</b>	6.08%
● Capital Outlay	<b>\$1,475,000</b>	0.74%

### Expenditures by Category

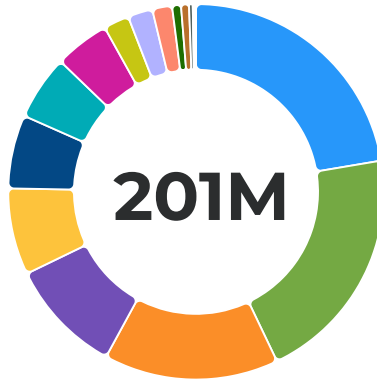
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Salaries And Benefits	\$ 112,076,424	\$ 117,944,919	\$ 126,155,689	\$ 134,355,632	13.91%
Supplies And Services	\$ 66,733,807	\$ 39,210,802	\$ 205,393,770	\$ 36,641,962	-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



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### 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%



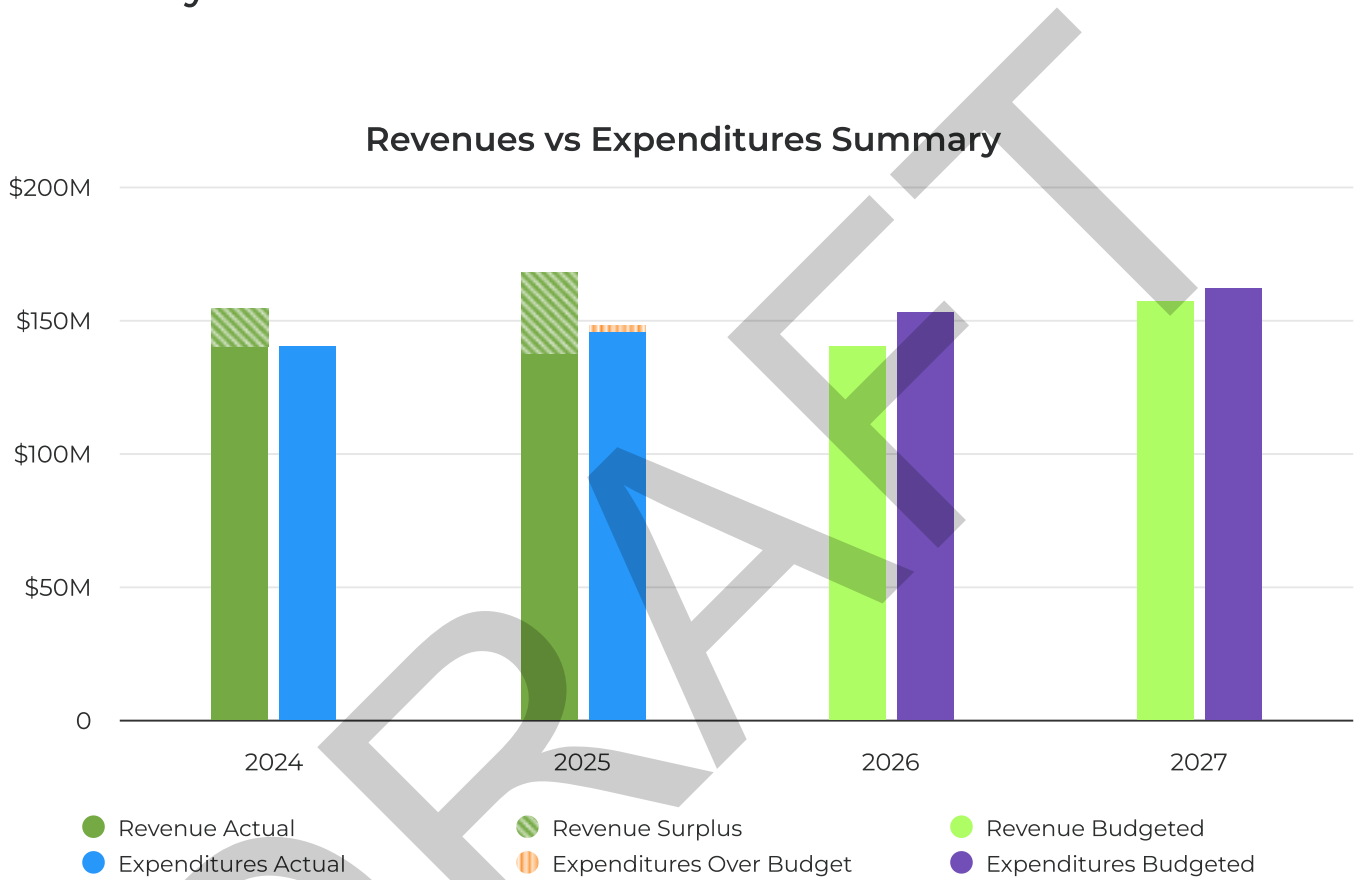
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
City Treasurer	\$ 201,132	\$ 220,835	\$ 220,835	\$ 205,073	-7.14%
City Attorney	\$ 2,106,596	\$ 1,517,711	\$ 1,517,711	\$ 1,426,741	-5.99%
City Manager	\$ 3,778,155	\$ 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>

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# 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.

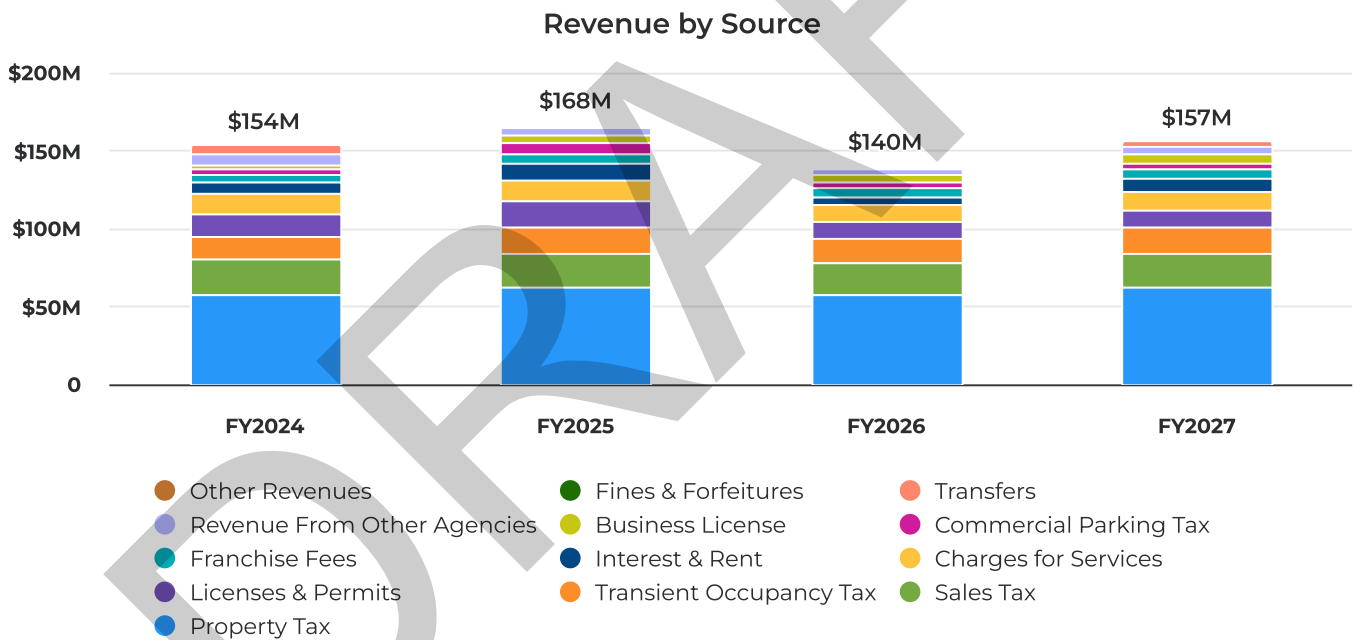
Comparing the budgeted figures for 2027, revenues are still below expenditures by \$5.5 million, but the gap has narrowed compared to 2026, when expenditures exceeded revenues by \$12 million. This reflects a trend toward improved revenue generation relative to expenditures in the General Fund.

# Comprehensive Fund Summary

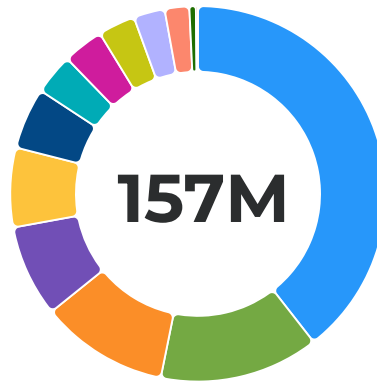
## Comprehensive Fund Summary

Category	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
<b>Beginning Fund Balance</b>	\$103,398,716.00	\$103,398,716.00	\$102,898,000.00	-0.48%
<b>Revenues</b>				
<b>Total Revenues</b>	\$140,487,744.10	\$153,411,720.11	\$156,834,721.78	11.64%
<b>Expenditures</b>				
<b>Total Expenditures</b>	\$152,532,412.73	\$162,110,830.86	\$162,288,164.43	6.40%
<b>Total Revenues Less Expenditures</b>	-\$12,044,668.63	-\$8,699,110.75	-\$5,453,442.65	-54.72%
<b>Ending Fund Balance</b>	\$91,354,047.37	\$94,699,605.25	\$97,444,557.35	6.67%

## Revenues by Revenue Source



### FY27 Revenues by Source

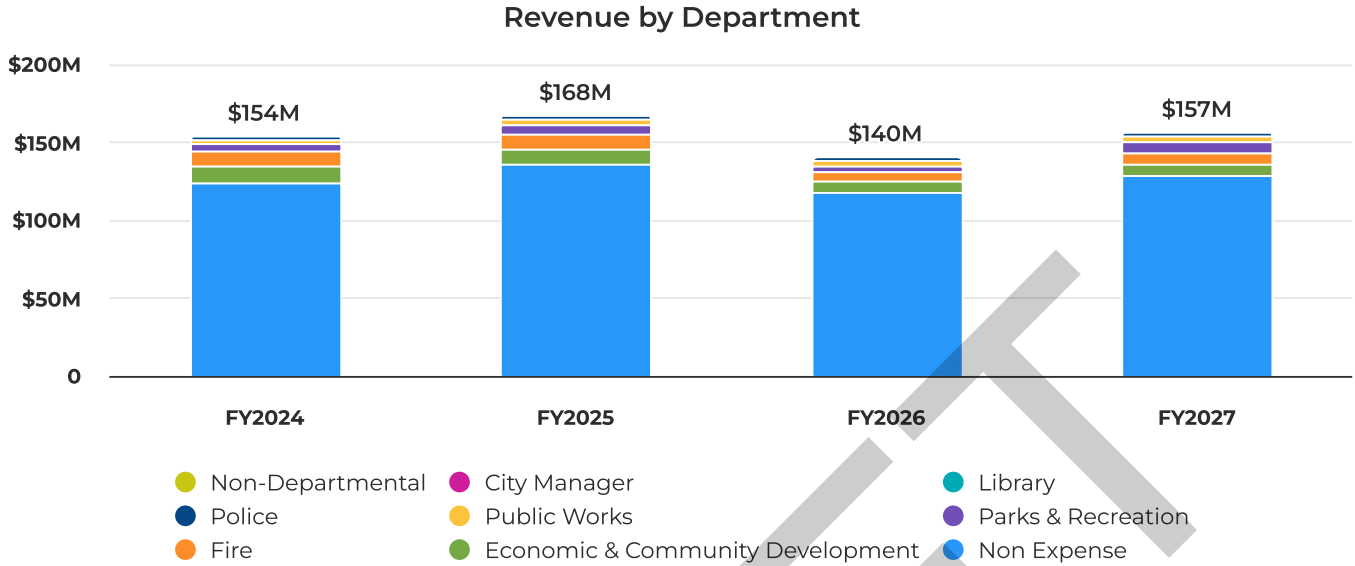


Property Tax	<b>\$61,866,603</b>	39.45%
Sales Tax	<b>\$21,554,000</b>	13.74%
Transient Occupancy Tax	<b>\$17,300,000</b>	11.03%
Charges for Services	<b>\$12,386,966</b>	7.90%
Licenses & Permits	<b>\$10,743,000</b>	6.85%
Interest & Rent	<b>\$8,273,291</b>	5.28%
Franchise Fees	<b>\$5,500,000</b>	3.51%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

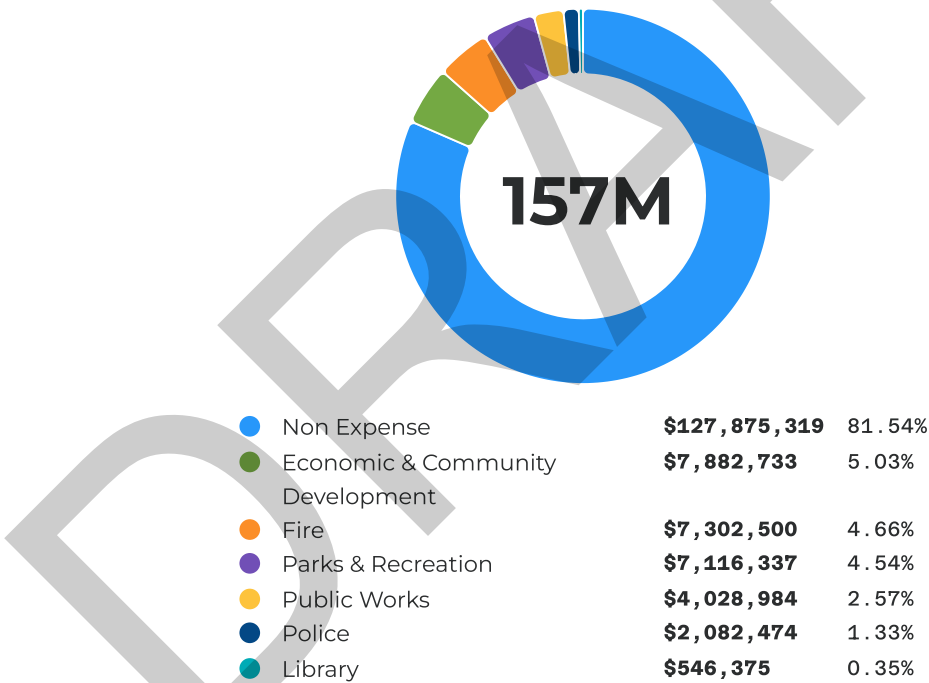
### Revenues by Source

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



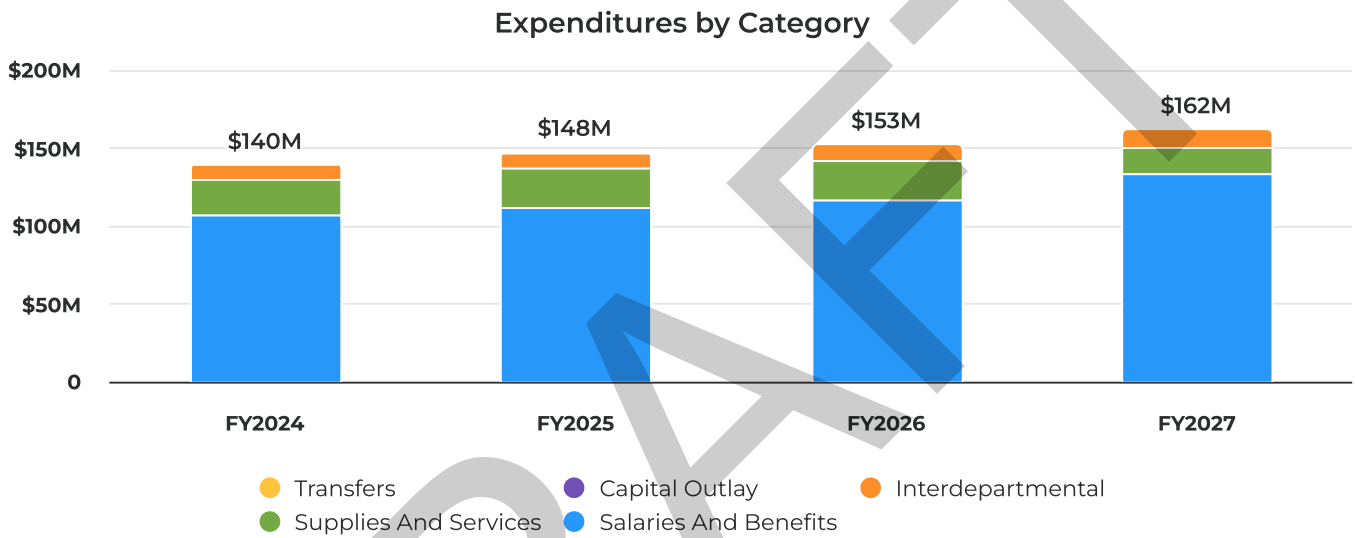
## Revenues by Department

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%

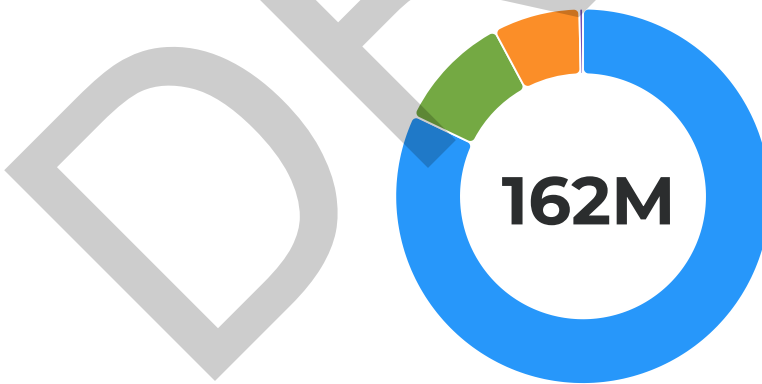


Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Library	\$ 446,065	\$ 348,375	\$ 616,949	\$ 546,375	56.84%
Parks & Recreation	\$ 5,500,379	\$ 3,721,222	\$ 3,594,184	\$ 7,116,337	91.24%
Non-Departmental	\$ 35,125	-	-	-	-
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

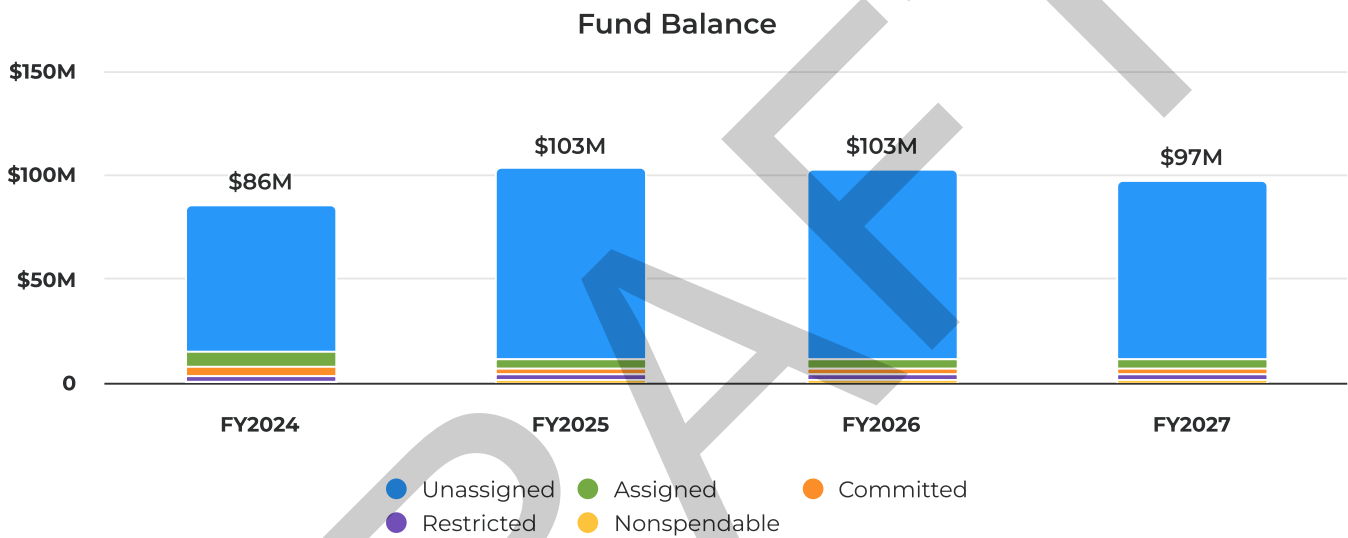


Salaries And Benefits	\$133,208,426	82.08%
Supplies And Services	\$16,391,222	10.10%
Interdepartmental	\$12,188,516	7.51%
Transfers	\$500,000	0.31%

### 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	-	-

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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>

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# General Fund 10-Year Long-Range Forecast

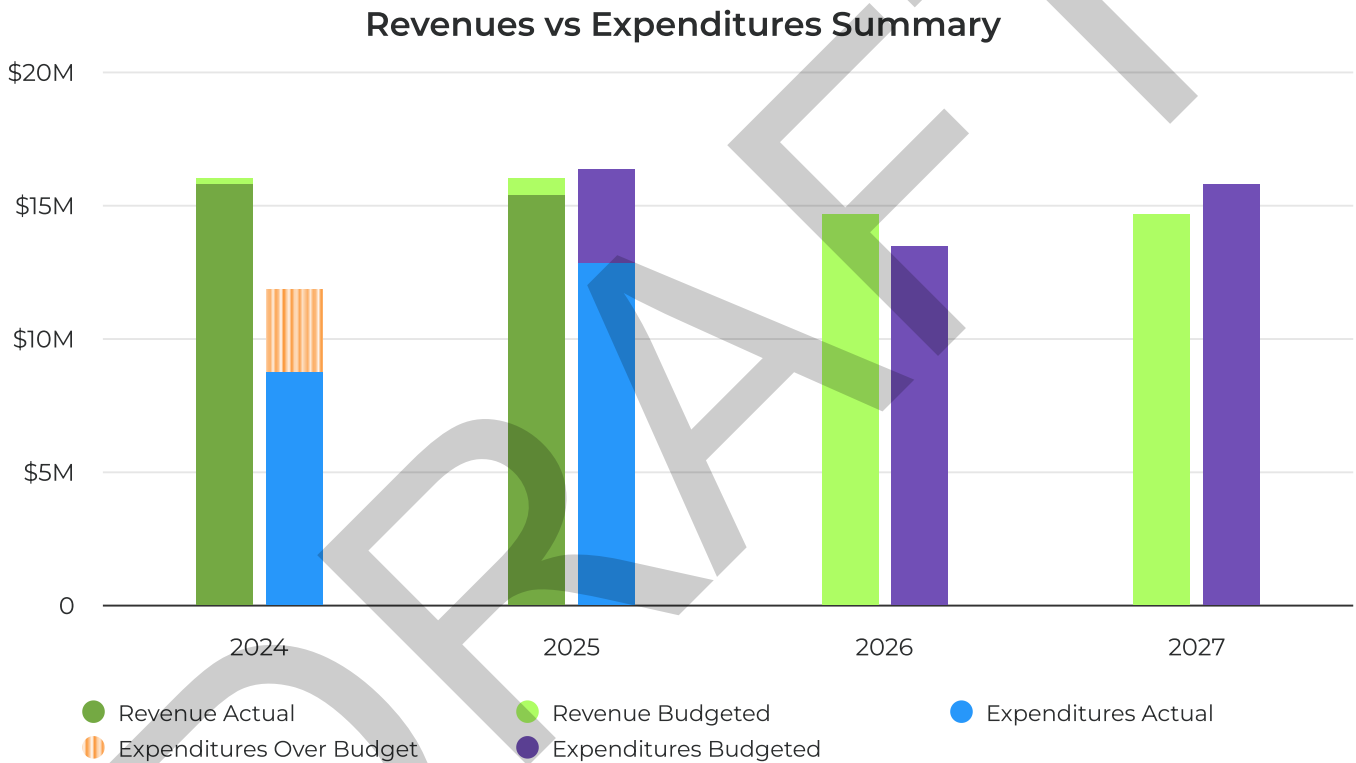
The City budgets annually for the upcoming year; however, a longer-range 10-year forecast is used to monitor the long-term financial health of the General Fund. This 10-year forecast was originally completed for FY 2023-24. By tracking and trending current and anticipated revenues and expenditures, the forecast provides a tool for City management and policymakers to understand the impact of decisions to the City's fiscal health. The 10-year long-range forecast is scheduled to be updated with up-to-date actual data during the coming fiscal year.

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# 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



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.

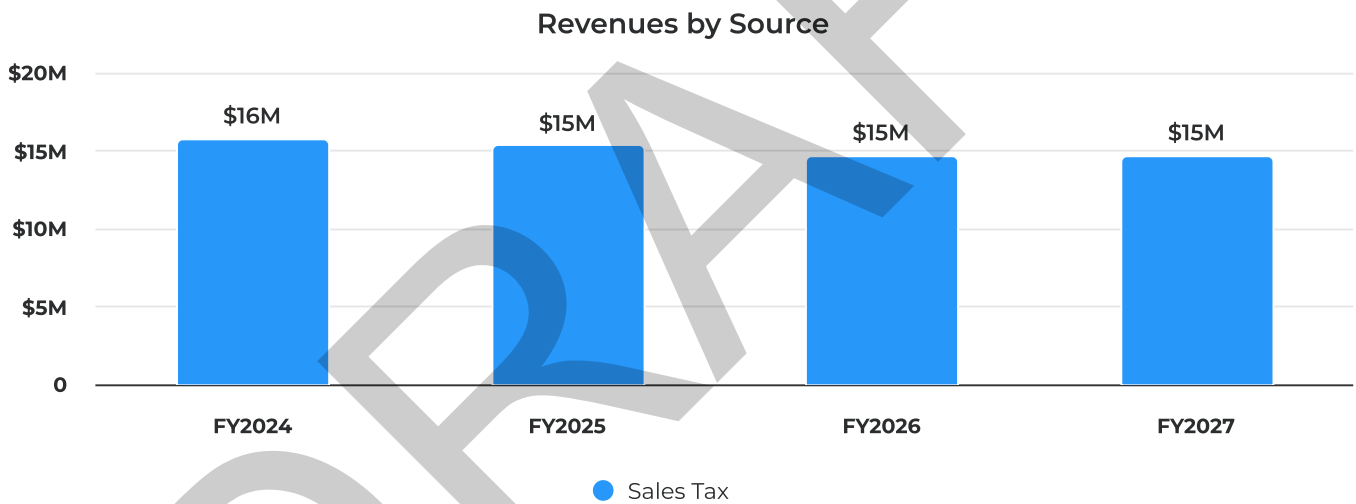
Measure W funds are unrestricted and may be used for a wide range of municipal needs. Since the measure's passage, these funds have directly supported major capital improvement projects, including the completed Council Chamber, Library, and Police Station at the Library | Parks and Recreation Center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



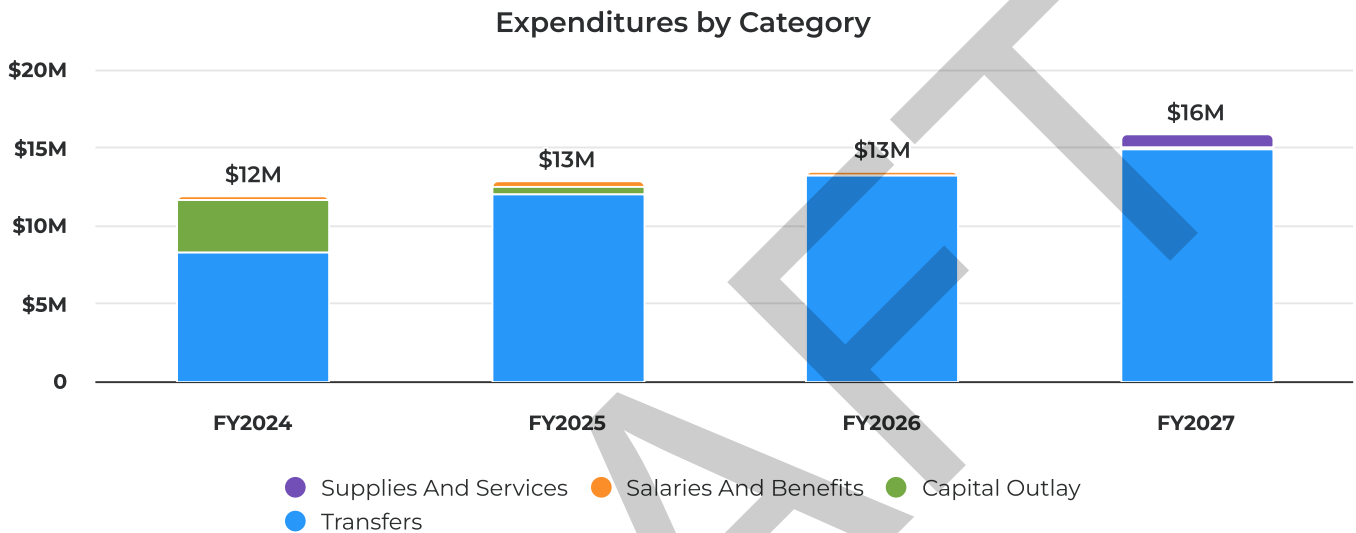
● Sales Tax      \$14,645,200    100.00%



### 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	\$ 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



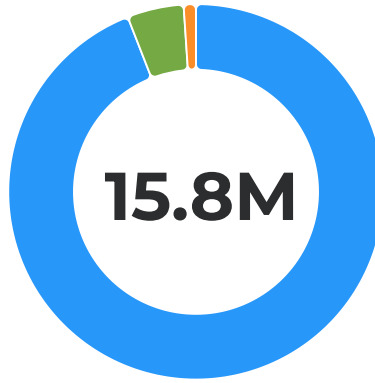
In FY2027, the total expenditures for Measure W (101) increased to \$15.8 million, representing a 17.65% rise from the previous year's \$13.4 million. The largest expenditure category remained Transfers, which grew by \$1.6 million or 12.18%, reaching \$14.8 million and accounting for 94.07% of the total 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



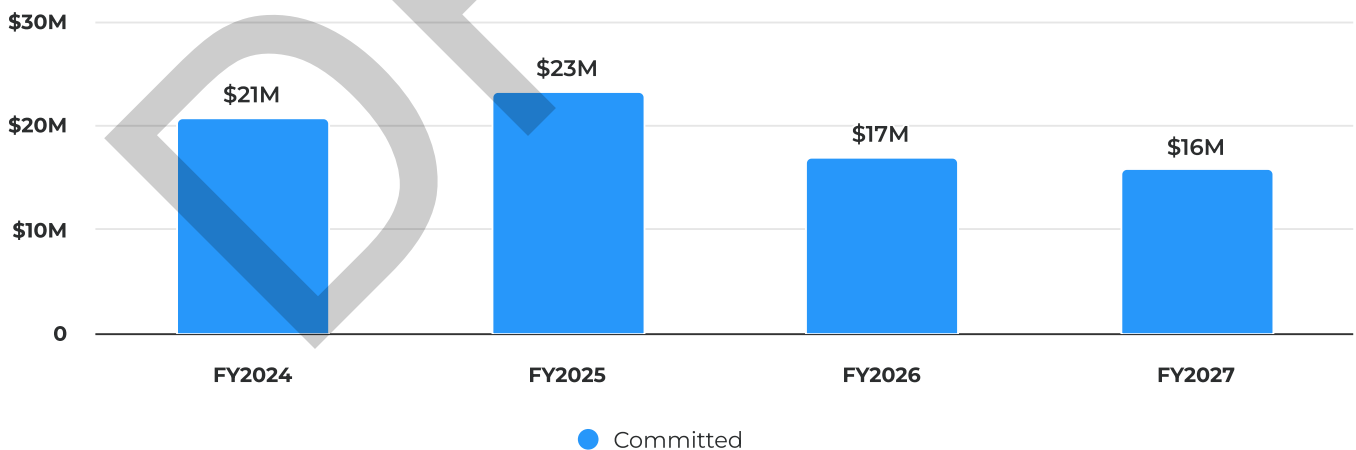
● Transfers	<b>\$14,848,288</b>	94.07%
● Supplies And Services	<b>\$768,741</b>	4.87%
● Salaries And Benefits	<b>\$166,743</b>	1.06%

### 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

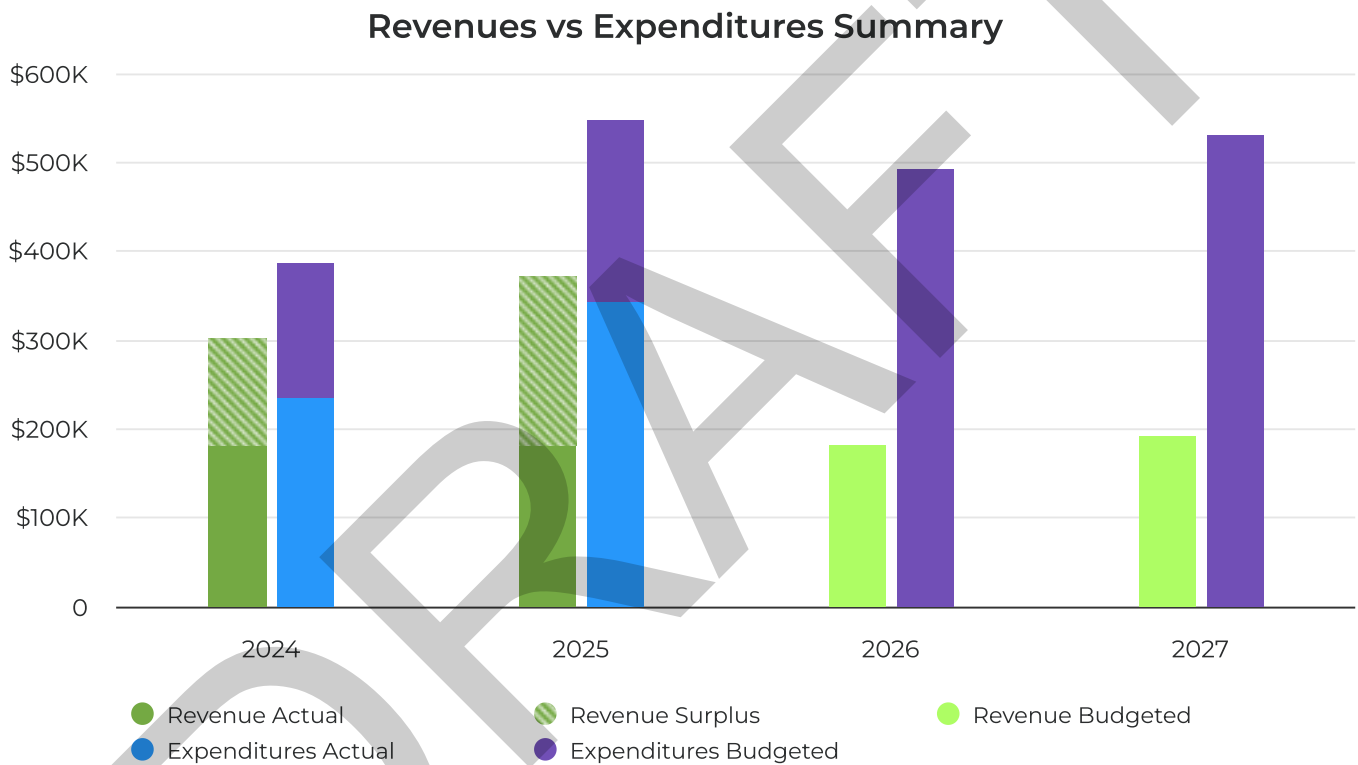
Fund Balance	FY 2025	FY 2026	FY 2027	FY 2026 vs. FY 2027 (% Change)	FY 2026 vs. FY 2027 (\$ Change)
Committed	\$ 23,239,119	\$ 16,907,000	\$ 15,768,800	-7%	\$ -1,138,200
<b>Total Fund Balance</b>	<b>\$ 23,239,119</b>	<b>\$ 16,907,000</b>	<b>\$ 15,768,800</b>	<b>-7%</b>	<b>\$ -1,138,200</b>

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# City Housing Fund (241)

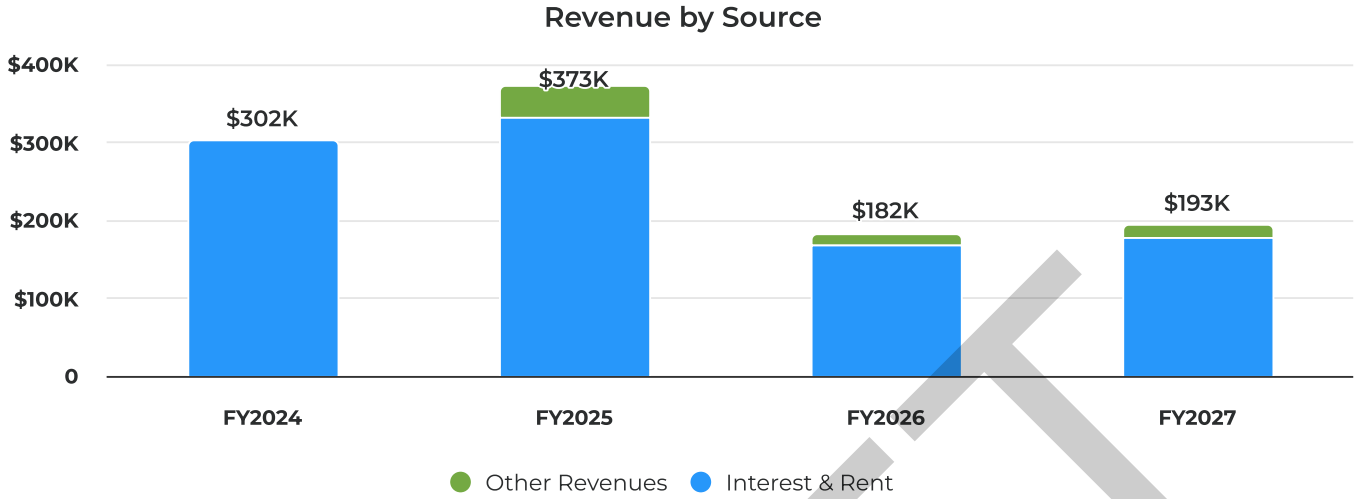
Up until Redevelopment Agencies were abolished in FY 2011-12 by the State of California under ABx1 26, the City set aside 20% of Redevelopment property taxes to fund the provision of new affordable housing units, as well as the operation and maintenance of housing stock that the Redevelopment Agency 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

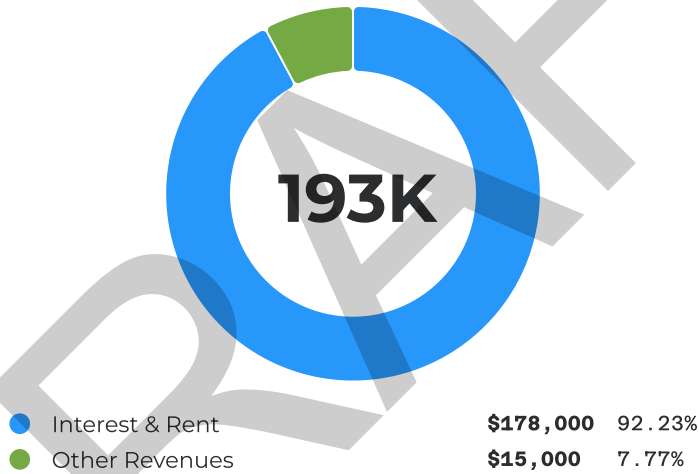


In the City Housing Fund (241) for the 2027 budget year, total expenditures are budgeted at \$529,585, reflecting a 7.36% increase from the previous year's budget of \$493,261. This marks a reversal from the prior year's 9.68% decrease in expenditures. On the revenue side, the 2027 budget anticipates \$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



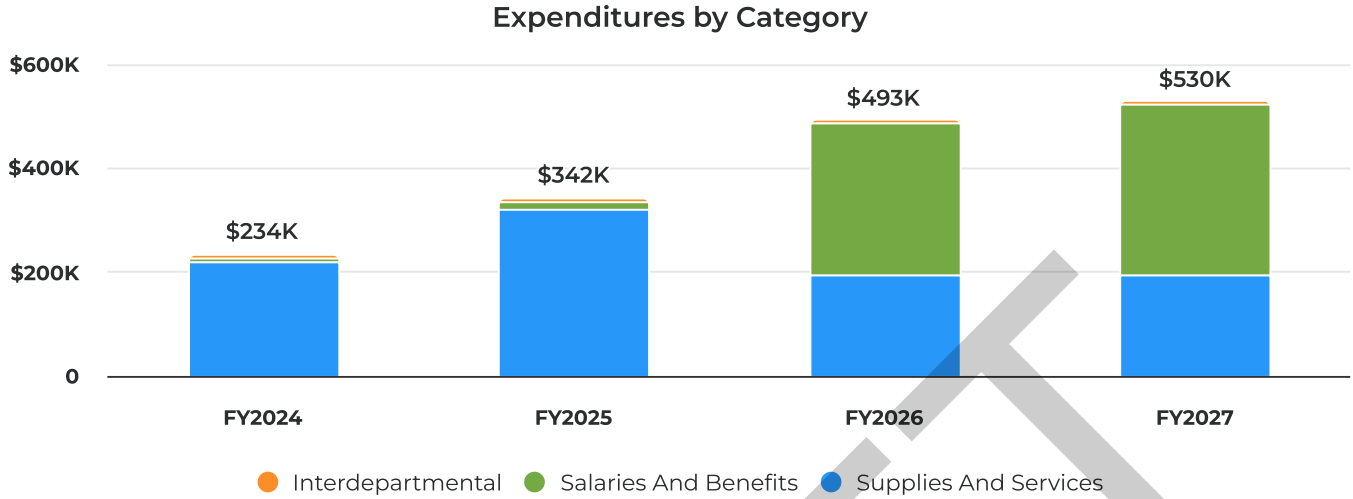
## FY27 Revenues by Revenue Source Level 2



## 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

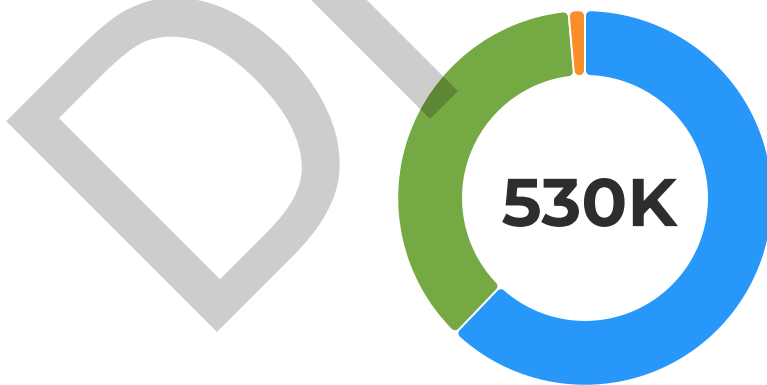


The City Housing Fund (241) total expenditures for FY2027 are budgeted at \$529,585, reflecting a 7.36% increase from the FY2026 total of \$493,261. The largest expenditure category remains Salaries and Benefits, which increased by \$36,323 or 12.4%, rising to \$329,205 and representing 62.16% of the 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

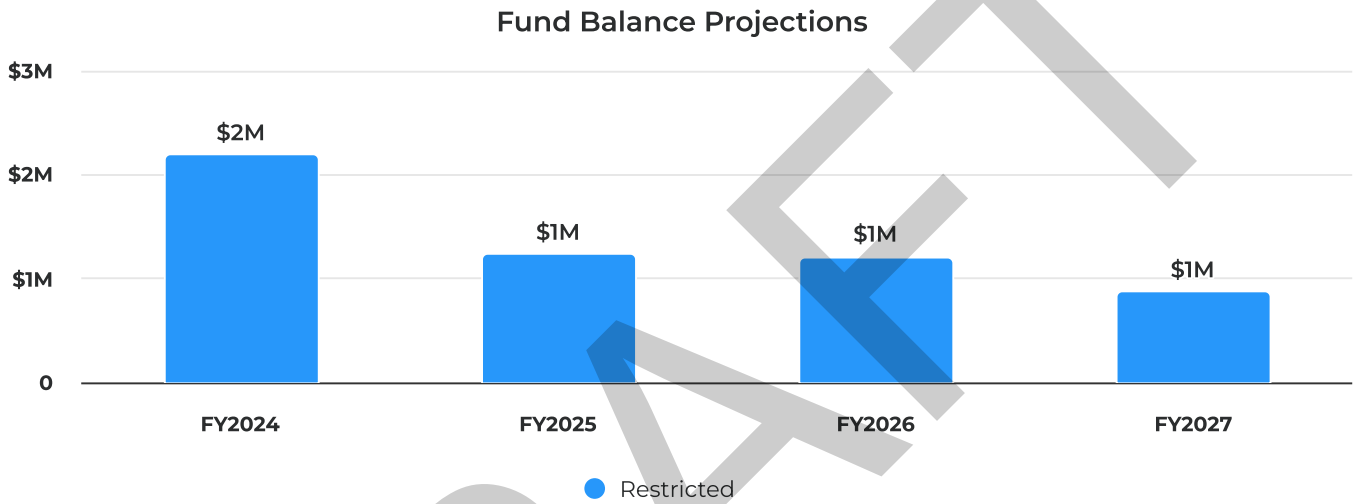


● Salaries And Benefits	<b>\$329,205</b>	<b>62.16%</b>
● Supplies And Services	<b>\$192,925</b>	<b>36.43%</b>
● Interdepartmental	<b>\$7,455</b>	<b>1.41%</b>

### 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



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 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.

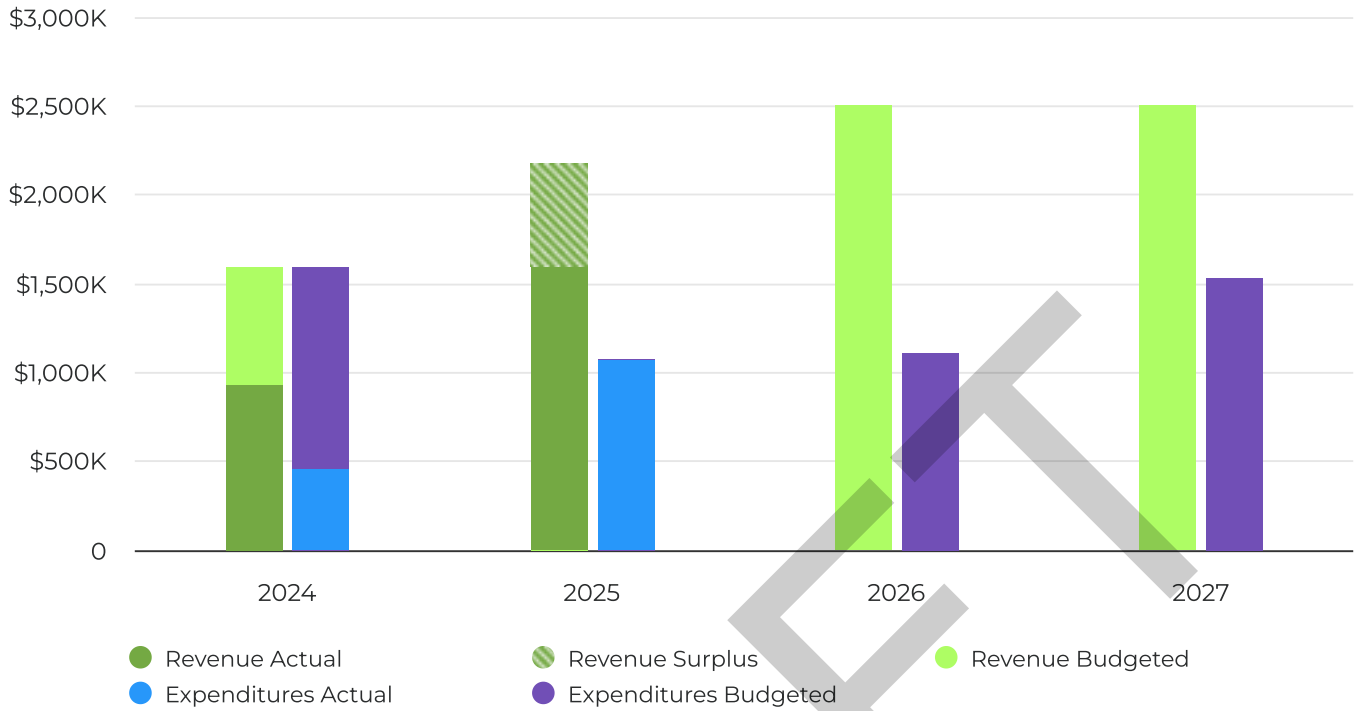
### **Permit Program Maintenance Fee (Fund 271)**

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.

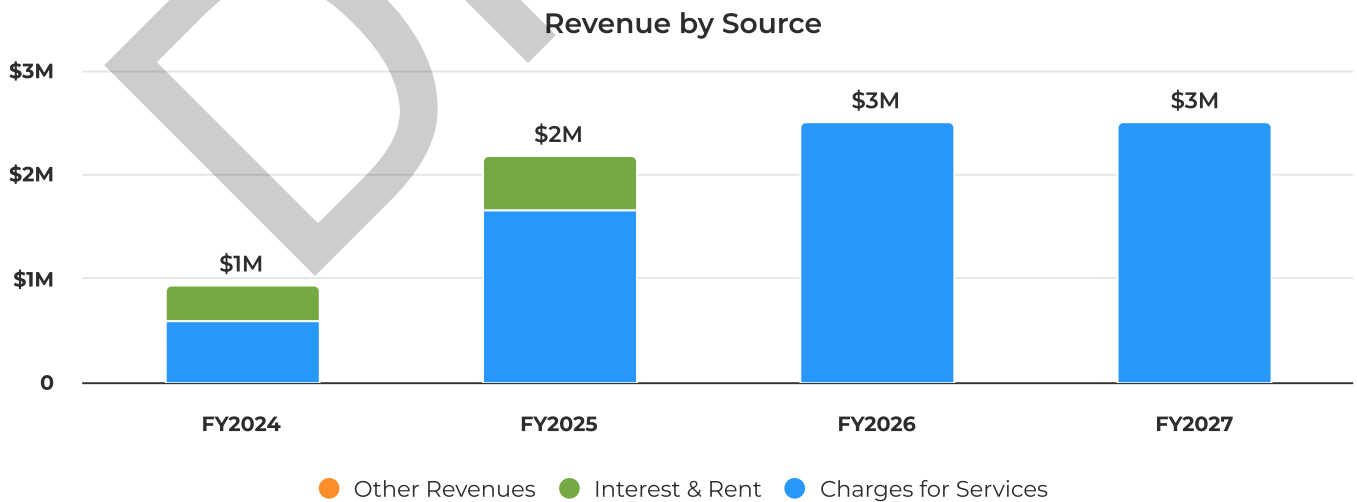
### Revenues vs Expenditures Summary



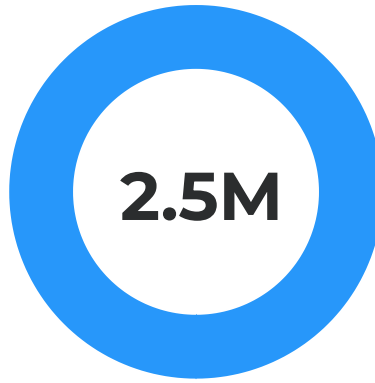
In 2027, the budgeted expenditures for Developer Deposits / Contributions, Permit Program Maint Fee, General Plan Maint Fee (270/271/272) are \$1.5 million, representing a 38.03% increase from the 2026 budgeted expenditures of \$1.1 million. This marks a significant rise compared to the previous year's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

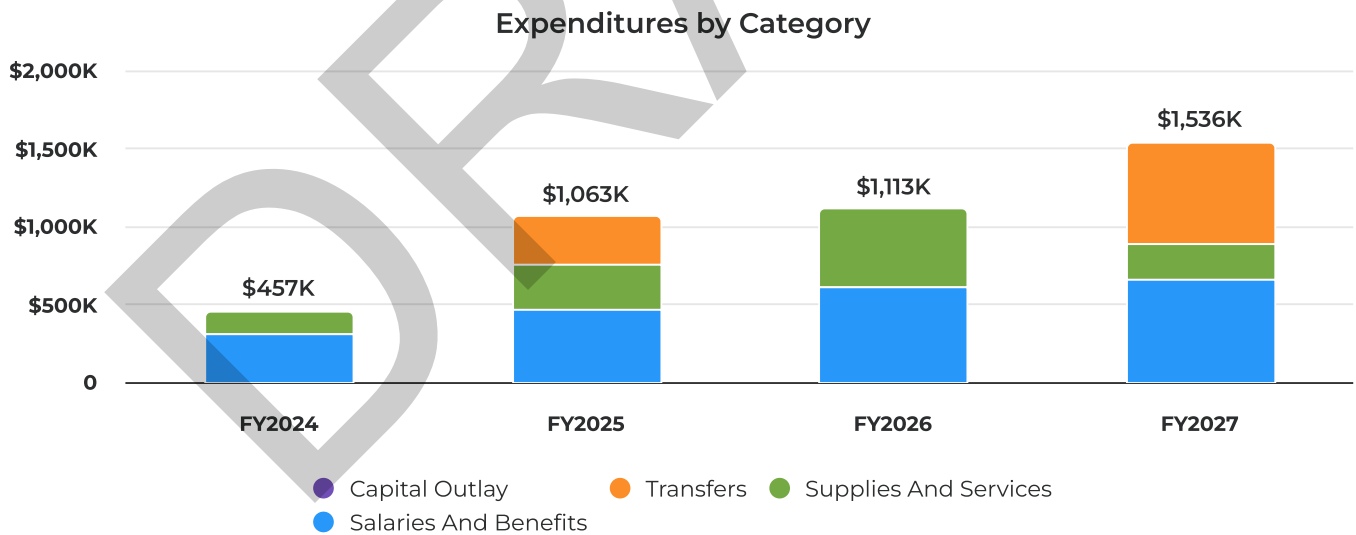


● Charges for Services **\$2,500,000** 100.00%

### 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



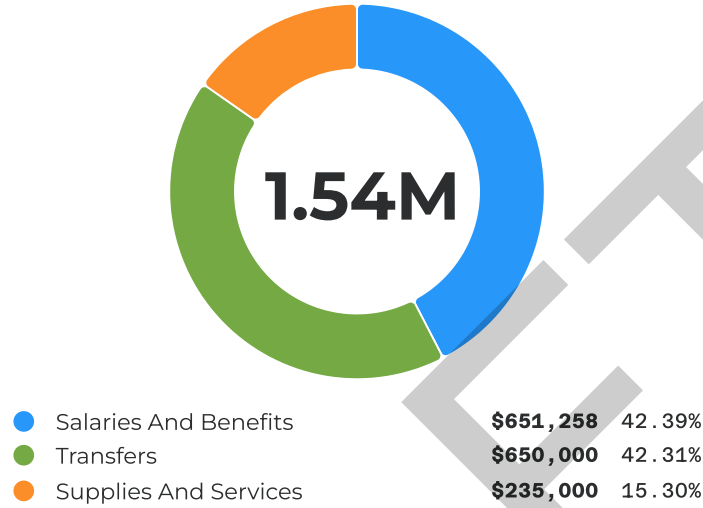
In FY2027, total expenditures for Developer Deposits / Contributions, Permit Program Maint Fee, General Plan Maint Fee increased by 38.03% to \$1.5 million compared to FY2026's \$1.1 million. The largest expenditure category shifted from Salaries and Benefits to a near equal split between Salaries and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

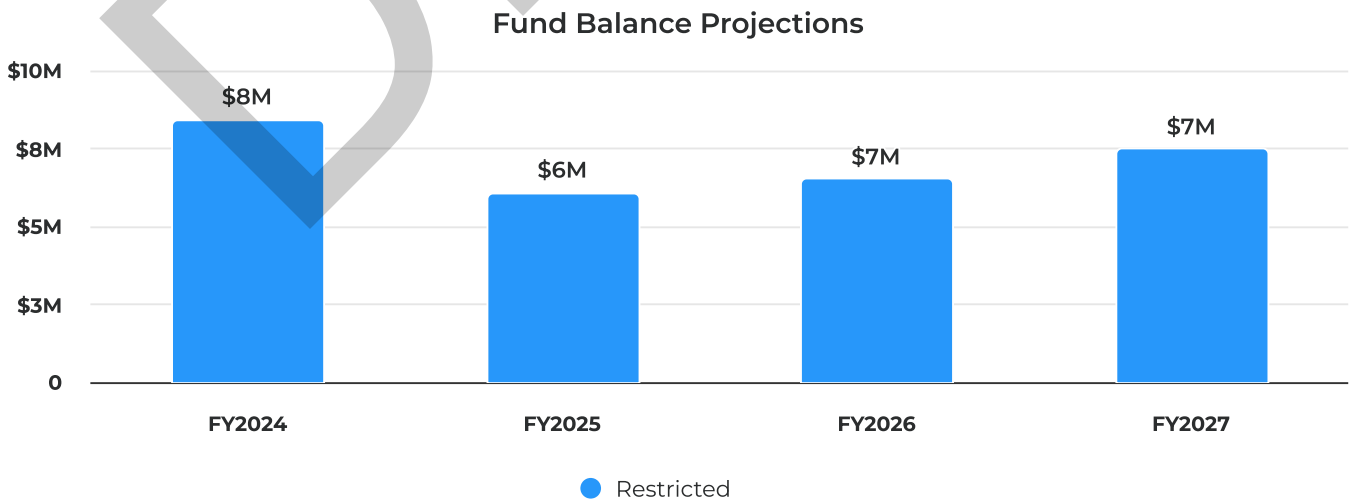
### FY27 Expenditures by Category



### 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



### 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>

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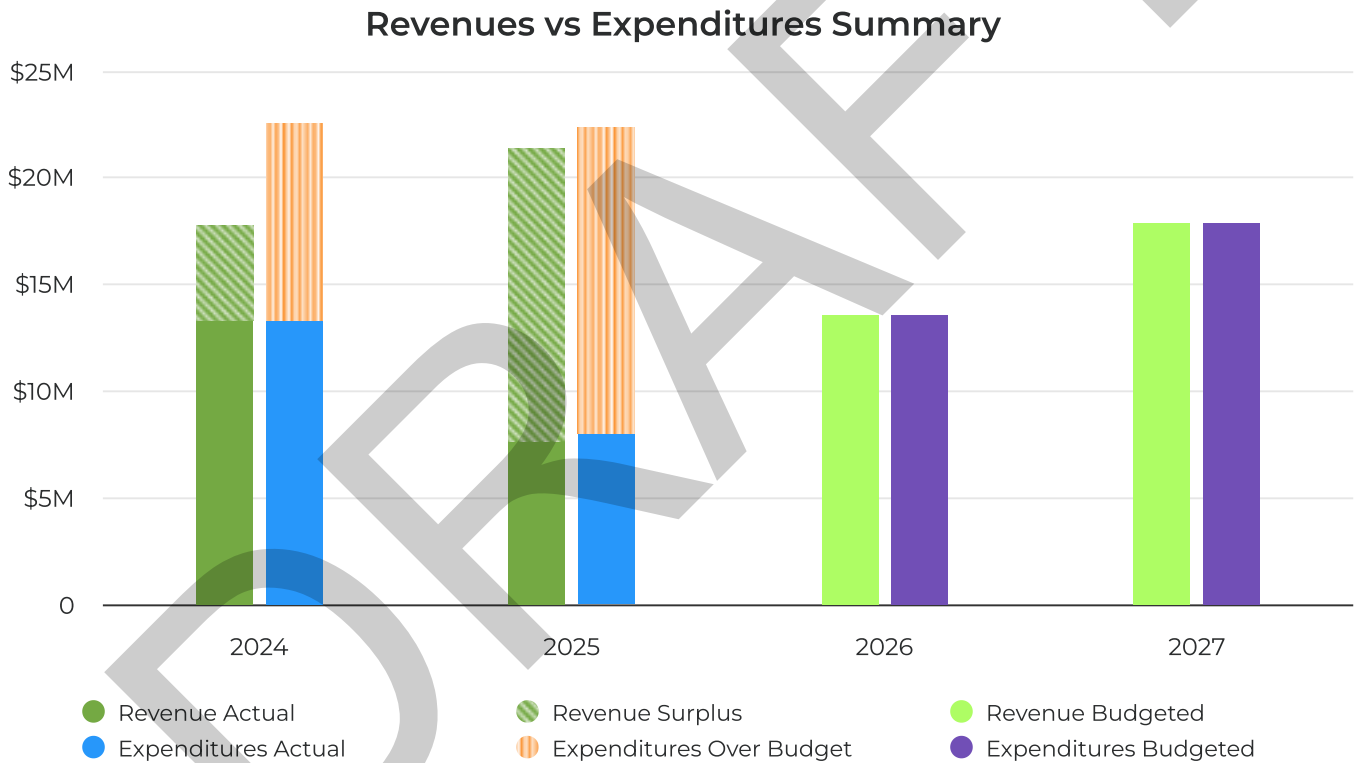
# Capital Improvements (510)

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.

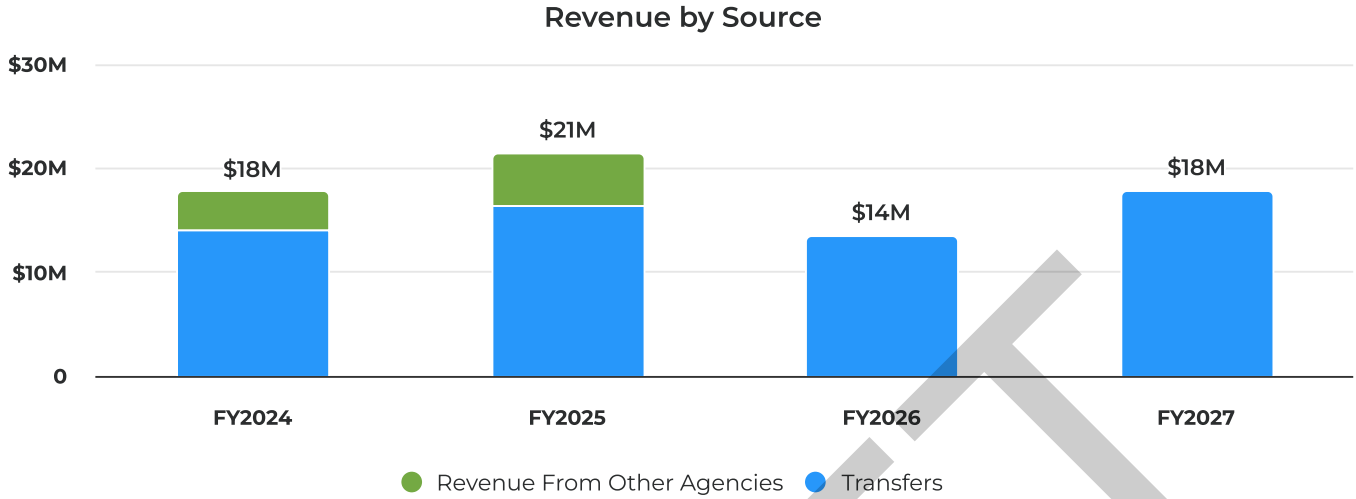
Expenditures in this fund are offset by either transfers from other funds or external funding sources (frequently grants). There should be no budgeted fund balance at year end.

## Summary

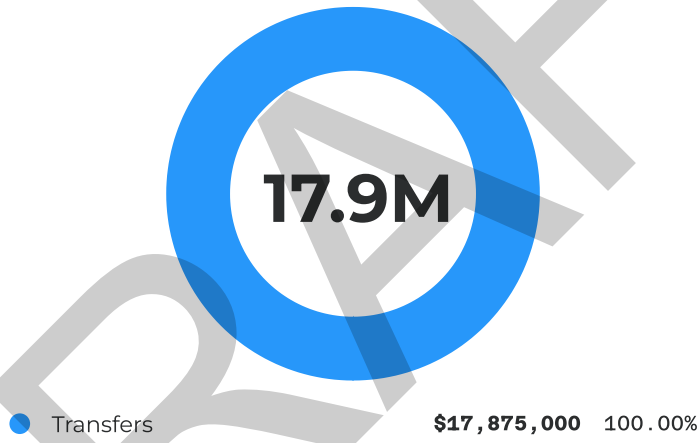


In the 2027 budget for Capital Improvements (510), both expenditures and revenues are budgeted at \$17.9 million, reflecting a 32.25% increase from the 2026 budgeted amounts of \$13.5 million for each category. This continues the upward trend from the previous period, where expenditures and revenues 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



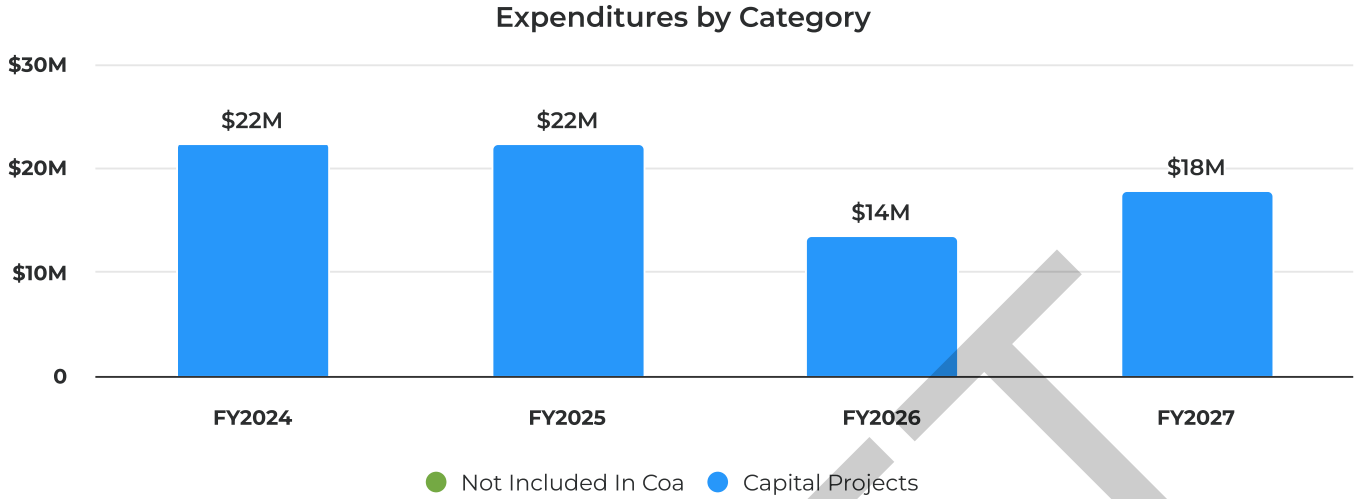
## FY27 Revenues by Source



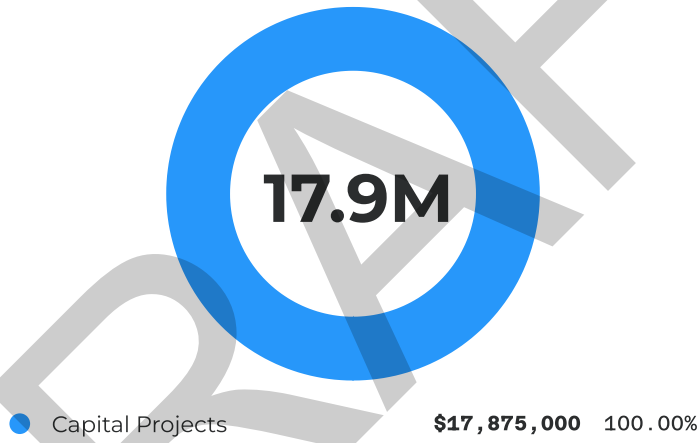
## Revenues by Source

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



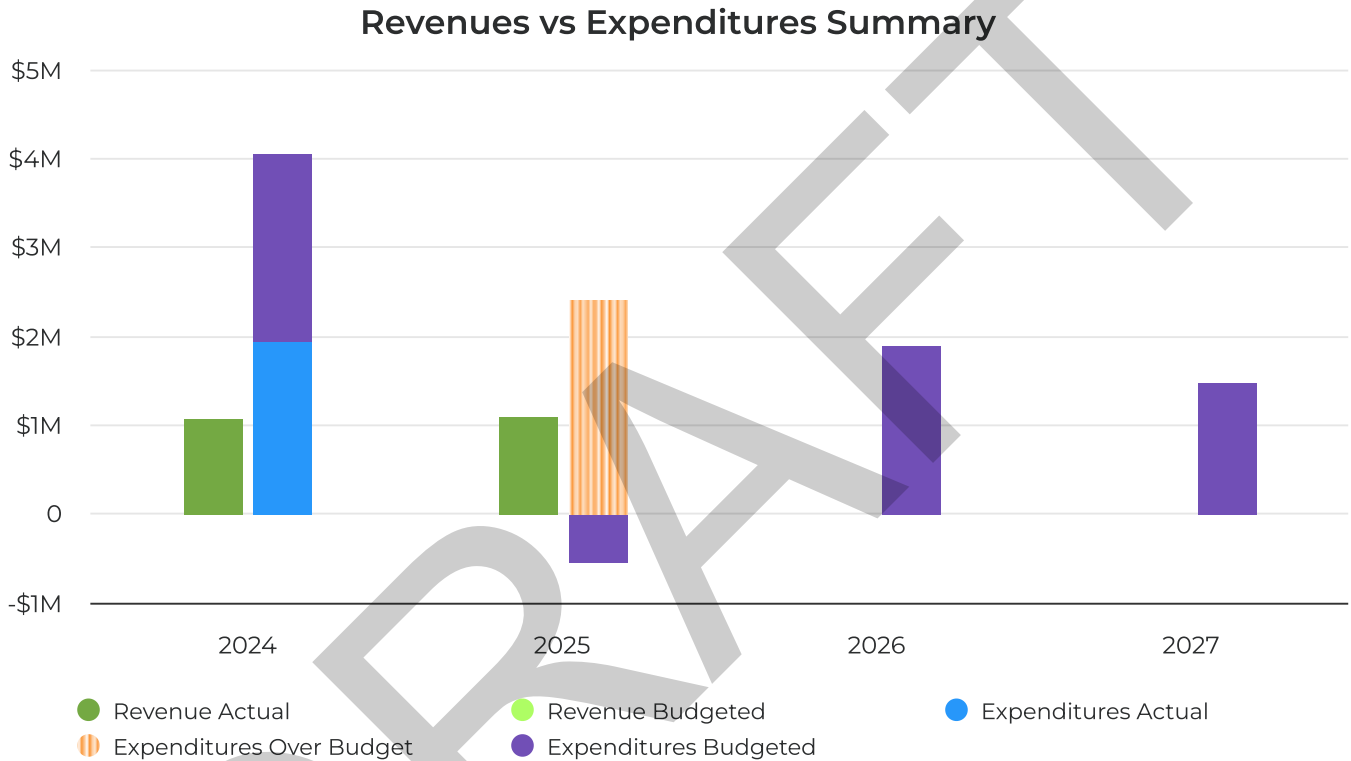
### Expenditures by Program

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>

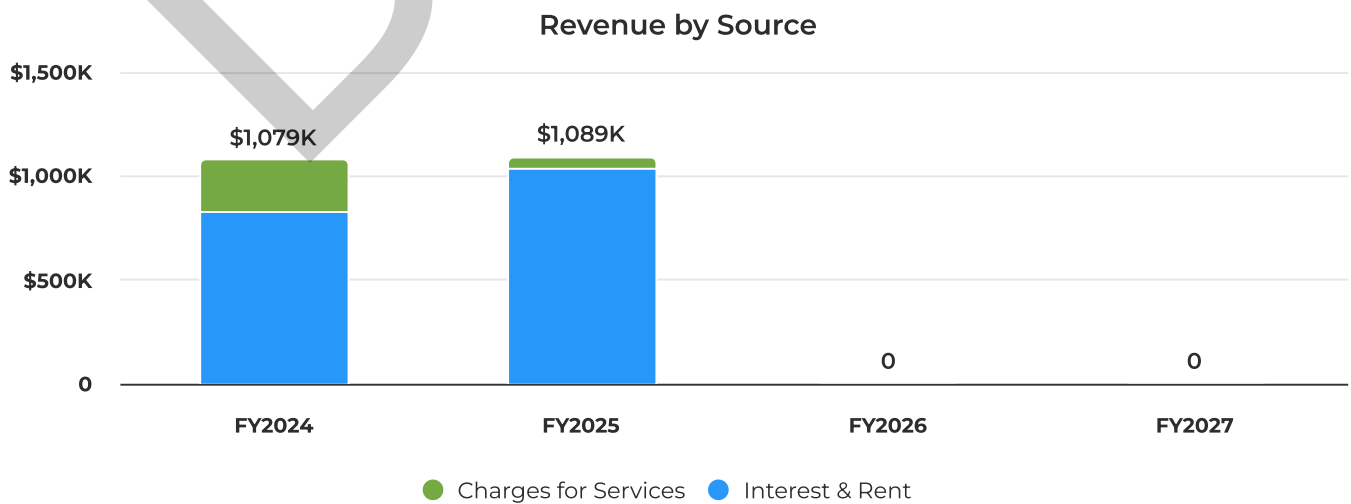
# Capital Infrastructure Reserve Fund (513)

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



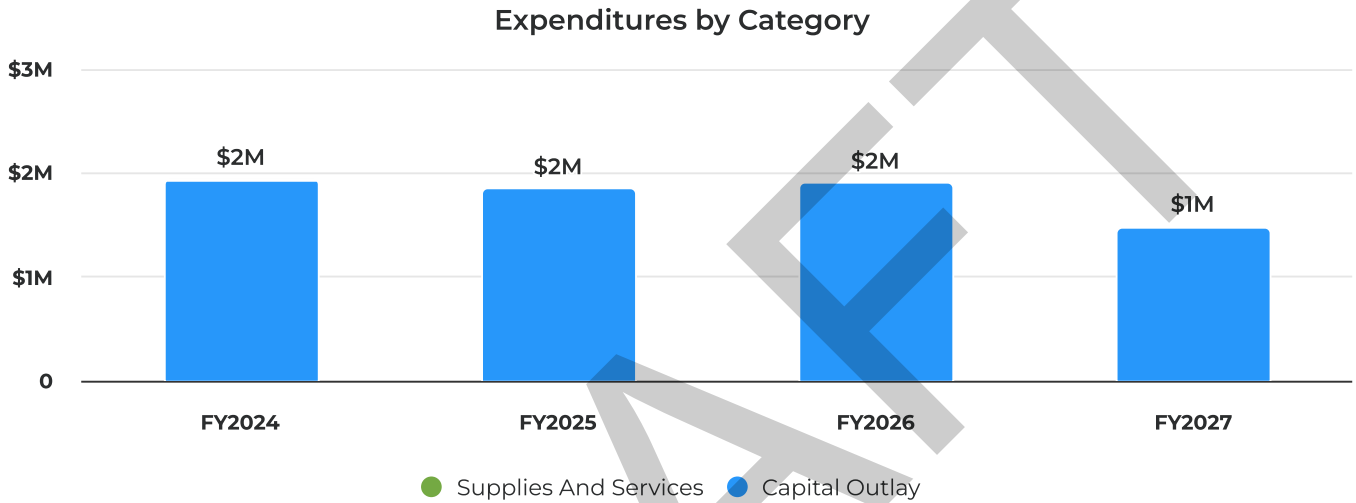
## Revenues by Source



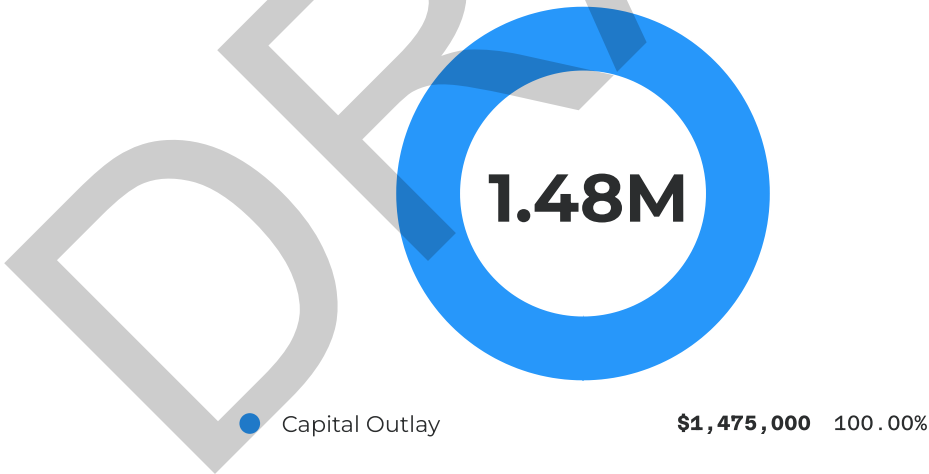
Revenues by Source

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>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Expenditures by Category



FY27 Expenditures by Category

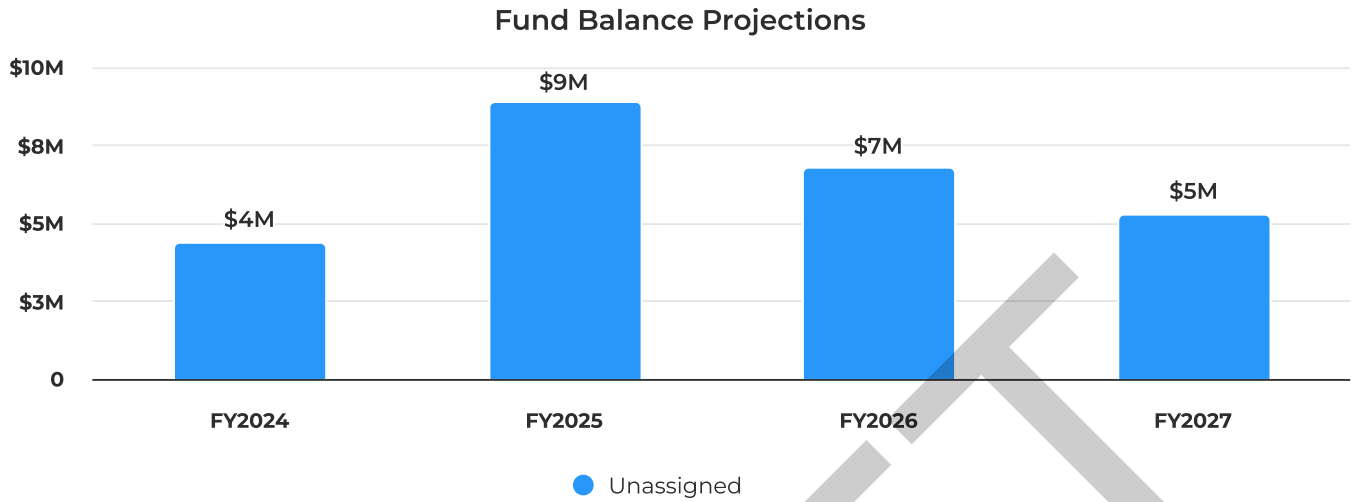


Expenditures by Category

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	-	-	\$ 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



### 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>

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## 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>	

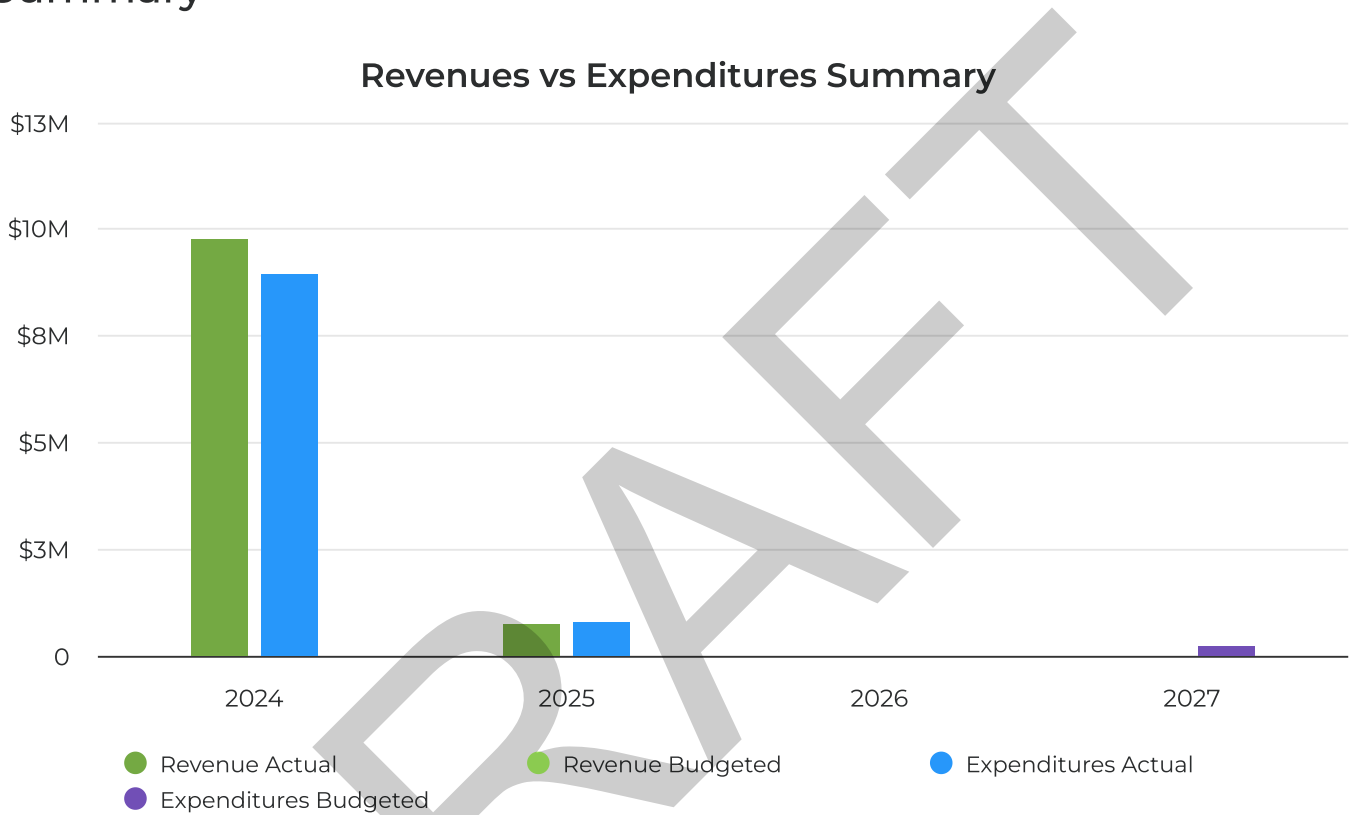
### **FY 2025-26 Capital Projects**

<b>Amount</b>	<b>Project Name</b>	<b>Project#</b>
<b>\$ 180,000</b>	Playground Surfacing: City Hall Tot Lot, Avalon Park, Westborough Park	pk2602
<b>20,000</b>	Orange Memorial Park Stormwater Capture Project	sd1801
<b>1,500,000</b>	Underground Utilities District Rule 20A for Mission Road	st1904
<b>200,000</b>	Bridge Preventative Maintenance Program	st1703
<b>\$ 1,900,000</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

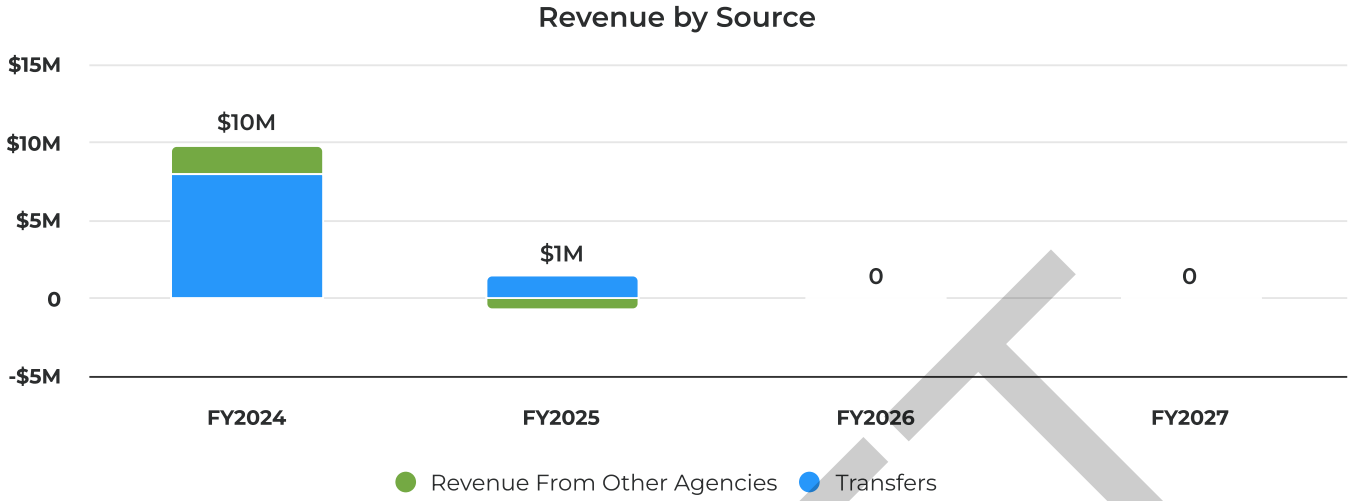


For the Capital Improvements - Civic Campus Phase I - Measure W-funded (516) project, the 2027 budget shows a significant change compared to 2026. In 2027, the expenditures budgeted amount to \$214,000, representing an increase from the previous year's budgeted expenditures of \$0. This marks the introduction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



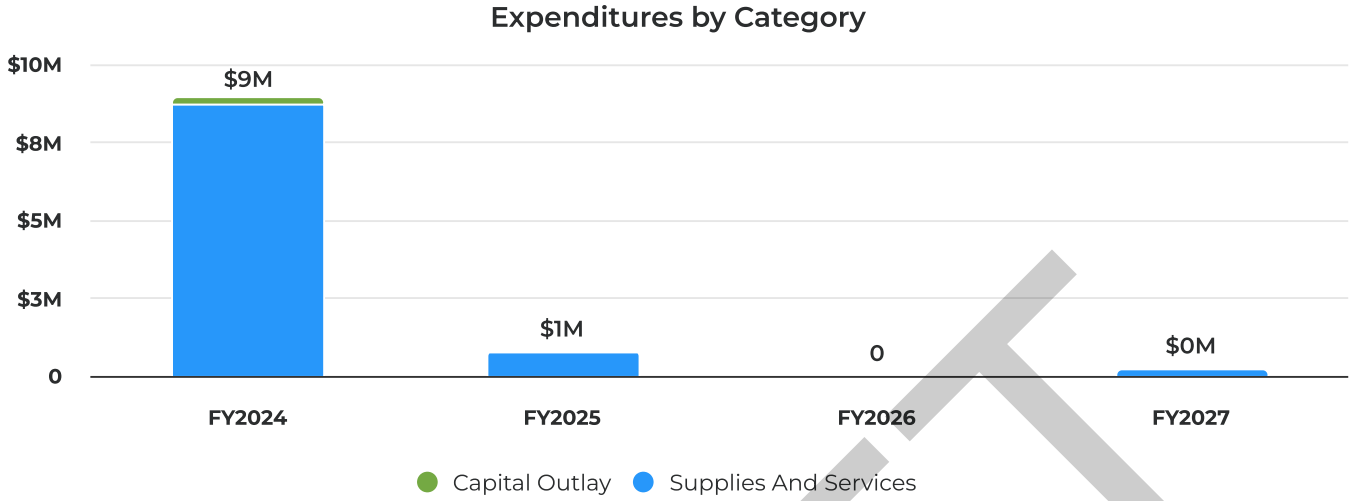
## FY27 Revenues by Revenue Source Level 2



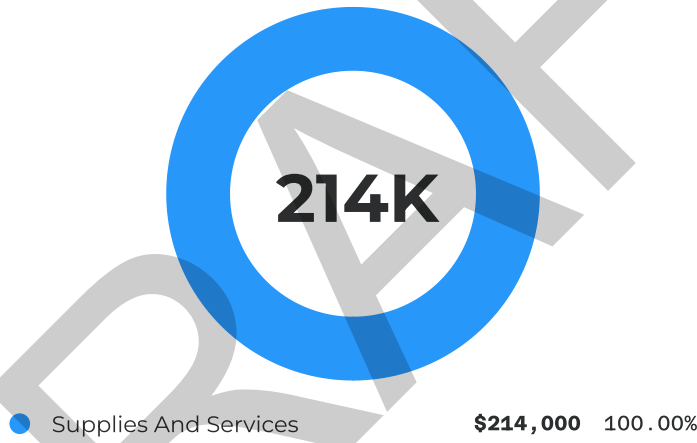
## Revenues by Revenue Source Level 2

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

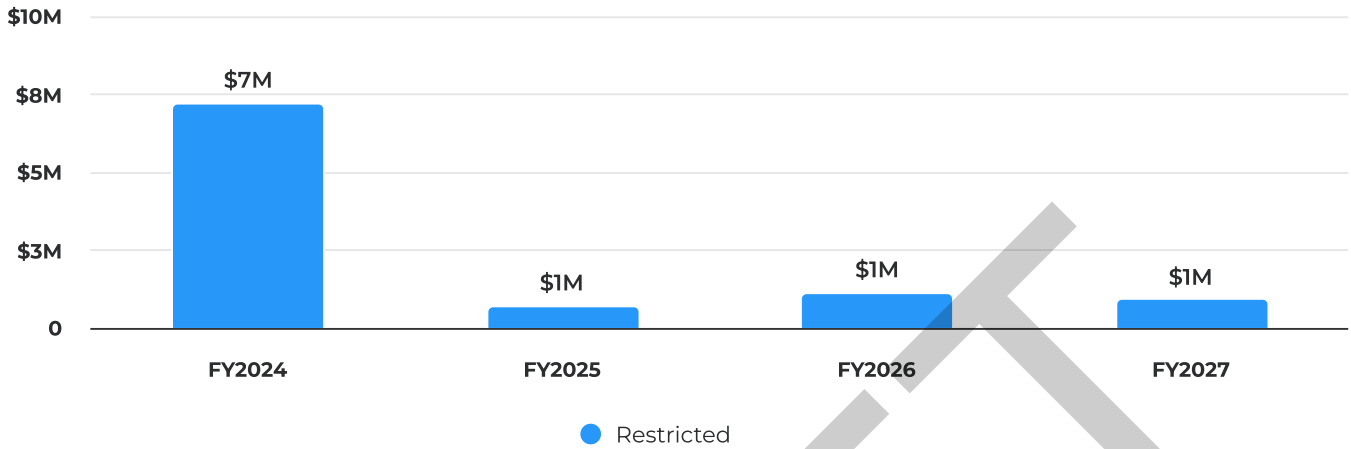


## Expenditures by Object

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

Fund Balance Projections



### Financial Summary

Fund Balance	FY 2026	FY 2027	FY 2026 vs. FY 2027 (% Change)	FY 2026 vs. FY 2027 (\$ Change)
Restricted	\$ 1,118,000	\$ 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#
\$ 214,000	Library, Parks & Recreation - Phase II (Bonds)	pf2207
\$ 214,000	<b>Total CIP</b>	

### FY 2025-26 Capital Projects

None

# 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

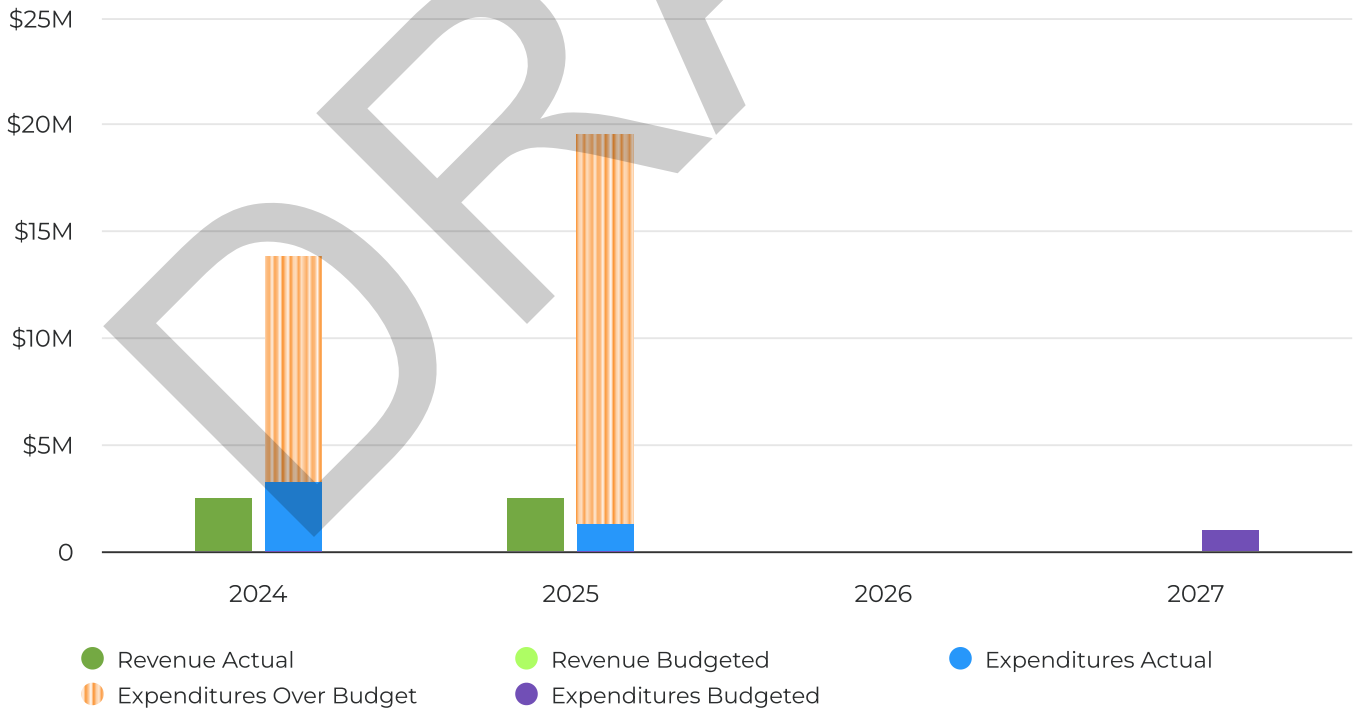
523 - Capital Improvements - Orange Memorial Park Playground Replacement

524 - Capital Improvements - New Aquatics Center

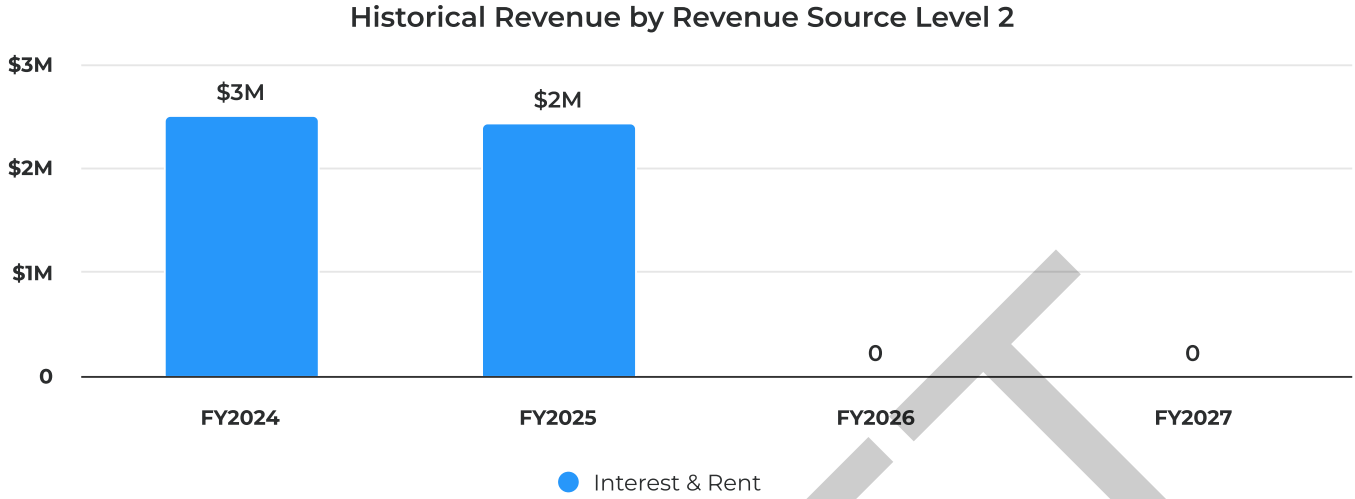
525 - Capital Improvements - Colma Creek Bridge Replacement

## Summary

Revenues vs Expenditures Summary



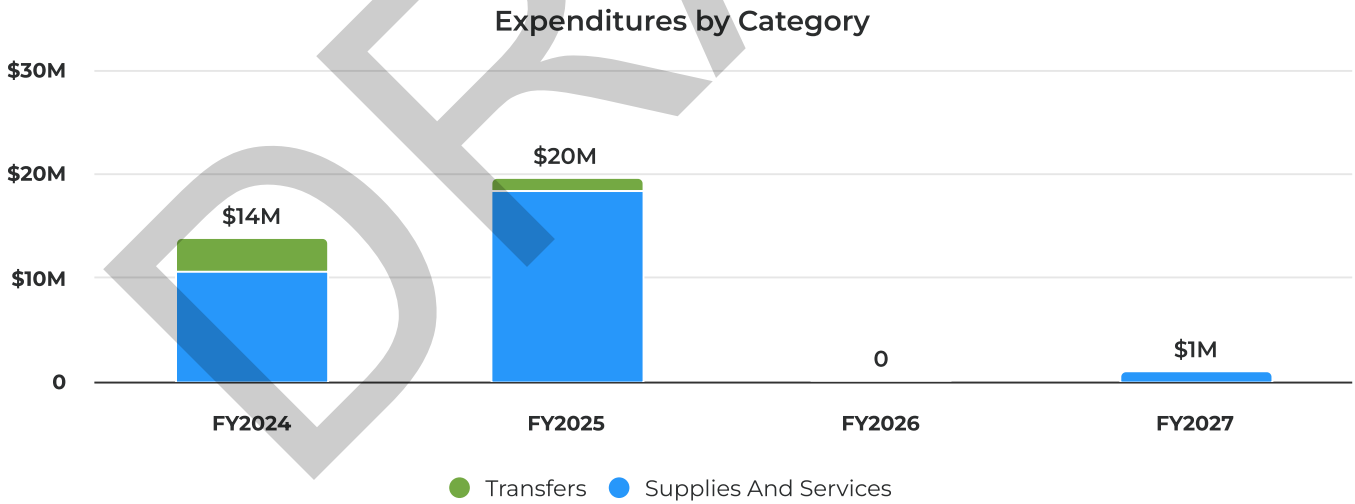
## Revenues by Source



## 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



### FY27 Expenditures by Category

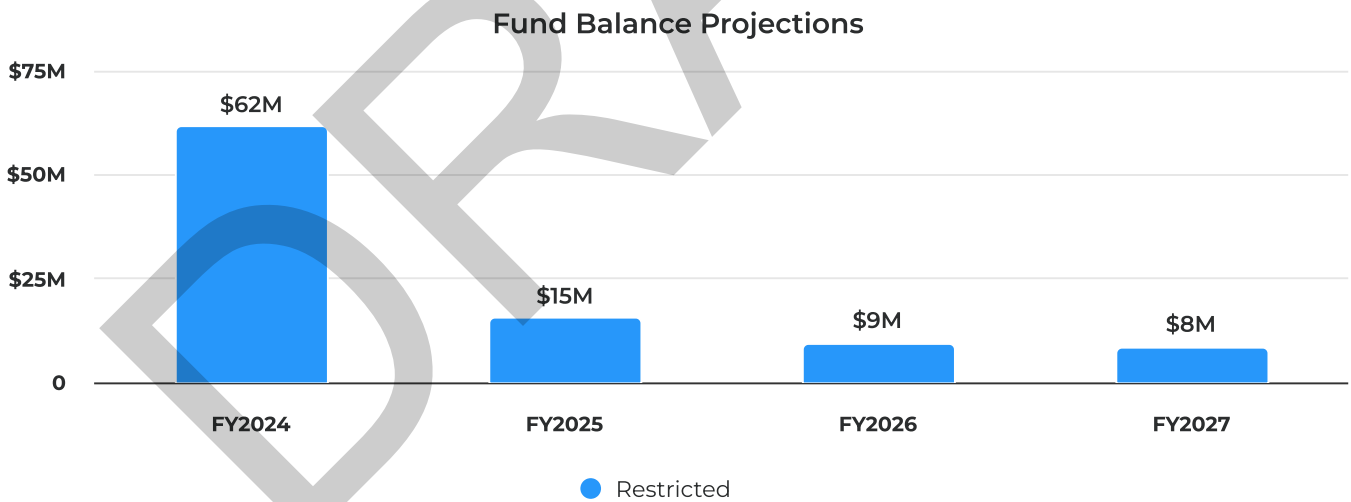


● Supplies And Services **\$965,073** 100.00%

### 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



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>	

### FY 2025-26 Capital Projects

None.

### FY 2024-25 Capital Projects

Amount	Project Name	Project#
<b>\$ 140,000</b>	Fund 515 - Bond interest earnings used to complete the police station project	pf2003
<b>960,000</b>	Fund 519 - Bond interest earnings used to complete the LPR project.	pf2207
<b>260,886</b>	Fund 524 - Debt service payments from the Aquatics Center Fund, which shows the capitalized interest payment on the 2022A bonds.	pk2310
<b>\$ 1,360,886</b>	<b>Total CIP</b>	

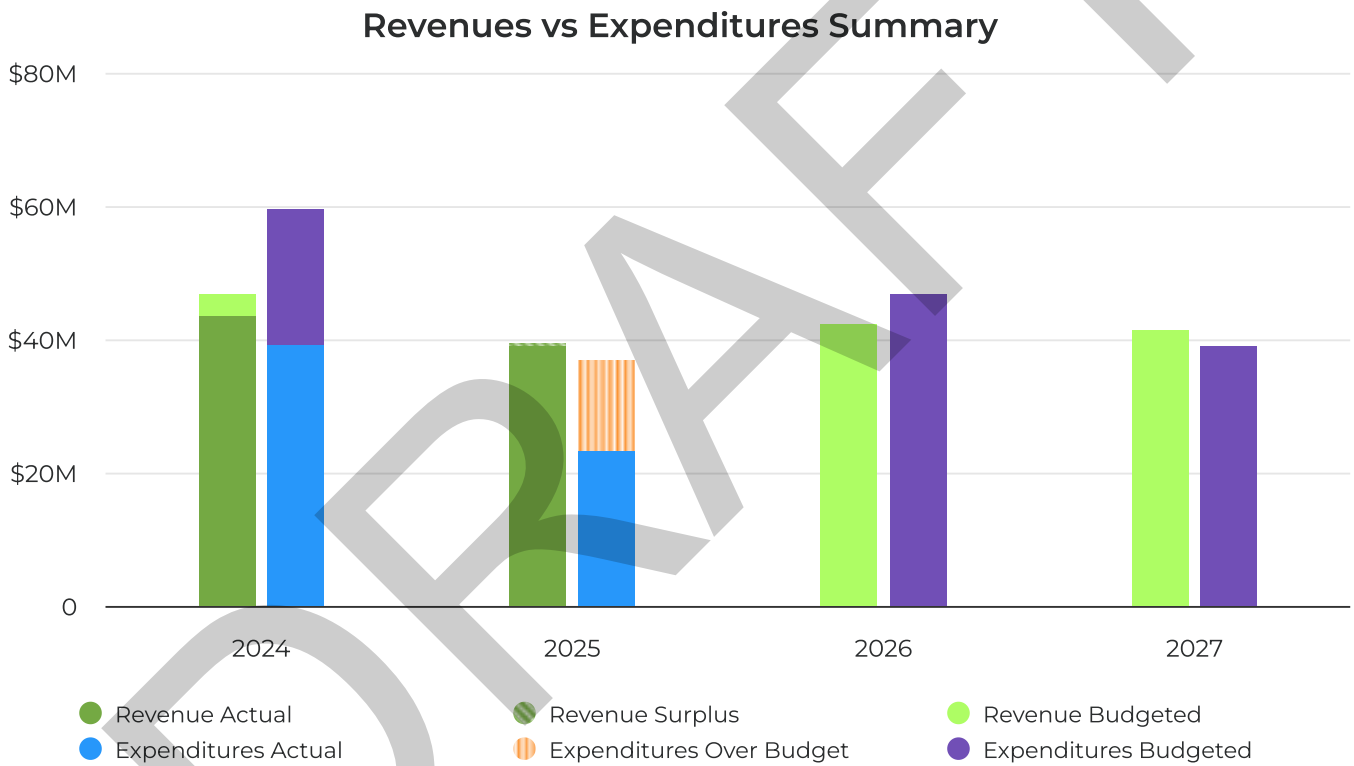
# Proprietary - Major Funds

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.

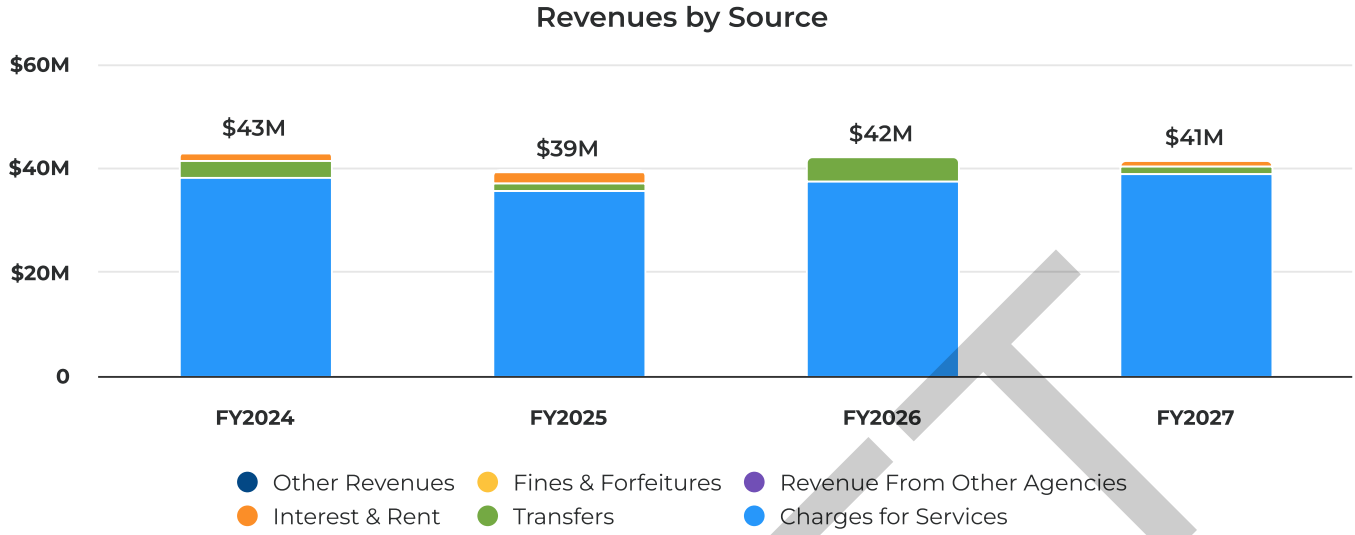
The Proprietary fund is further classified into Major and non-Major funds. The Proprietary Major Funds consist of the Sewer Enterprise Fund, the Parking District Fund and the Storm Water Fund.

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 by Source



## FY27 Revenues by Source



Source	Amount	Percentage
Charges for Services	\$38,824,687	93.62%
Transfers	\$1,420,000	3.42%
Interest & Rent	\$1,225,000	2.95%
Fines & Forfeitures	\$3,000	0.01%

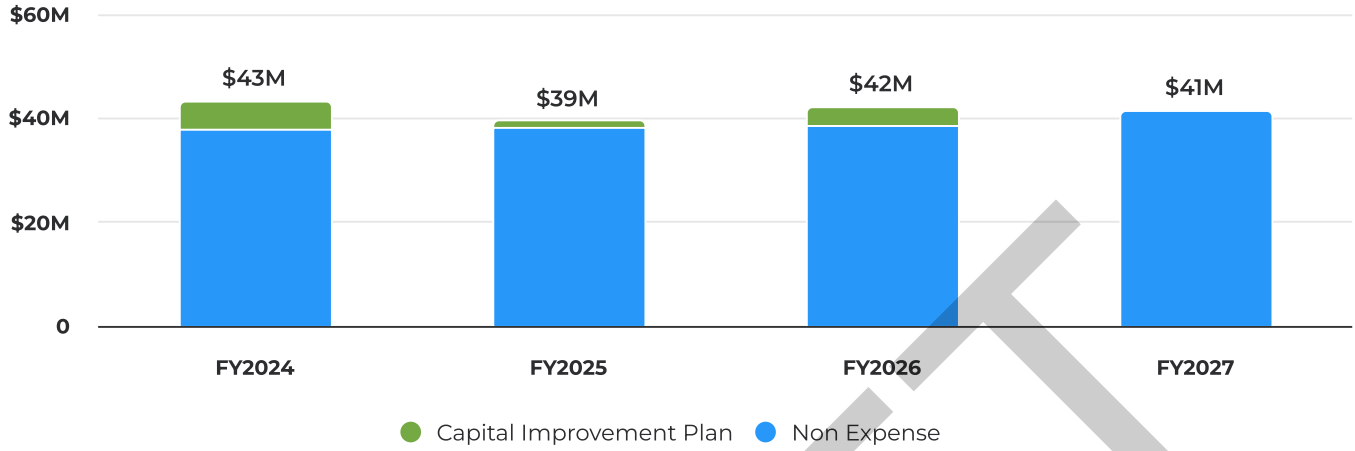
## Revenues by Source

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>

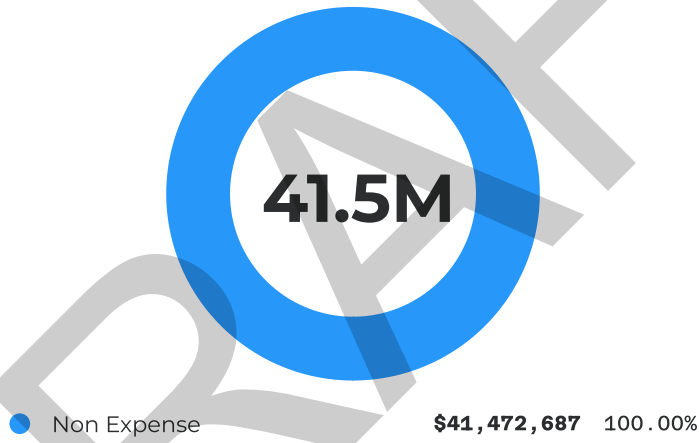


# Revenues by Department

Historical Revenue by Department



FY27 Revenues by Department

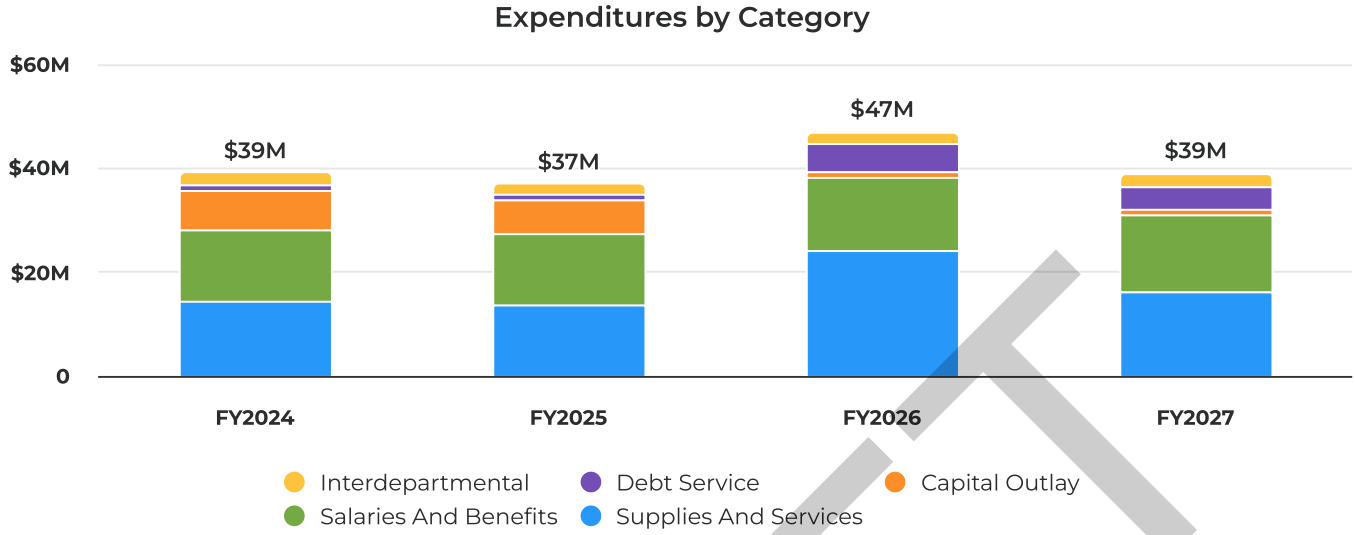


## Revenues by Department

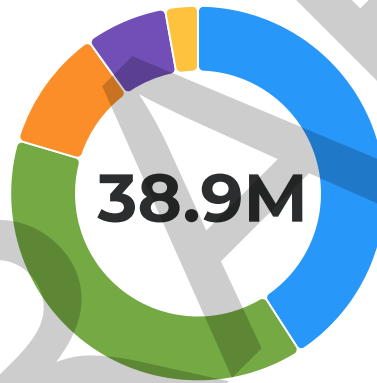
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Capital Improvement Plan	\$ 1,260,364	\$ 3,700,000	\$ 21,310,360	-	-100.00%
Non Expense	\$ 38,196,813	\$ 38,520,955	\$ 38,520,955	\$ 41,472,687	7.66%
<b>Total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



## FY27 Expenditures by Category



Category	Amount	Percentage
Supplies And Services	\$15,922,461	40.89%
Salaries And Benefits	\$15,066,944	38.69%
Debt Service	\$4,097,218	10.52%
Interdepartmental	\$2,756,613	7.08%
Capital Outlay	\$1,100,000	2.82%

## Expenditures by Category

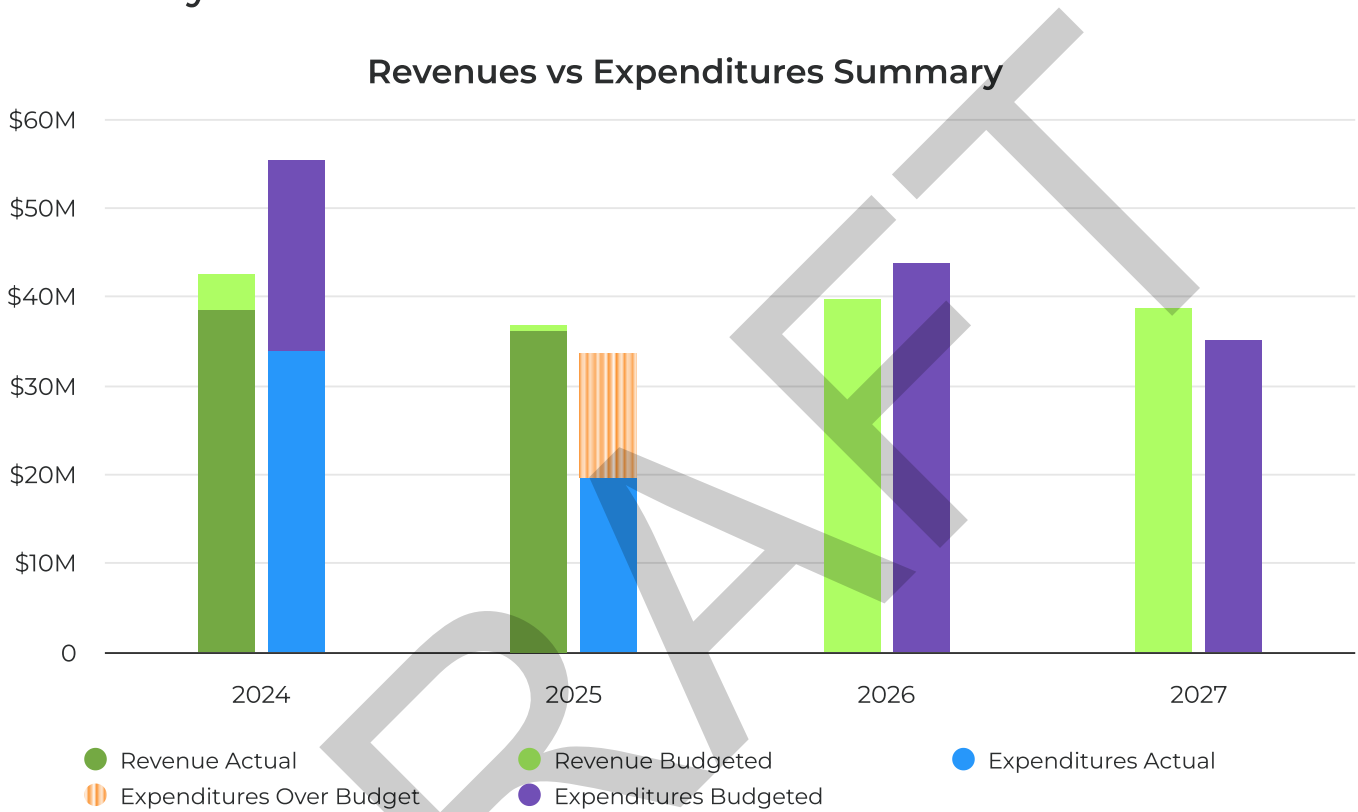
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Salaries And Benefits	\$ 13,847,530	\$ 14,025,941	\$ 14,112,768	\$ 15,066,944	7.42%
Supplies And Services	\$ 13,472,085	\$ 23,954,961	\$ 68,127,249	\$ 15,922,461	-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.

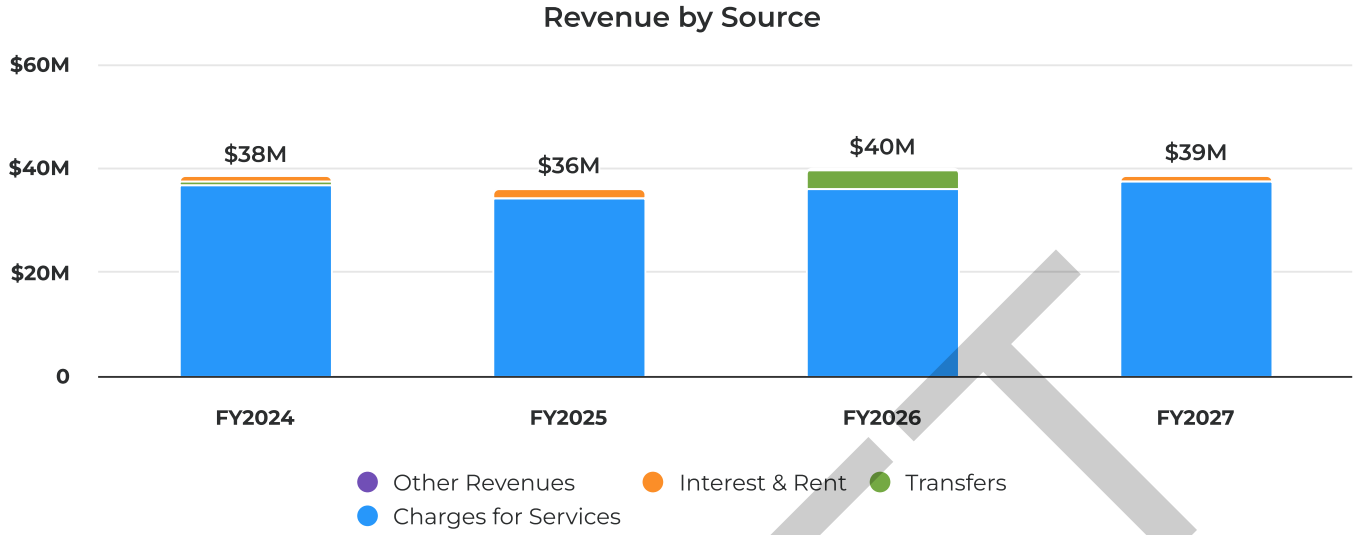
## Summary



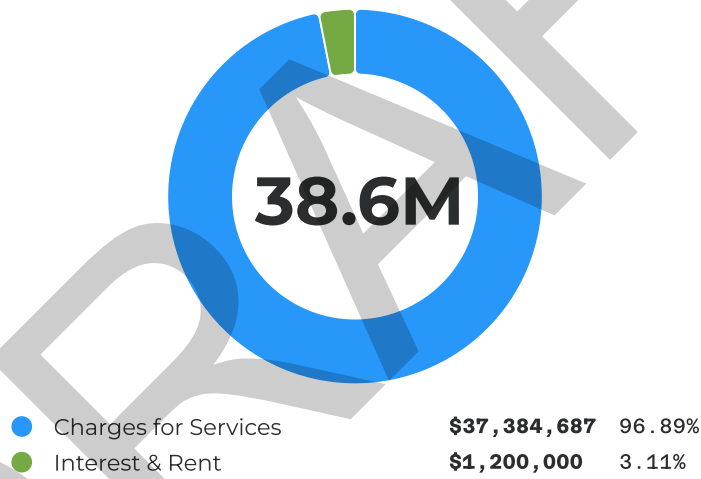
In the Sewer Enterprise Fund (710) for the 2027 budget year, budgeted expenditures are \$35.1 million, representing a decrease of 19.8% from the previous year's budgeted expenditures of \$43.8 million. Budgeted revenues for 2027 are \$38.6 million, which is a decrease of 3.11% compared to the prior year's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

# Revenues by Source



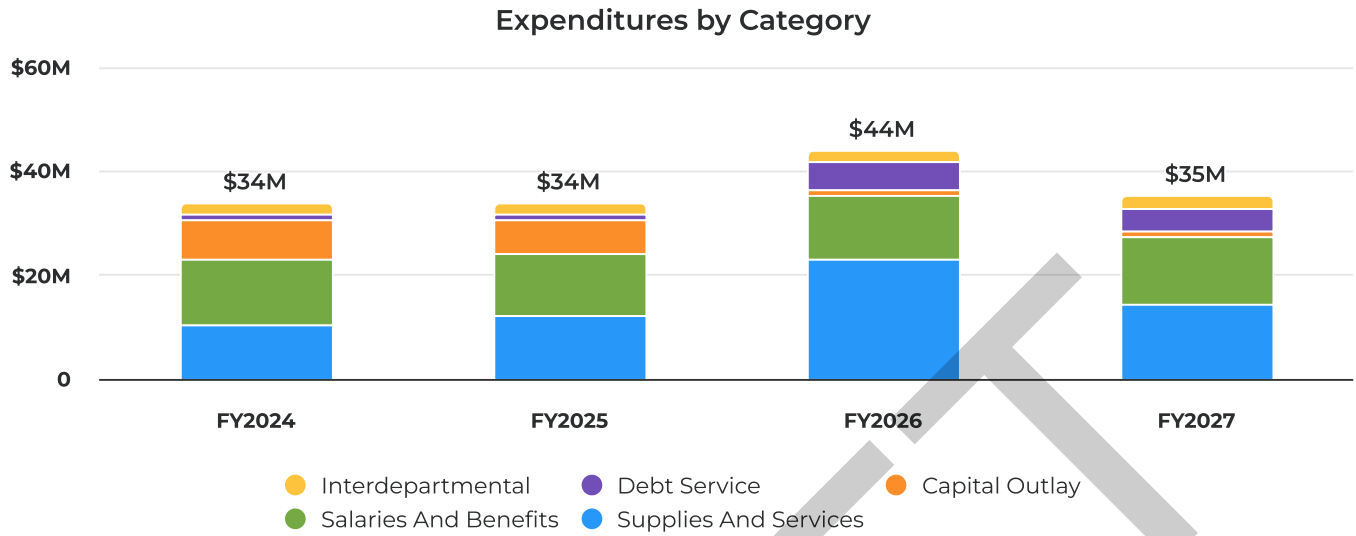
## FY27 Revenues by Source



## 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)
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

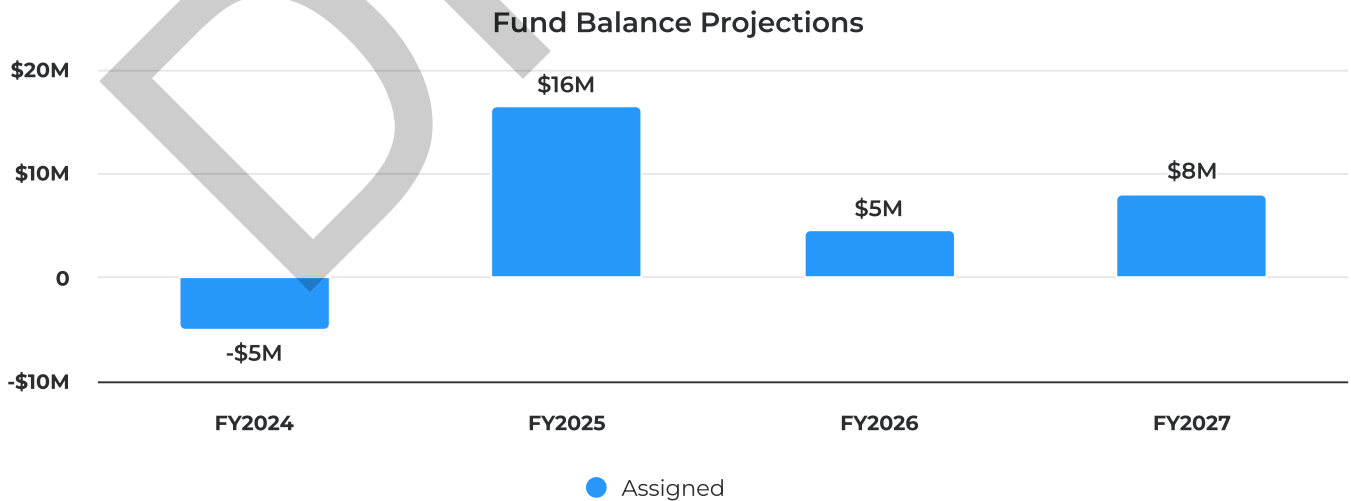


● Supplies And Services	<b>\$14,194,481</b>	40.43%
● Salaries And Benefits	<b>\$13,246,117</b>	37.73%
● Debt Service	<b>\$4,097,218</b>	11.67%
● Interdepartmental	<b>\$2,471,871</b>	7.04%
● Capital Outlay	<b>\$1,100,000</b>	3.13%

### 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



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>

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## Changes and Highlights

### FY 2026-27 Capital Projects

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

### FY 2025-26 Changes and Highlights

#### Positions:

\$ (889)	Upgrade 1.0 FTE Management Analyst II to a Program Manager
<u>49,969</u>	Upgrade 1.0 FTE Management Analyst I to a Management Analyst II
<b>\$ 49,080</b>	<b>TOTAL</b>

#### Supplies and Services:

\$ 750,000	Anaerobic Digester cleaning
64,000	Uniform contract cost increase
<u>1,100,000</u>	Vehicles
<b>\$ 1,914,000</b>	<b>TOTAL</b>

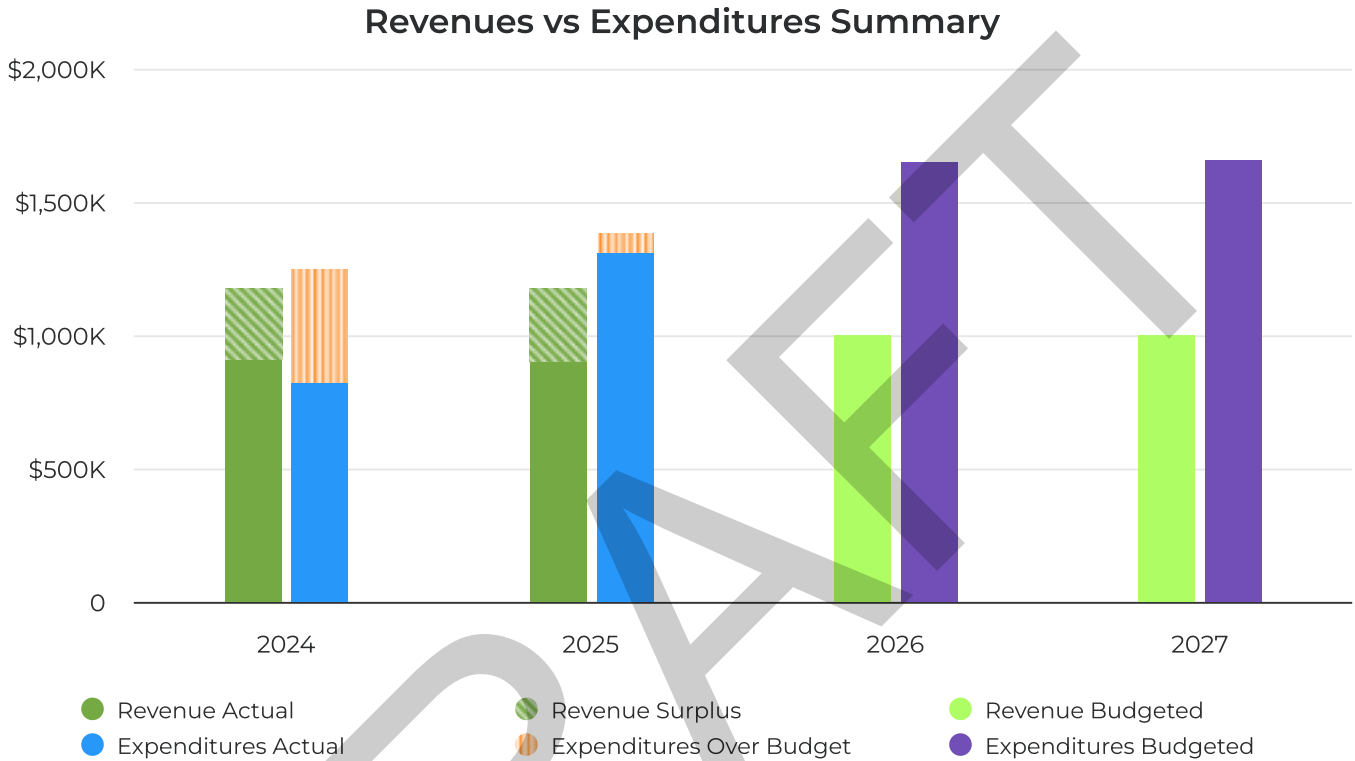
### Capital Projects

Amount	Project Name	Project#
<b>\$ 500,000</b>	Sanitary Sewer Pump Station Master Plan	ss2603
<b>500,000</b>	Harbor Way Sewer Main Upsize	ss2602
<b>2,850,000</b>	Oyster Point Pump Station	ss2202
<b>5,800,000</b>	Sanitary Sewer Rehab FY 2025-26	ss2601
<b>\$ 9,650,000</b>	<b>Total CIP</b>	

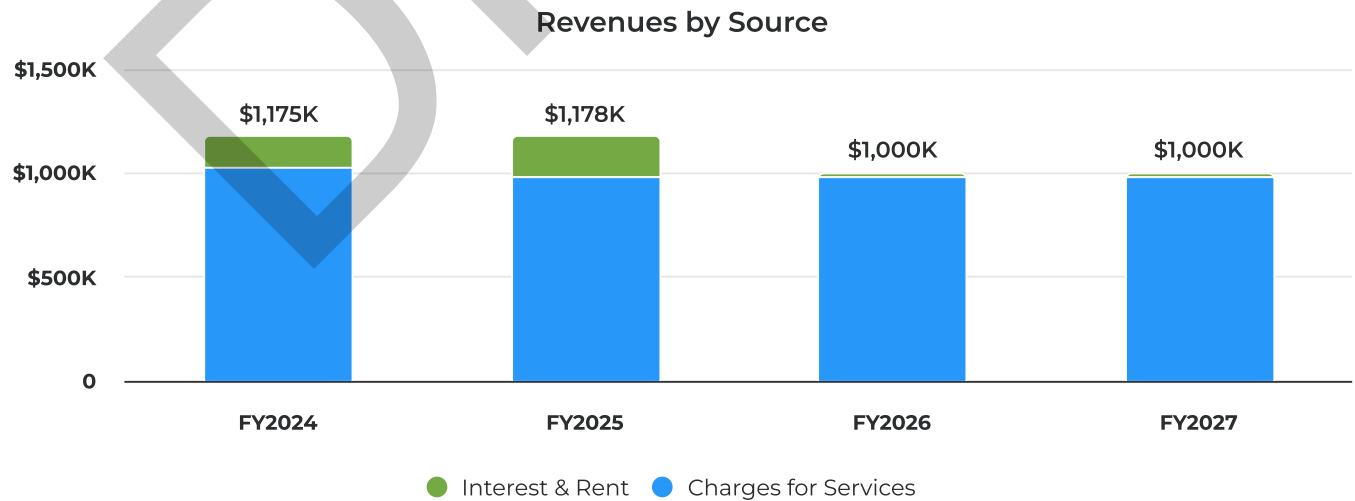
# Parking District Fund (720)

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.

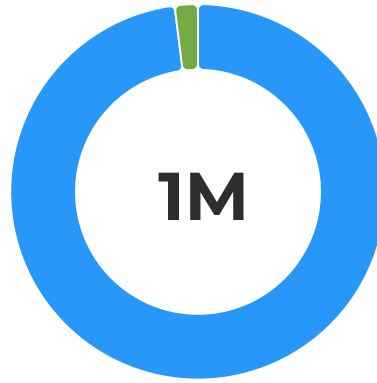
## Summary



## Revenues by Source



### FY27 Revenues by Source

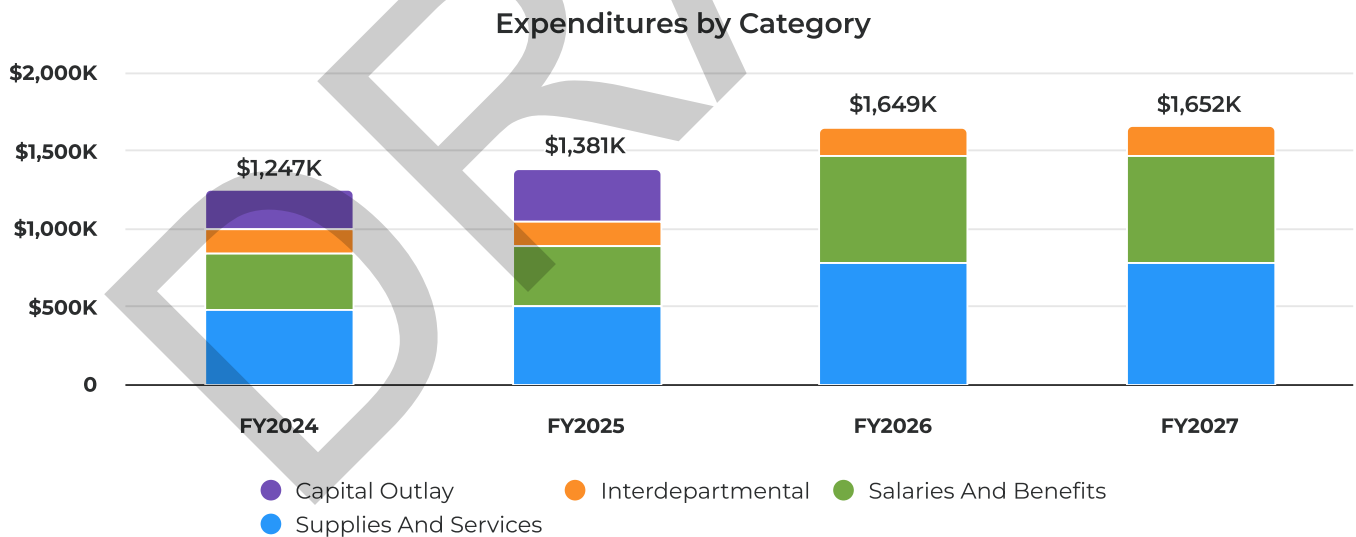


<span style="color: blue;">●</span> Charges for Services	<b>\$980,000</b>	98.00%
<span style="color: green;">●</span> Interest & Rent	<b>\$20,000</b>	2.00%

### 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



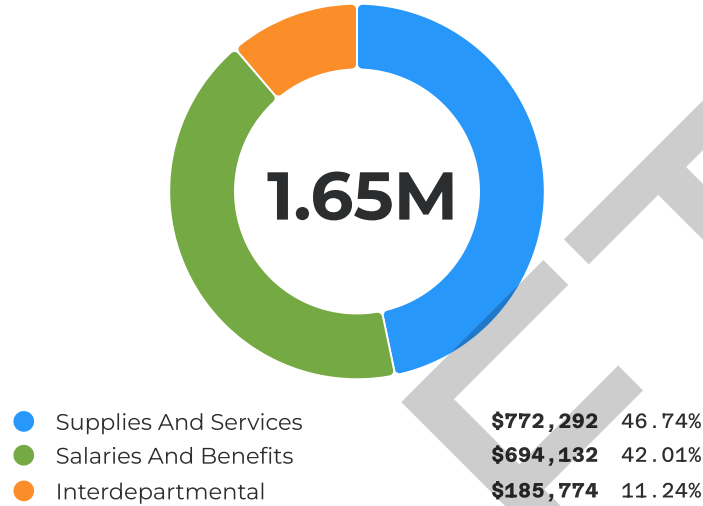
In FY2027, the total expenditures for the Parking District Fund reached \$1.7 million, representing a slight increase of 0.22% from FY2026. The largest expenditure category remained Supplies and Services at \$772,292, accounting for 46.74% of the total budget, with no change in amount or percentage from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

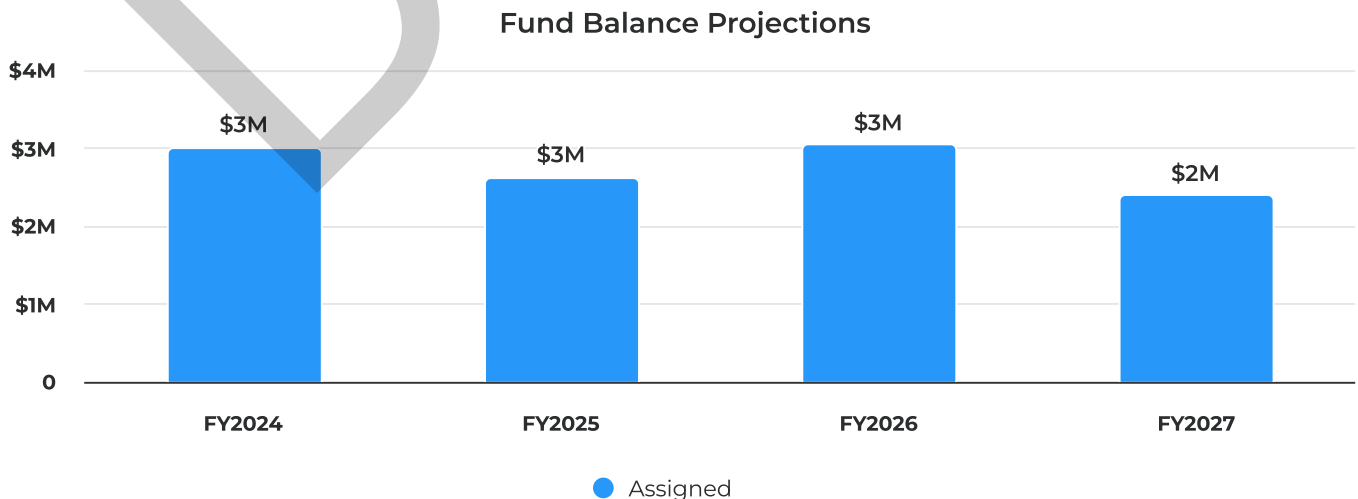
### FY27 Expenditures by Category



### 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



## Parking District Fund (720)

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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 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>\$</b>	<b>3,039,000</b>	<b>\$</b>	<b>2,387,000</b>	<b>-21.45%</b>	<b>\$ -652,000</b>

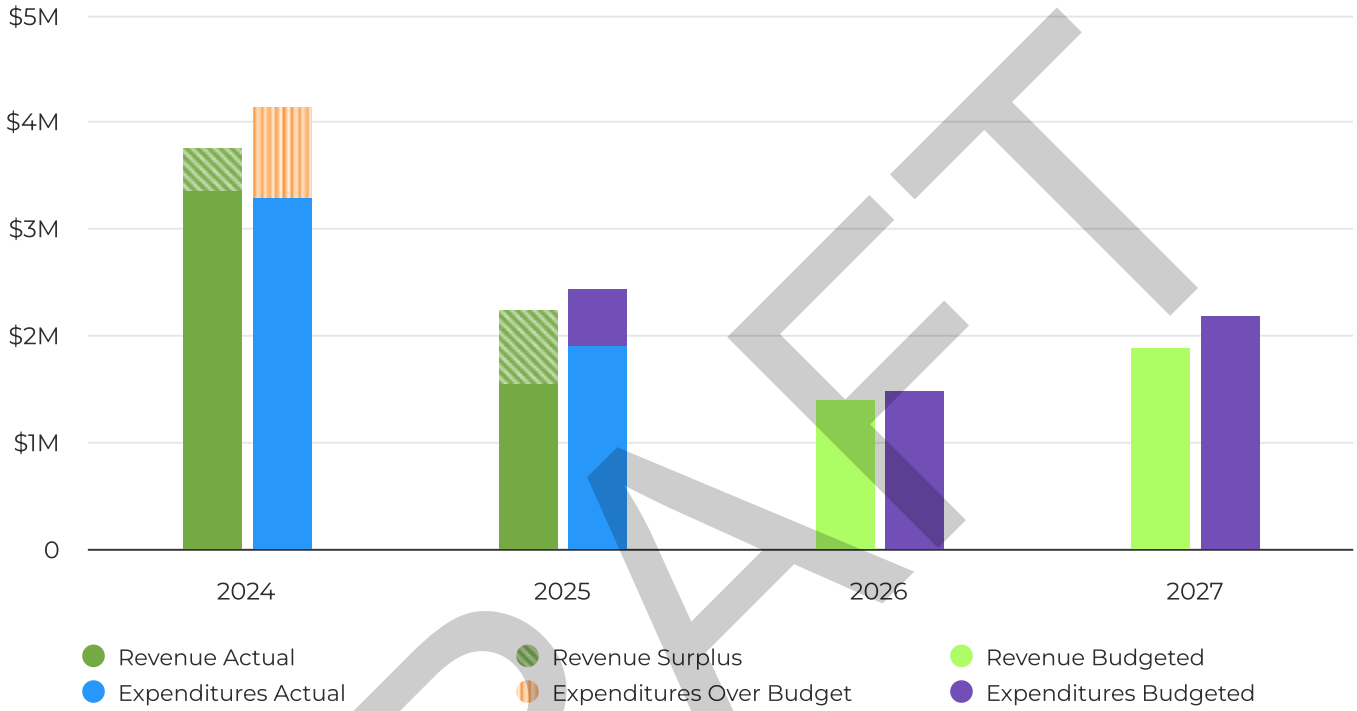
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# Storm Water Fund (740)

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.

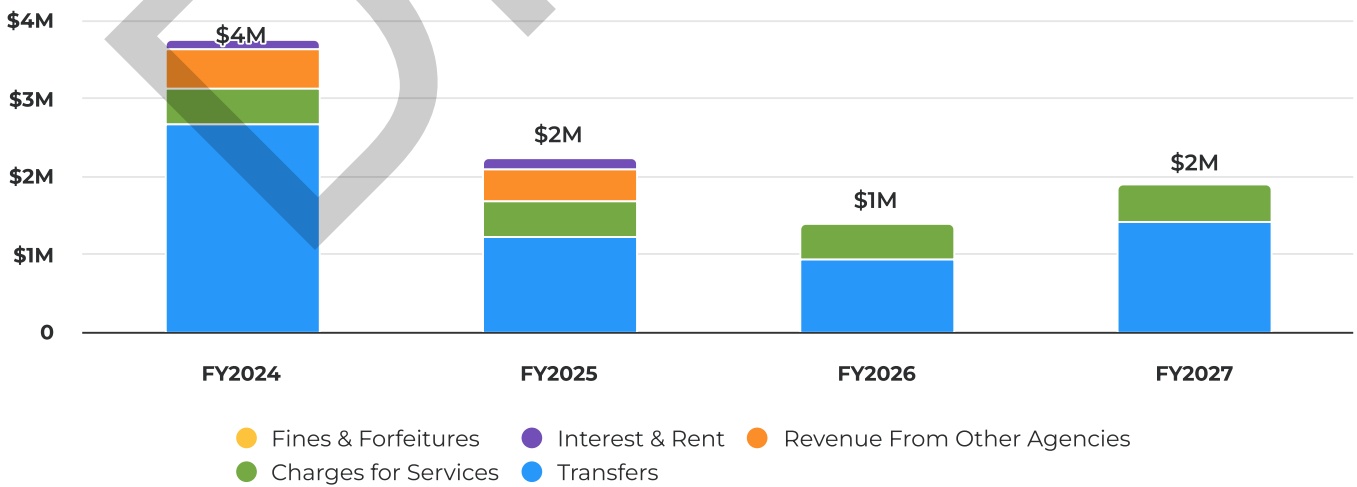
## Summary

Revenues vs Expenditures Summary

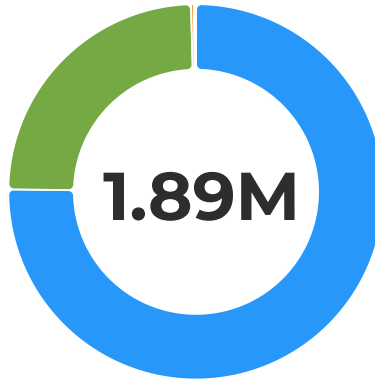


## Revenues by Source

Revenues by Source



### FY27 Revenues by Source



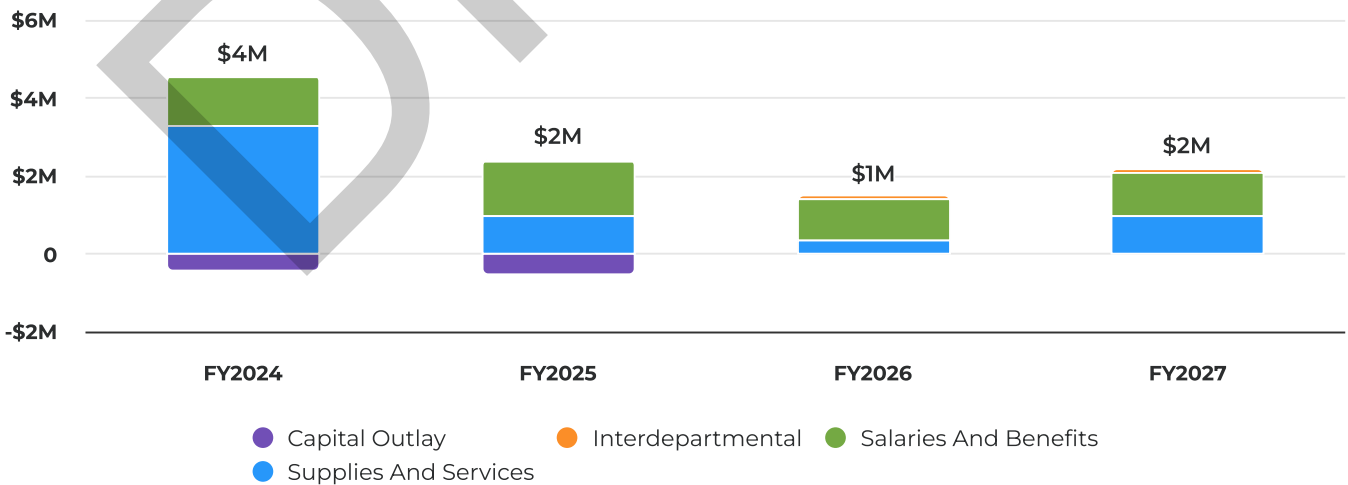
● Transfers	<b>\$1,420,000</b>	75.21%
● Charges for Services	<b>\$460,000</b>	24.36%
● Interest & Rent	<b>\$5,000</b>	0.26%
● Fines & Forfeitures	<b>\$3,000</b>	0.16%

### Revenues by Source

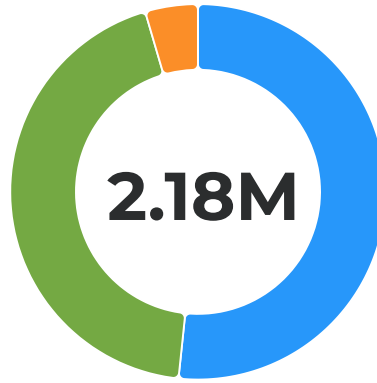
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Fines & Forfeitures	\$ 900	\$ 3,000	\$ 3,000	\$ 3,000	-
Revenue From Other Agencies	\$ 409,624	-	\$ 1,806,592	-	-
Charges for Services	\$ 457,216	\$ 469,270	\$ 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

Expenditures by Category



### FY27 Expenditures by Category



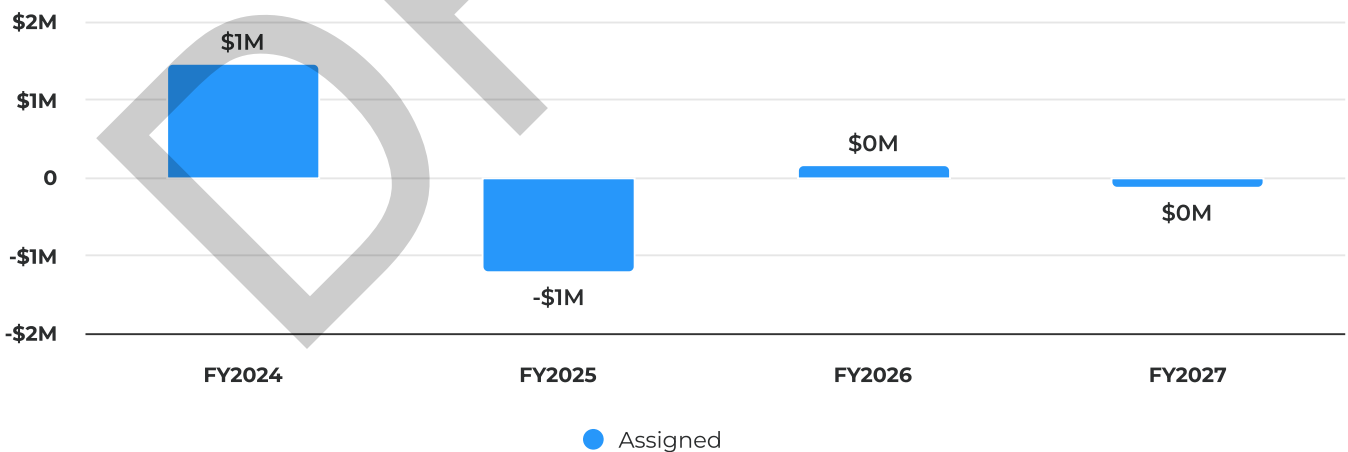
Salaries And Benefits	<b>\$1,126,694</b>	51.65%
Supplies And Services	<b>\$955,688</b>	43.81%
Interdepartmental	<b>\$98,969</b>	4.54%

### 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

#### Fund Balance Projections



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
\$ 100,000	<b>Total CIP</b>	

#### FY 2025-26 Supplies and Services

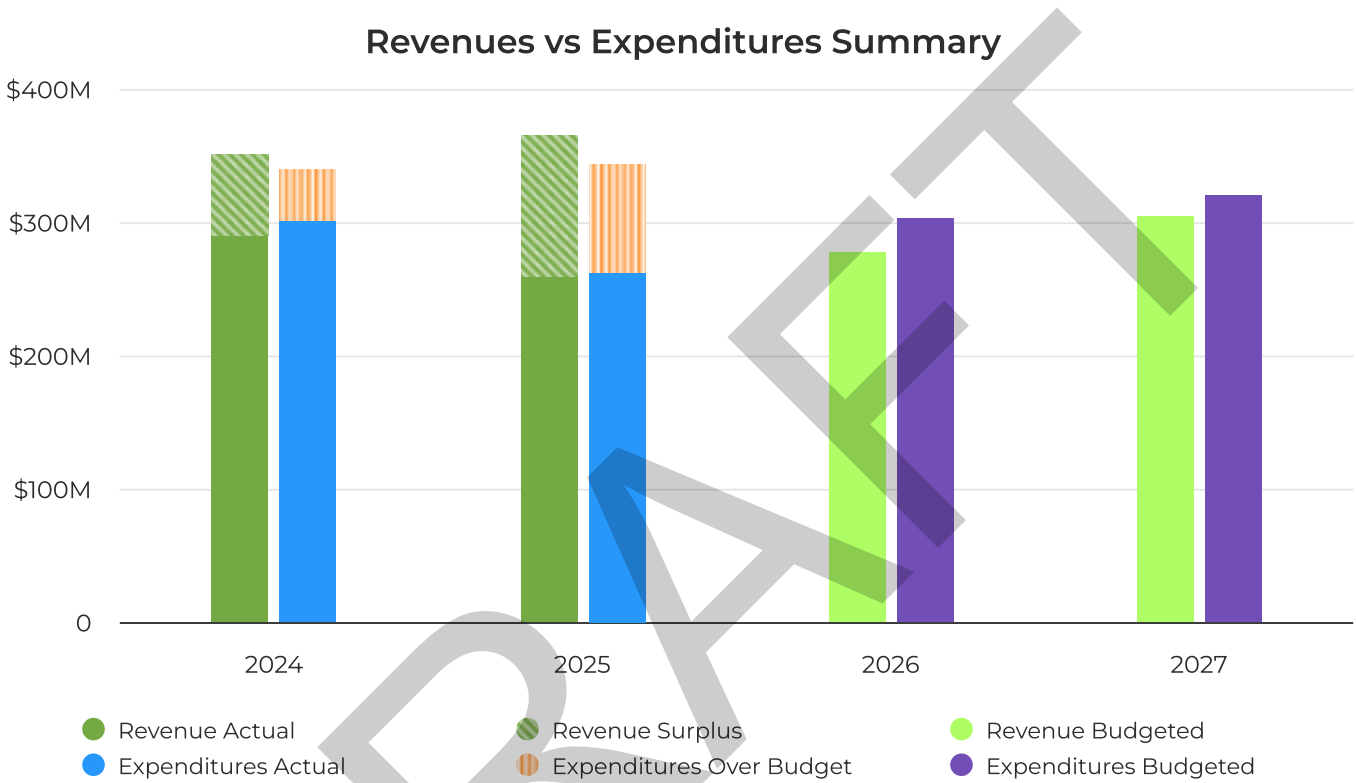
\$ 12,000	Increase in uniform expenses.
\$ 12,000	<b>TOTAL</b>

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# City-Wide All Funds Summary

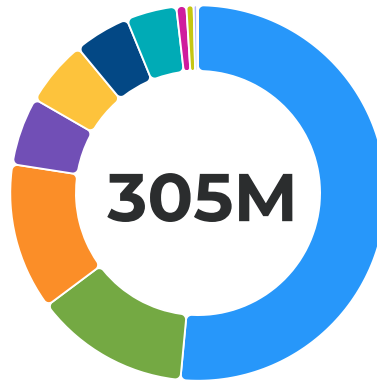
## City-Wide All Funds Summary

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.



# City-Wide Revenues Summary by Fund

## FY27 City-Wide Revenues Summary by Fund



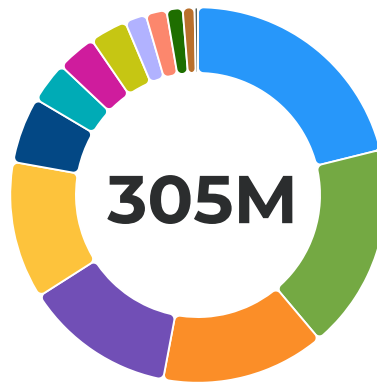
General Fund	<b>\$156,834,722</b>	51.50%
Internal Service Fund	<b>\$40,451,104</b>	13.28%
Sewer Enterprise Fund	<b>\$38,584,687</b>	12.67%
Capital Improvements	<b>\$17,875,000</b>	5.87%
Special Revenue Funds	<b>\$17,276,570</b>	5.67%
Measure W	<b>\$14,645,200</b>	4.81%
Debt Service Fund 2020A	<b>\$13,230,288</b>	4.34%
Oyster Point CFD	<b>\$2,610,853</b>	0.86%
Storm Water Fund	<b>\$1,888,000</b>	0.62%
Parking District Fund	<b>\$1,000,000</b>	0.33%
PEG Access	<b>\$100,000</b>	0.03%
PEG Equipment & Access (786)	<b>\$46,000</b>	0.02%

## 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)
PEG Access	\$ 170,090	\$ 125,000	\$ 125,000	\$ 100,000	-20.00%
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	\$ 35,261,858	\$ 15,696,655	\$ 15,696,655	\$ 17,276,570	10.07%
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)	\$ 58,483	\$ 5,000	\$ 5,000	\$ 46,000	820.00%
Oyster Point CFD	\$ 29,787,295	-	\$ 962,000	\$ 2,610,853	-
<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	<b>\$64,352,506</b>	21.13%
● Charges for Services	<b>\$53,976,734</b>	17.72%
● Other Revenues	<b>\$43,003,109</b>	14.12%
● Sales Tax	<b>\$39,569,200</b>	12.99%
● Transfers	<b>\$36,108,000</b>	11.86%
● Transient Occupancy Tax	<b>\$17,300,000</b>	5.68%
● Licenses & Permits	<b>\$10,743,000</b>	3.53%
● Interest & Rent	<b>\$10,345,691</b>	3.40%
● Revenue From Other Agencies	<b>\$9,835,362</b>	3.23%
● Franchise Fees	<b>\$5,600,000</b>	1.84%
● Business License	<b>\$5,500,000</b>	1.81%
● Commercial Parking Tax	<b>\$4,210,000</b>	1.38%
● Other Taxes	<b>\$3,122,323</b>	1.03%
● Fines & Forfeitures	<b>\$876,500</b>	0.29%

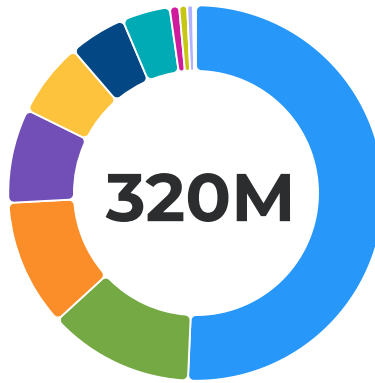
## City-Wide Revenue Summary by Source

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



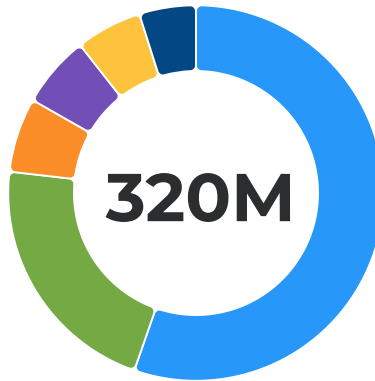
General Fund	\$162,288,164	50.68%
Internal Service Fund	\$40,100,231	12.52%
Sewer Enterprise Fund	\$35,109,687	10.96%
Special Revenue Funds	\$25,964,015	8.11%
Capital Improvements	\$20,529,073	6.41%
Measure W	\$15,783,772	4.93%
Debt Service Fund 2020A	\$13,230,288	4.13%
Oyster Point CFD	\$2,588,853	0.81%
Storm Water Fund	\$2,181,351	0.68%
Parking District Fund	\$1,652,198	0.52%
PEG Equipment & Access (786)	\$325,000	0.10%
Permit Program Maint	\$294,100	0.09%
Police Public Safety Impact Fee	\$165,699	0.05%

## 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)
Internal Service Fund	\$ 36,817,004	\$ 38,404,815	\$ 41,778,309	\$ 40,100,231	4.41%
Capital Improvements	\$ 44,593,556	\$ 15,416,279	\$ 191,504,301	\$ 20,529,073	33.16%
Special Revenue Funds	\$ 24,771,828	\$ 22,742,439	\$ 117,679,897	\$ 25,964,015	14.17%
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%
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%
PEG Equipment & Access (786)	-	\$ 325,000	\$ 25,000	\$ 325,000	-
Oyster Point CFD	\$ 26,953,545	-	\$ 1,003,713	\$ 2,588,853	-
Permit Program Maint	\$ 316,551	\$ 294,100	\$ 317,504	\$ 294,100	-
Police Public Safety Impact Fee	-	-	-	\$ 165,699	-
<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.

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# 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

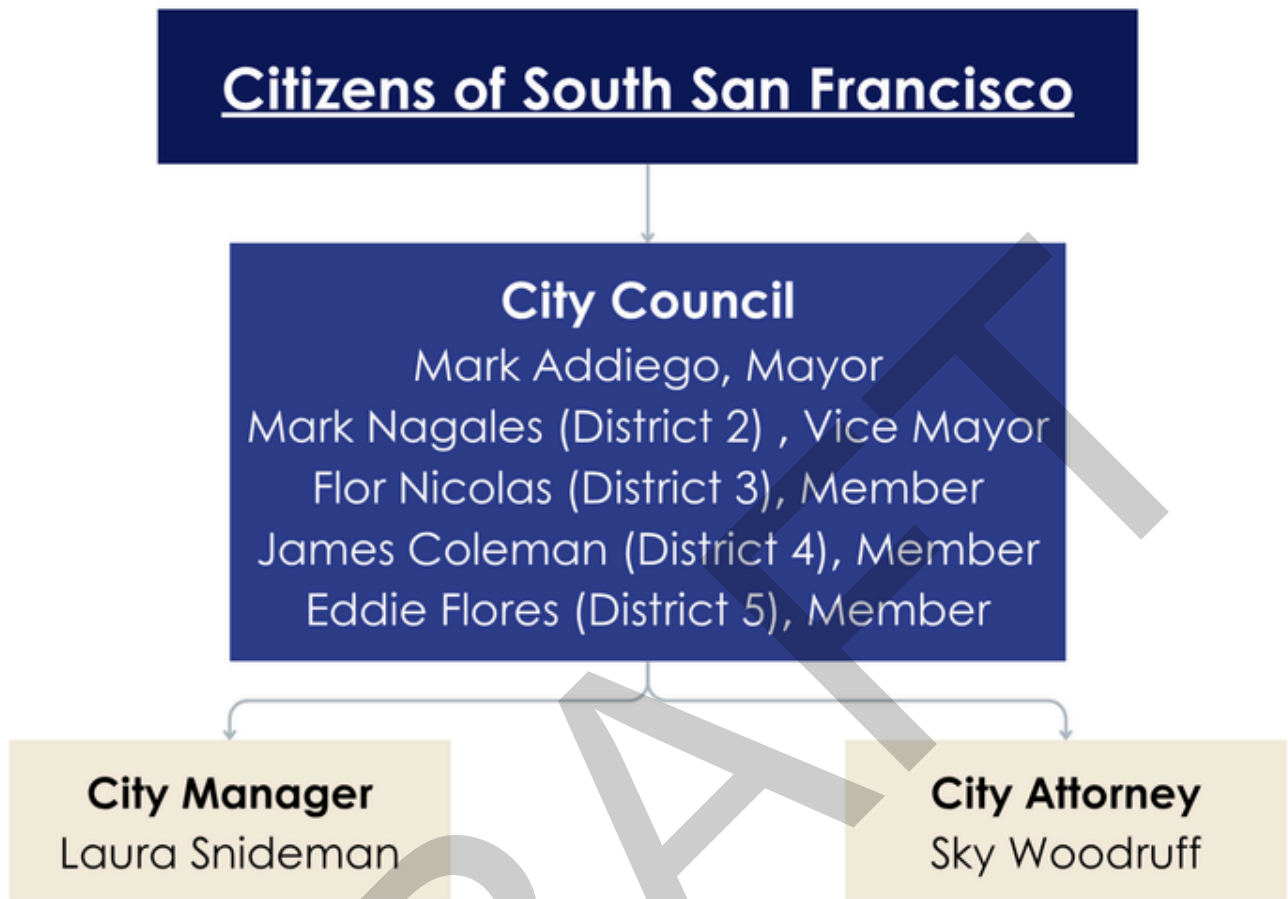
## **ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2025-26:**

- 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

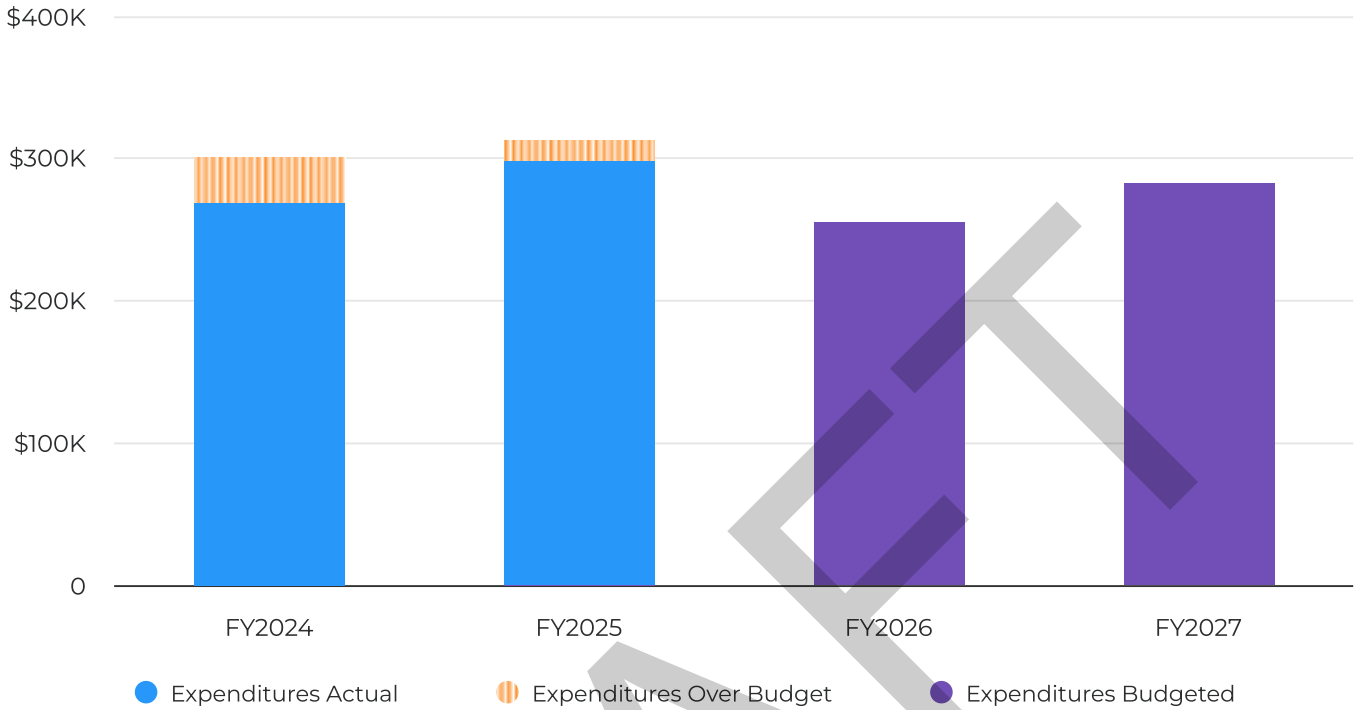


## Budget Note

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

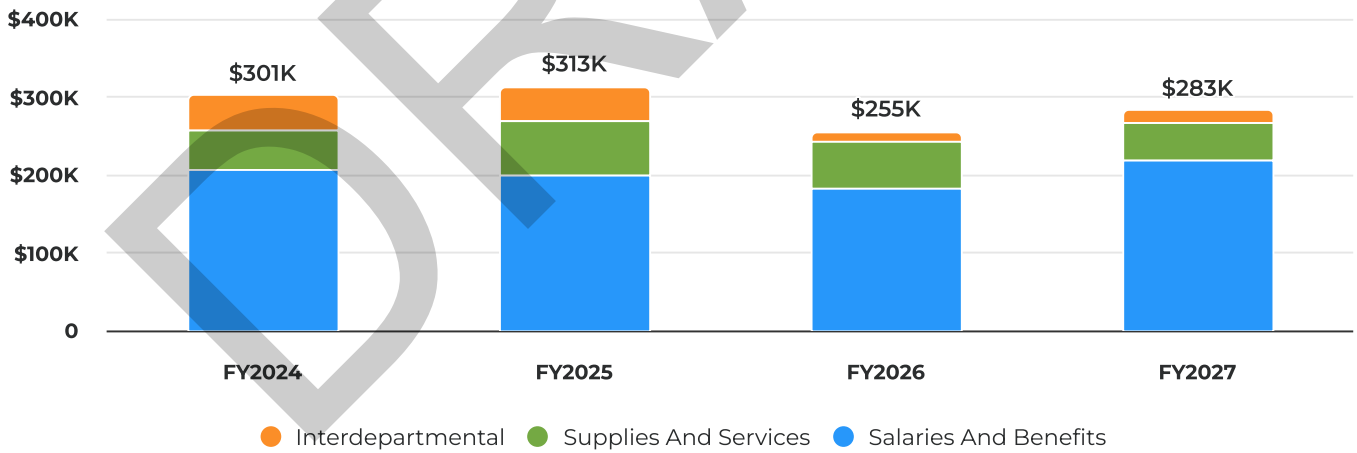
# Expenditure Summary

## Historical Expenditures Across Department

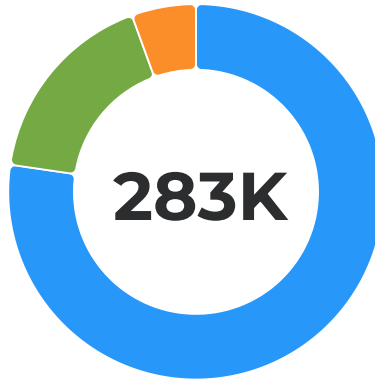


## Expenditures by Category

### 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

### **FY 2025-26 Changes and Highlights**

**Positions:**

None

**Supplies and Services:**

None

### **FY 2024-25 Changes and Highlights**

**Positions:**

\$ 12,000 Elected Salary change effective 12/2024
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**Supplies and Services:**

None



# 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:

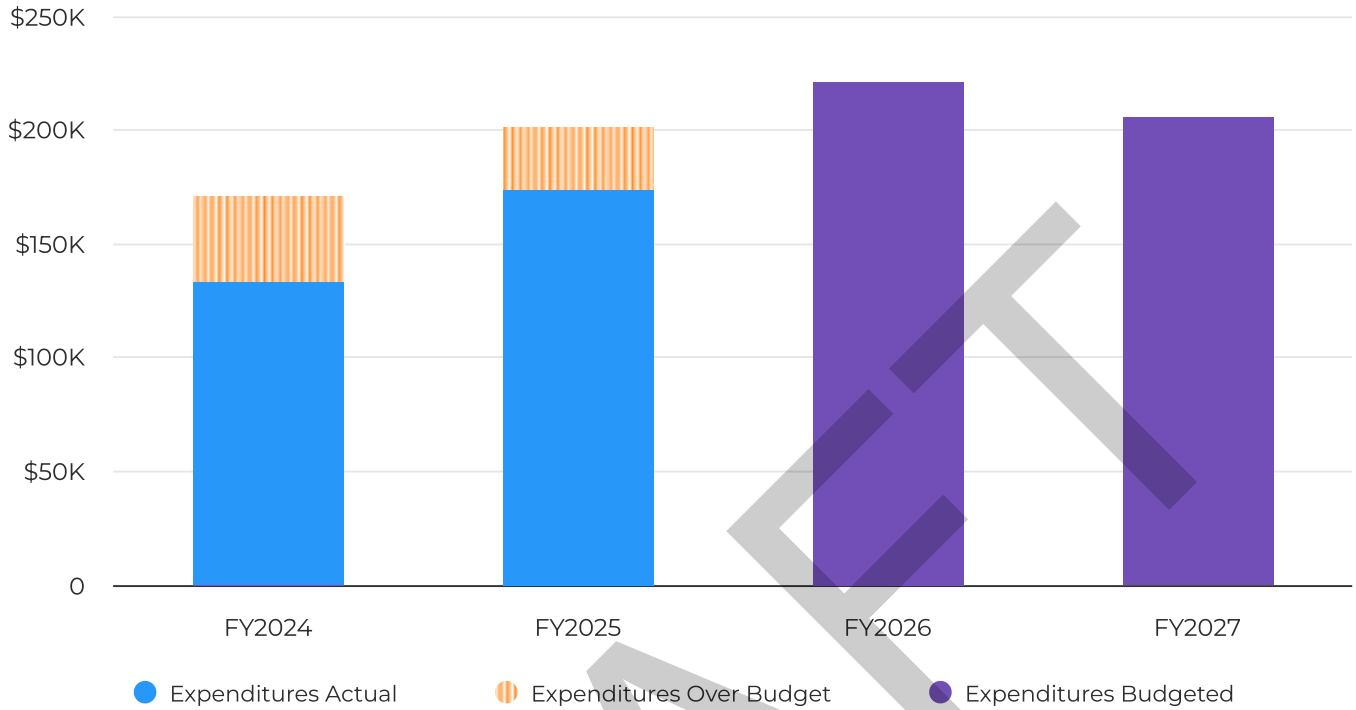
- Update investment policy annually
- Oversee the City's managed investment portfolio
- Report to Council quarterly on investment performance

## Budget Note

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

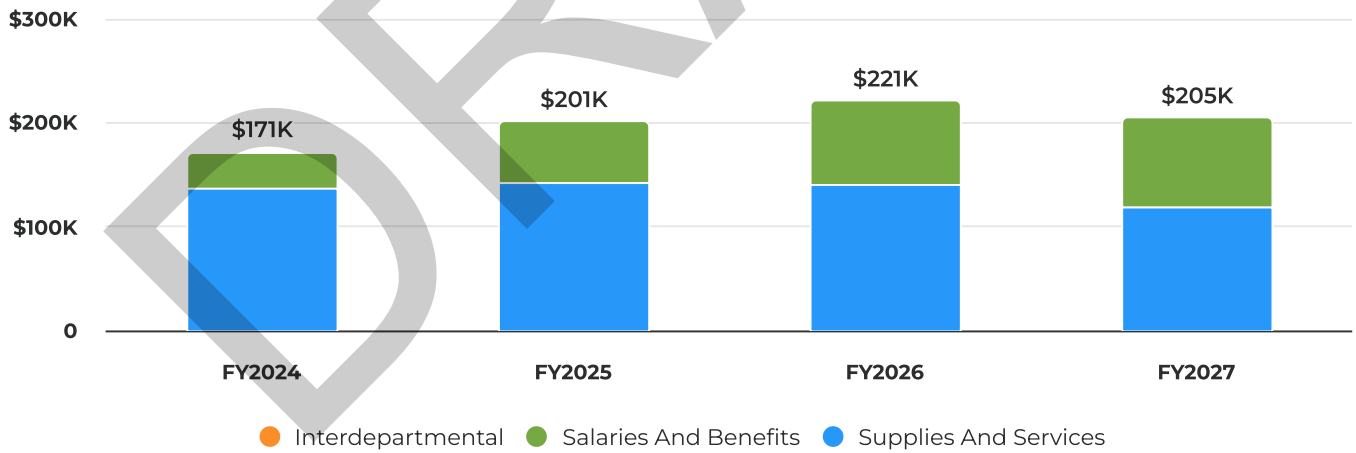
# Expenditure Summary

## Historical Expenditures Across Department

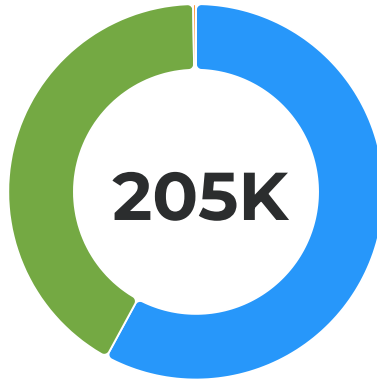


## Expenditures by Category

### 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

### **FY 2025-26 Changes and Highlights**

#### **Positions:**

Increase in salary and benefits cost due to benefit selection changes.

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

None

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# 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:**

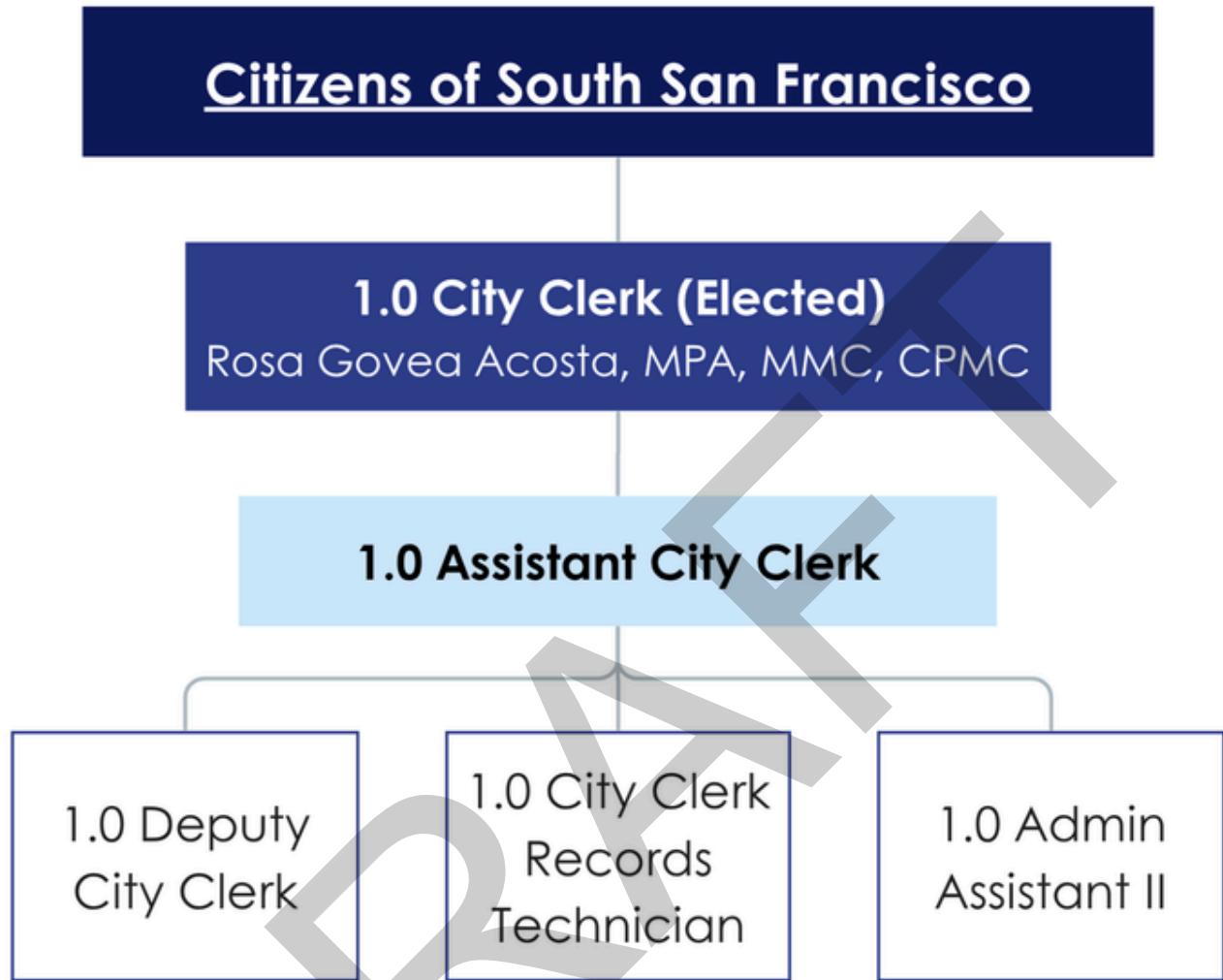
- \$10,000 - Staff training and professional development to obtain designations for Deputy City Clerk as Certified Municipal Clerk (CMC); Assistant City Clerk as Master Municipal Clerk (MMC) and Notary Public certifications for multiple positions.
- \$5,000 - Yearly maintenance cost of eScribe, Advisory 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).

DRAFT

## Key Performance Measures

Key Performance Measures	FY 2024 Actual	FY 2025 Actual	FY 2026 Projected	FY 2027 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

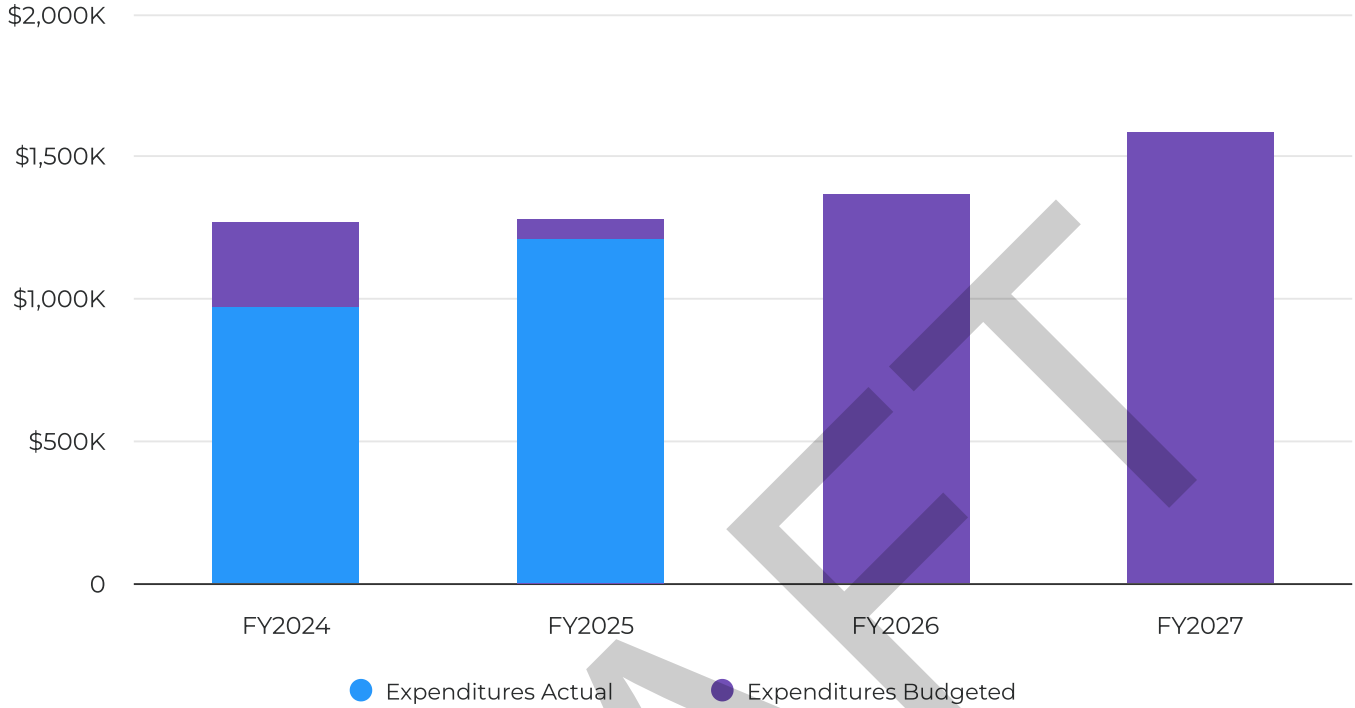


## Budget Note

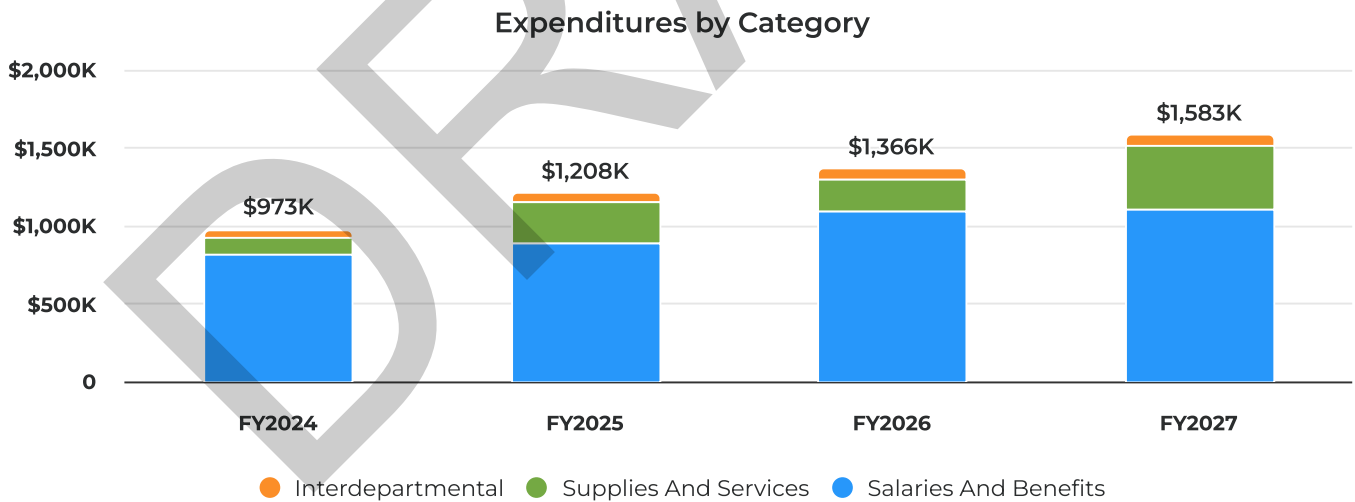
This department collects no revenue and is funded solely by the General Fund, so only Expense by Category detail is shown.

## Expenditure Summary

### Historical Expenditures Across Department



### Expenditures by Category

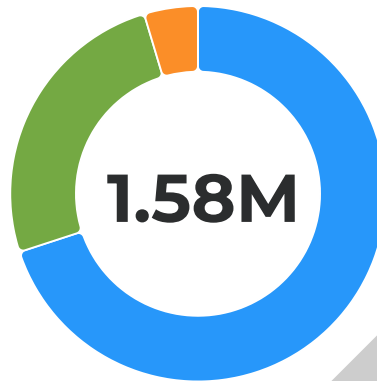


In FY2027, the City Clerk's total expenditures increased by 15.86% to \$1.6 million compared to FY2026. The largest expenditure category remained Salaries and Benefits at \$1.1 million, representing 69.98% of the total budget. This category saw a modest increase of \$17,794 or 1.63% from the previous 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



<span style="color: blue;">●</span> Salaries And Benefits	<b>\$1,107,915</b>	69.98%
<span style="color: green;">●</span> Supplies And Services	<b>\$402,007</b>	25.39%
<span style="color: orange;">●</span> 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 Approved FTE	2026-27 Planned 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

### FY 2025-26 Changes and Highlights

#### Positions:

None

#### Supplies and Services:

Increase in expenses due to removal of one-time budget balancing measures from prior year.

# 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:**

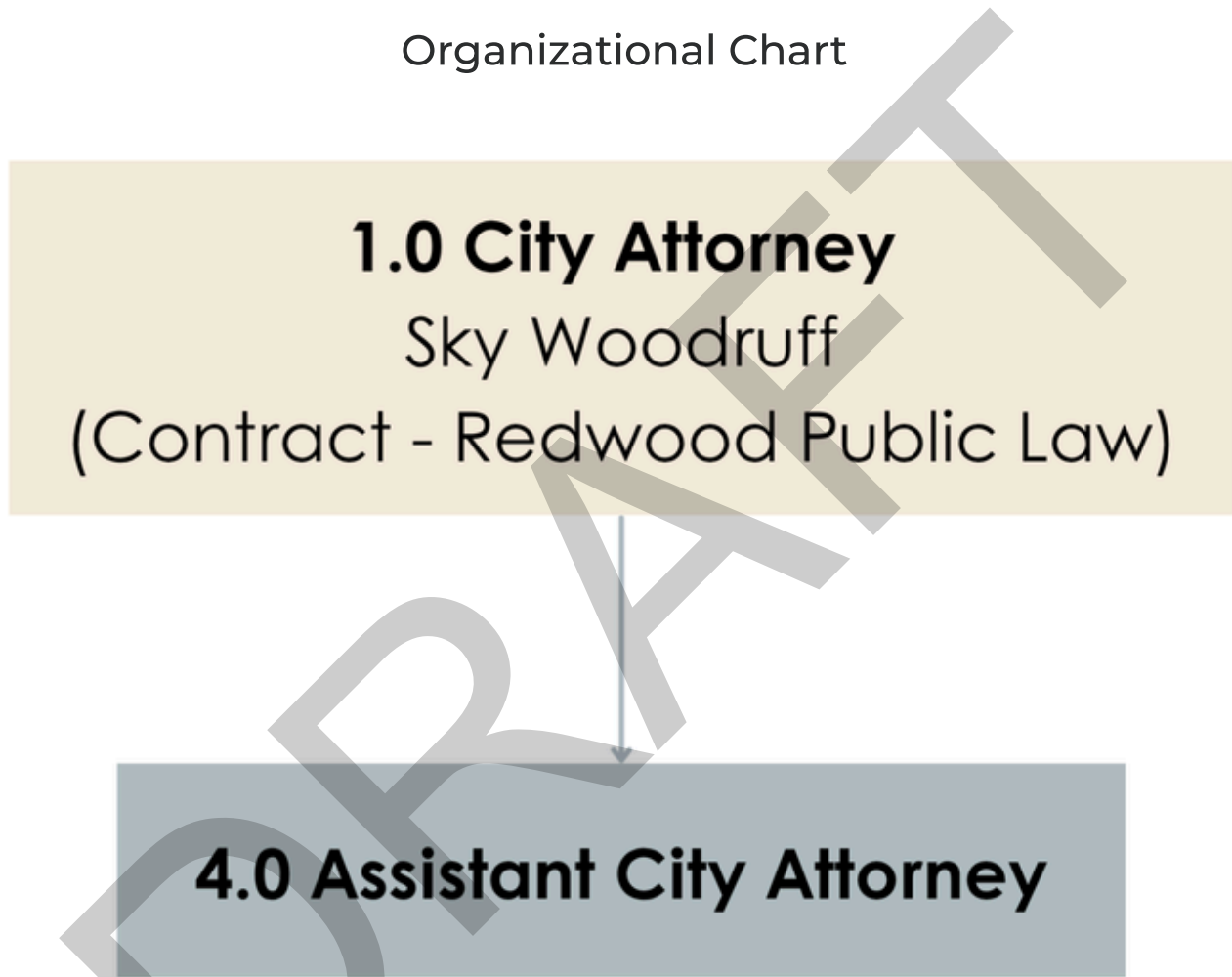
- Continue to assist City Council with downtown and business development initiatives.
- Assist the City with processing and planning for transit-development oriented residential projects pursuant to SB 79 (2025) and related potential regional planning coordination.
- Provide in-depth training on legal 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

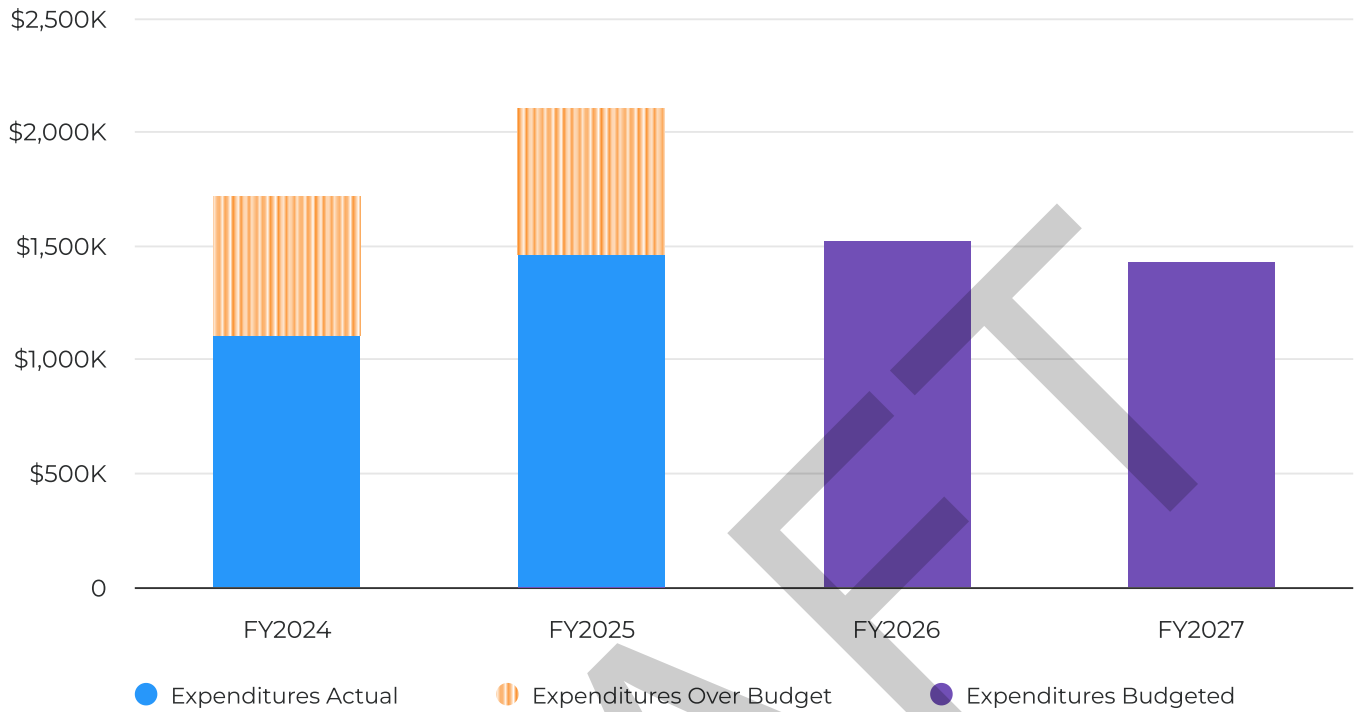


## Budget Note

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

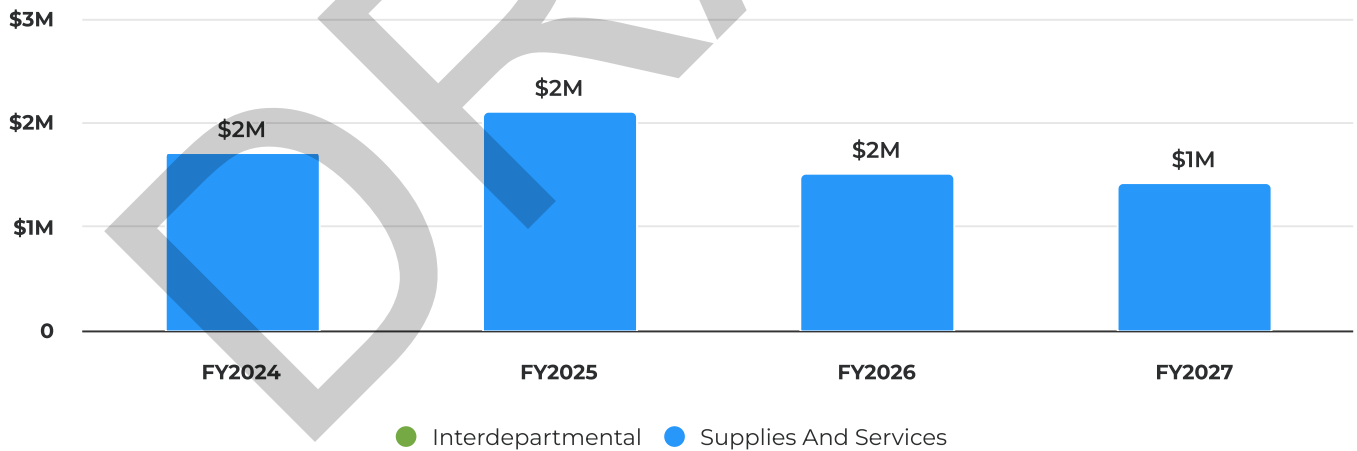
# Expenditure Summary

## Historical Expenditures Across Department

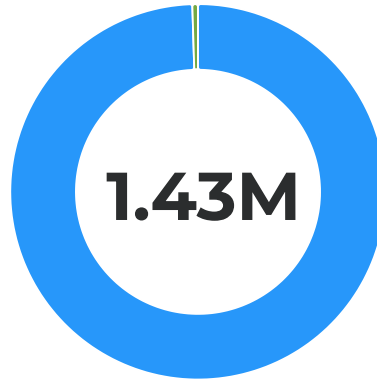


## Expenditures by Category

### Historical Expenditures by Category



### FY27 Expenditures by Category



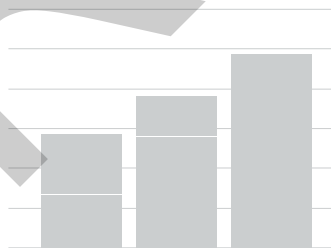
●	Supplies And Services	<b>\$1,419,841</b>	99.52%
●	Interdepartmental	<b>\$6,900</b>	0.48%

### 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

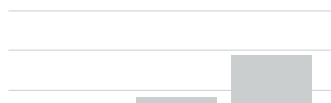
#### Historical Revenues Across Department



!   
 No data available

### Revenues by Fund

#### Historical Revenues by Fund







# 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.

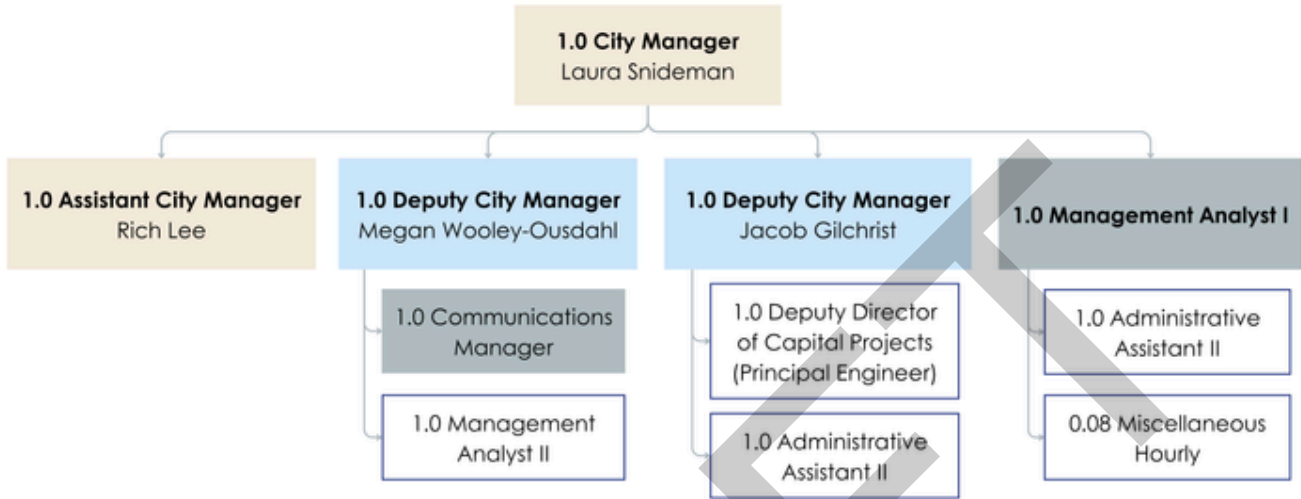
**BUDGET HIGHLIGHTS FOR FISCAL YEAR 2026-27:**

- 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**

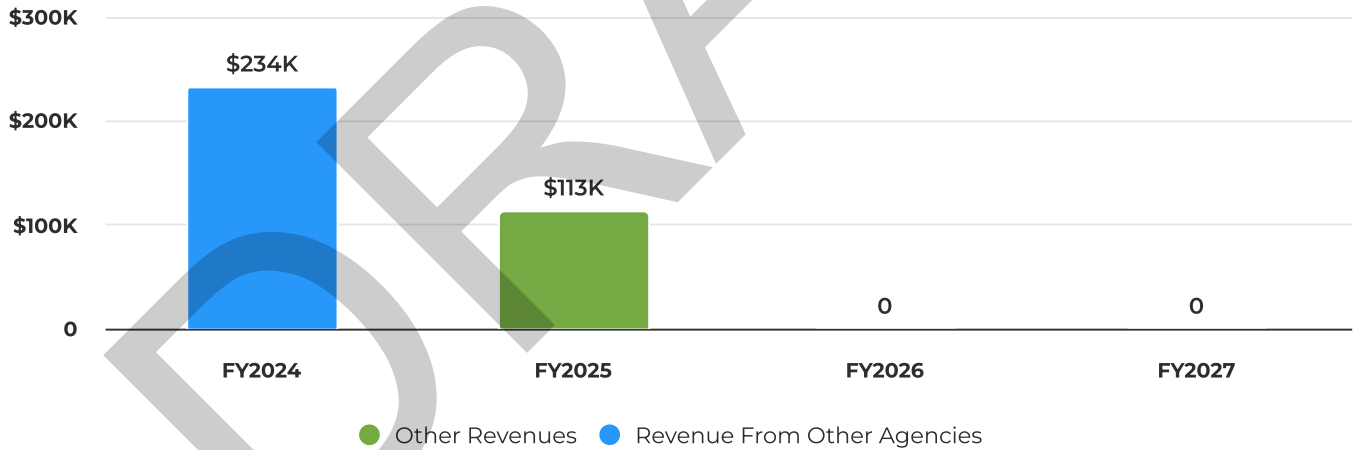
Key Performance Measures	FY 2024 Actual	FY 2025 Actual	FY 2026 Projected	FY 2027 Proposed
Community Engagement. The performance measures tracked ensure we focus on continuing to engage the community.				
# of Facebook followers City Hall	9,137	10,059	11,000	15,000
# of Instagram followers City Hall	5,522	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

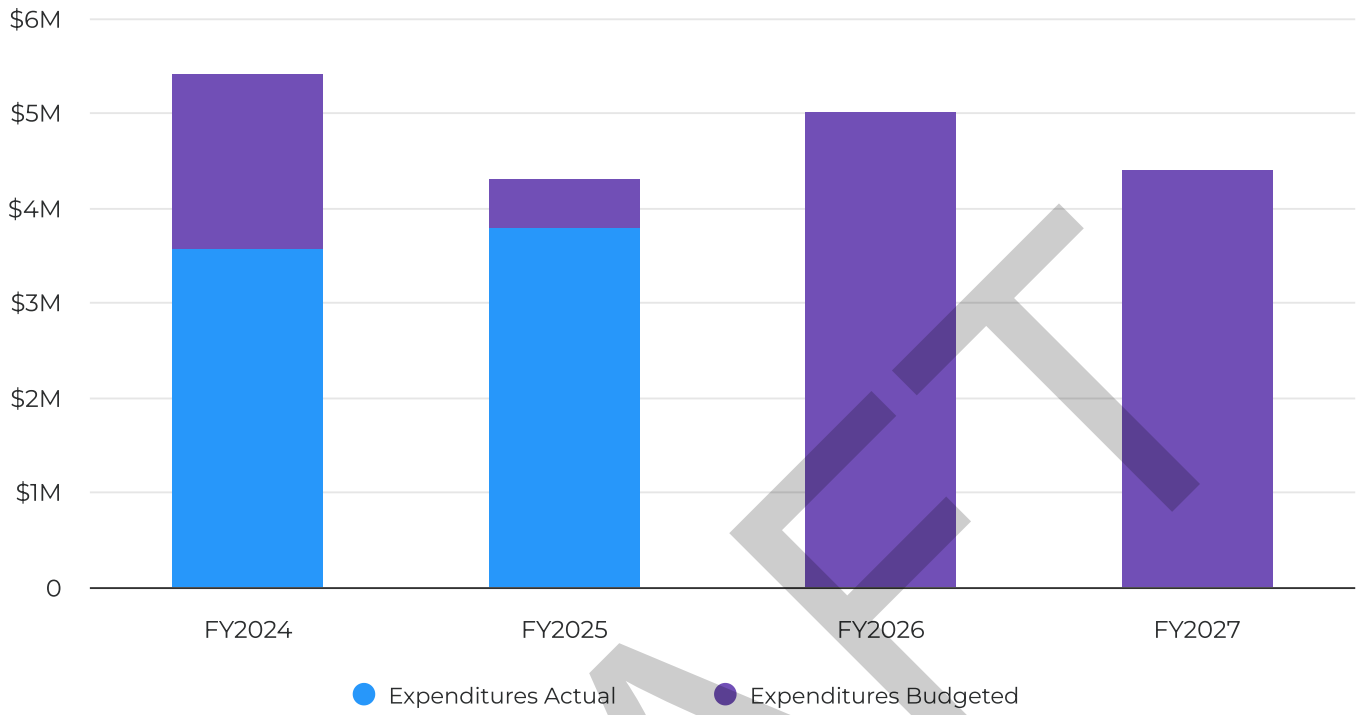


## Revenues by Object Groups

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>

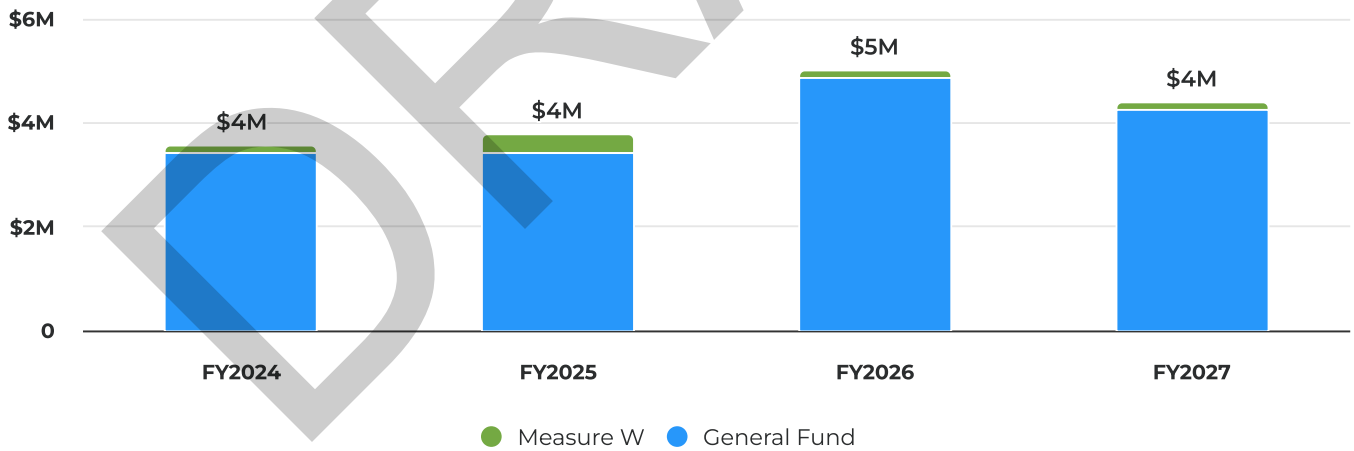
# Expenditure Summary

## Historical Expenditures Across Department

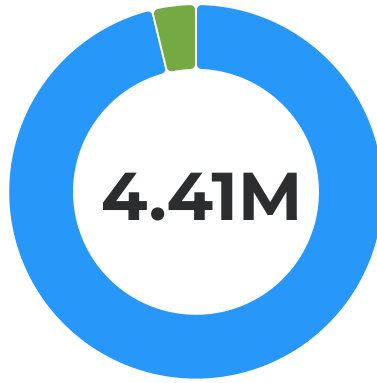


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund

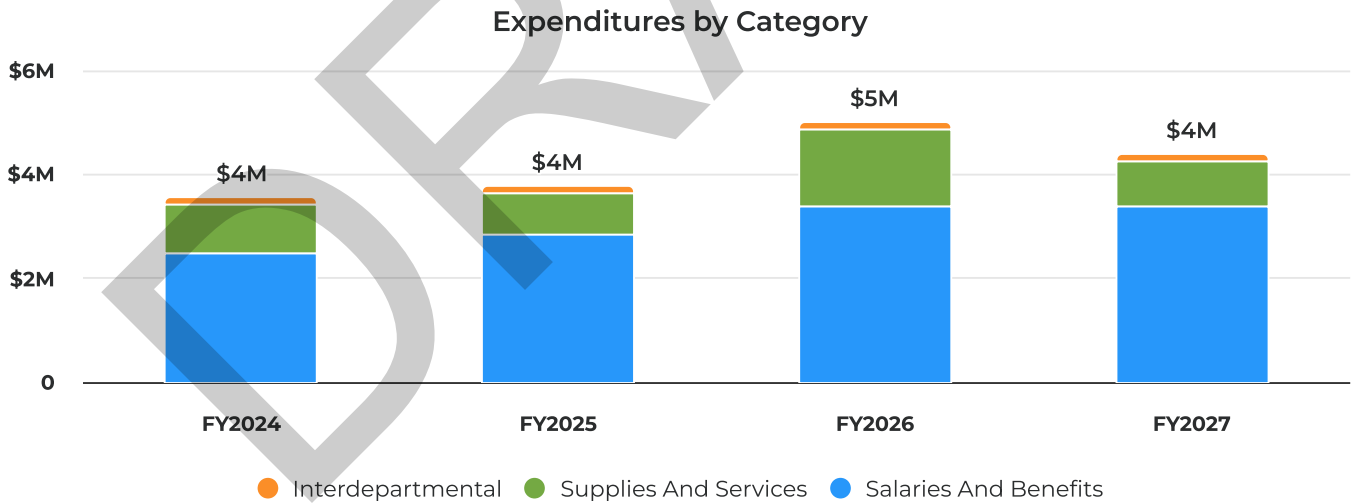


<span style="color: blue;">●</span> General Fund	<b>\$4,238,936</b>	96.22%
<span style="color: green;">●</span> Measure W	<b>\$166,743</b>	3.78%

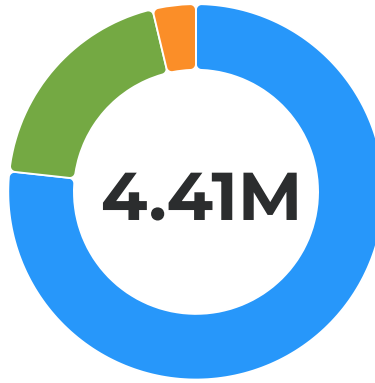
### Expenditures by Fund

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



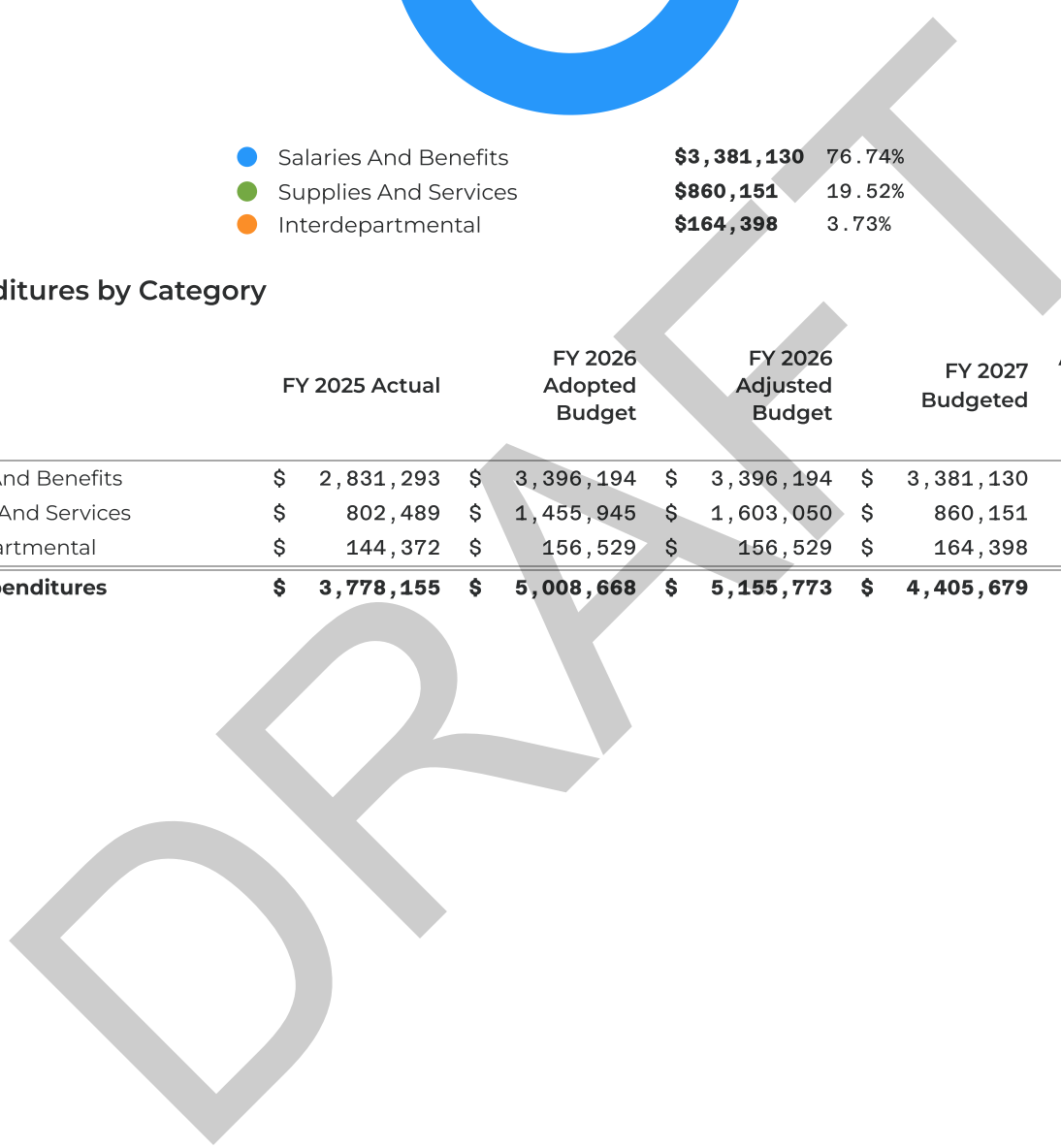
### FY27 Expenditures by Category



● Salaries And Benefits	<b>\$3,381,130</b>	76.74%
● Supplies And Services	<b>\$860,151</b>	19.52%
● Interdepartmental	<b>\$164,398</b>	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

Status	Job Code	Position Title	2025-26 Approved FTE	2026-27 Planned FTE
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
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

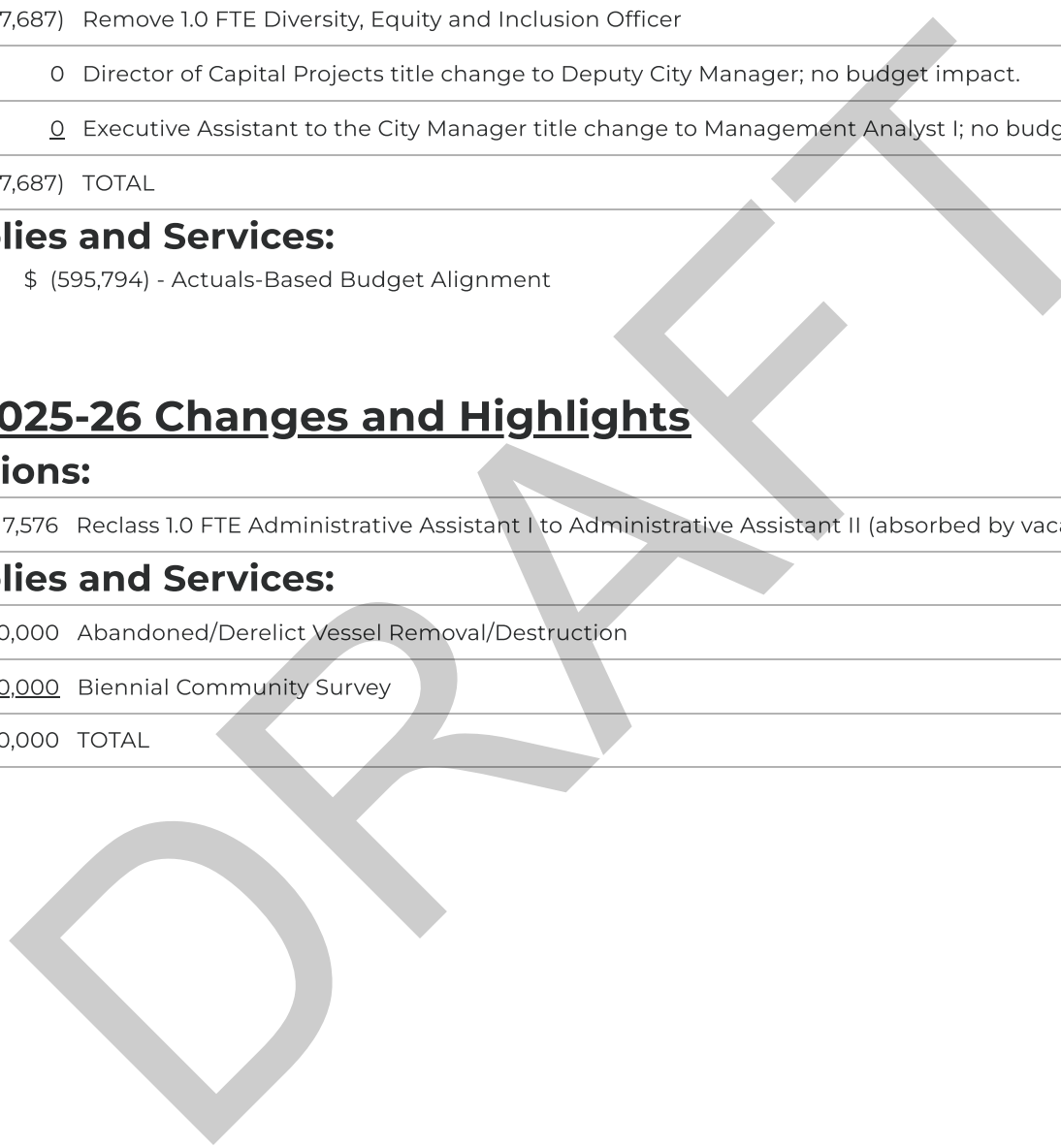
### **FY 2025-26 Changes and Highlights**

**Positions:**

\$ 7,576	Reclass 1.0 FTE Administrative Assistant I to Administrative Assistant II (absorbed by vacancy savings)
----------	---

**Supplies and Services:**

\$ 200,000	Abandoned/Derelict Vessel Removal/Destruction
100,000	Biennial Community Survey
\$ 300,000	TOTAL



# 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 FY2023-24 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 2024-25
- Maintained a AAA bond rating
- Successfully modernized the Business License Tax and passed the ballot measure by over 80%
- Completed an RFP process for selection of a new enterprise resource planning software
- Completed an RFP process and awarded contract for Sales Tax Advisor
- Completed an RFP process and awarded contract to hire a consultant to conduct Transient Occupancy Tax (TOT) auditing service, short-term rental monitoring program and parking taxes

## OBJECTIVES FOR FISCAL YEAR 2026-27:

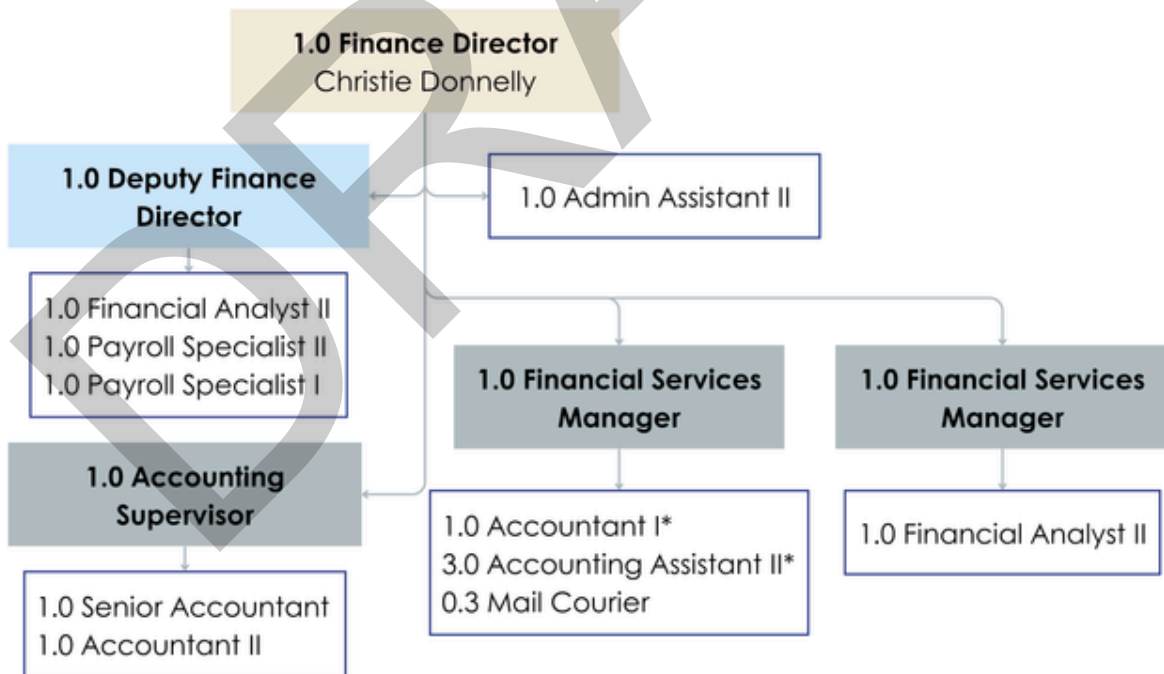
- Implementation of the selected Enterprise Resources Planning software
- Complete FY2024-25 audit and issue Annual Comprehensive Financial Statements (ACFR) and all the statutory reports in a timely manner.
- Facilitate and coordinate the issuance of CFD for E101 projects.
- Maintain a AAA Bond Rating
- Obtain GFOA Certificate of Excellence in Financial Reporting for FY2024-25
- Obtain GFOA Distinguished Budget Award for FY 2025-26.

- 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 Actual	FY 2025 Actual	FY 2026 Projected	FY 2027 Proposed
The City's Annual Budget receives the Government Finance Officers Association Distinguished Budget Presentation	Yes			
The City's Annual Comprehensive Finance Report (ACFR) receives the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting	Yes			
The City's Annual Comprehensive Finance Report is completed by December 31st	Yes			
Percent of months City's investment portfolio complies with investment policy	100%			
Number of new business licenses issued	130			
Number of business certificates produced.	2720			

## Organizational Chart



\*Underfilled positions:

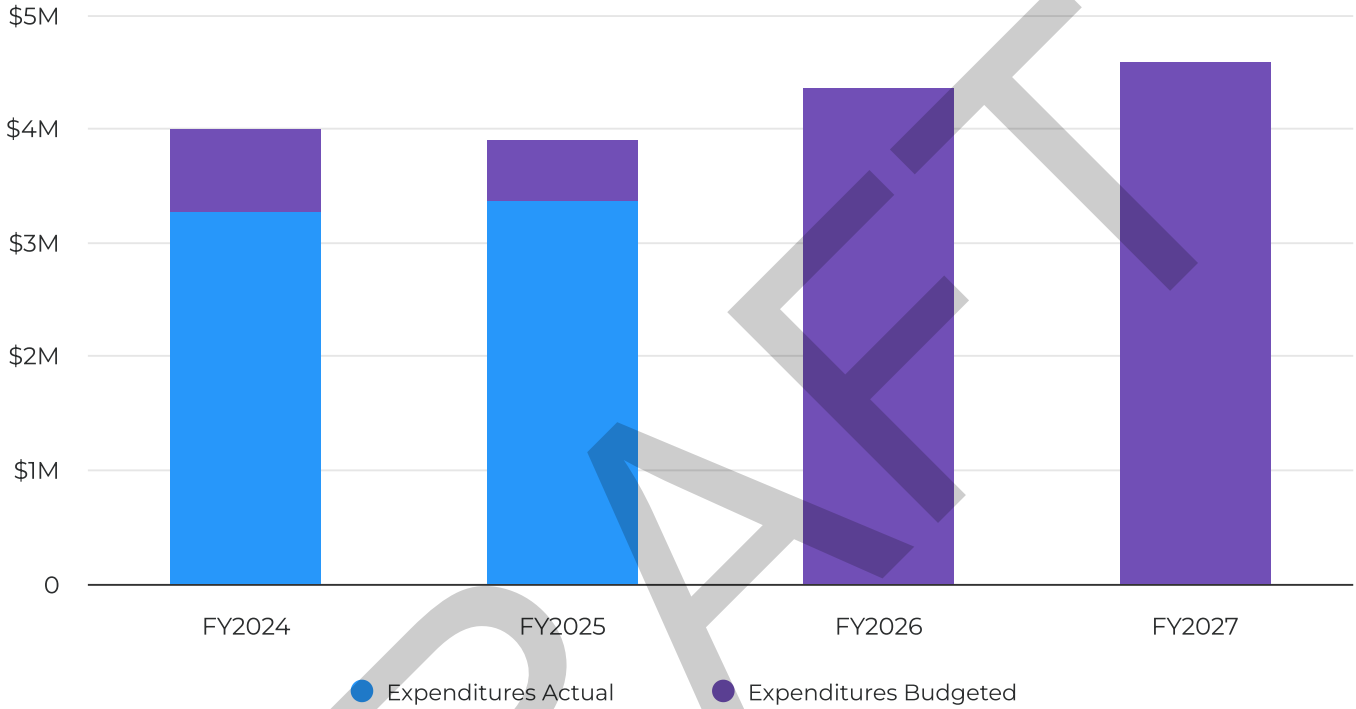
- Accountant I is underfilling the Management Analyst II position.
- 1 FTE Accounting Assistant II is underfilling the Accounting Technician position.

# Budget Note

This department collects no revenue so no revenue detail is provided.

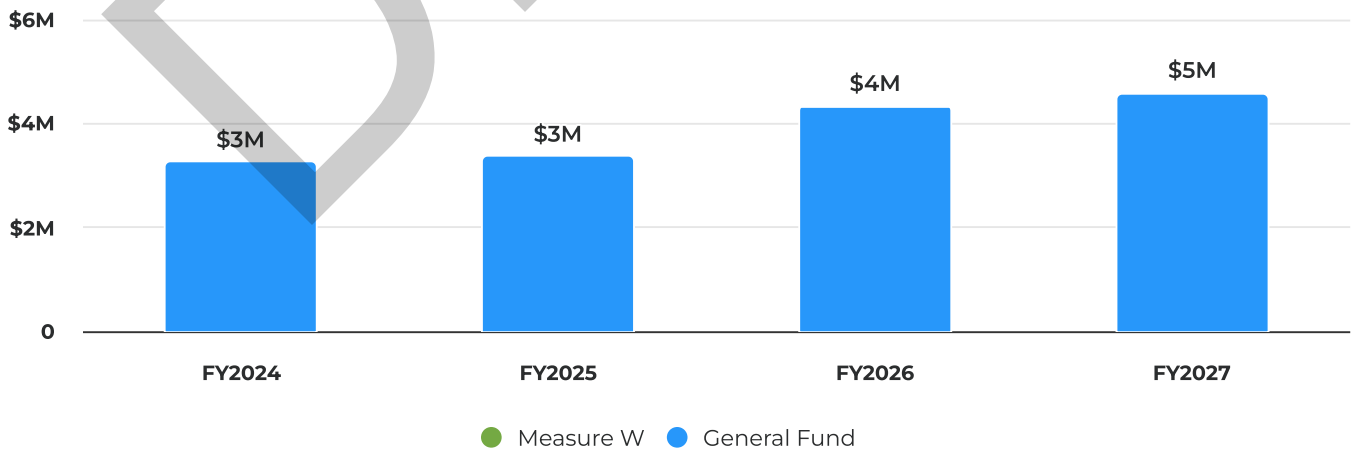
## Expenditure Summary

### Historical Expenditures Across Department

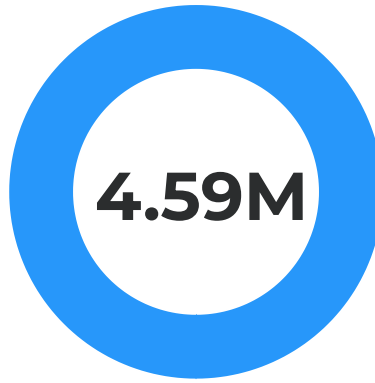


### Expenditures by Fund

#### Historical Expenditures by Fund



### FY27 Expenditures by Fund

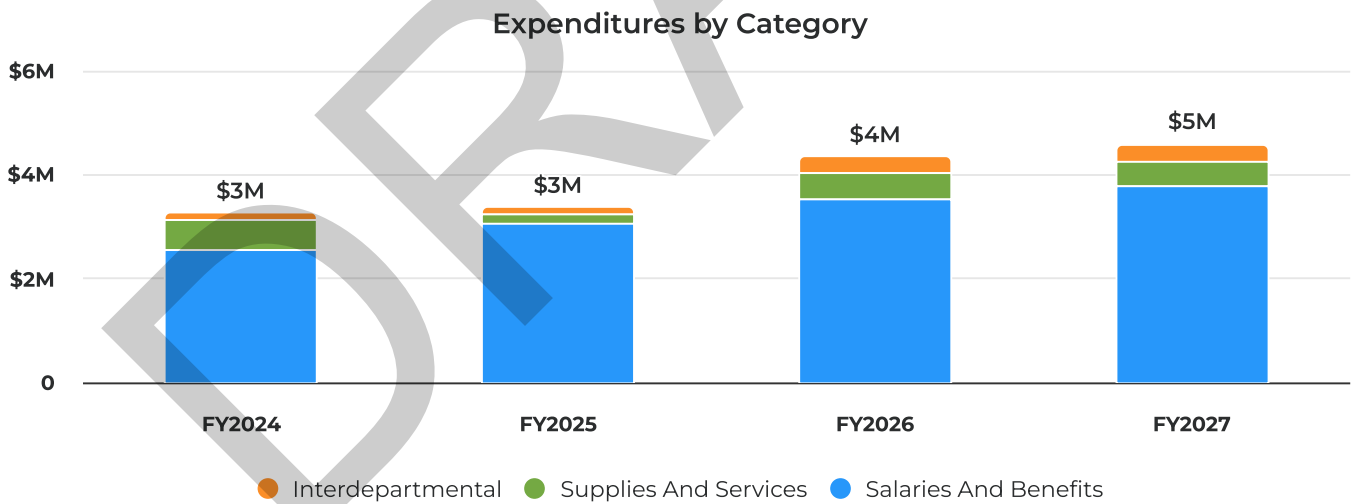


● General Fund **\$4,586,901** 100.00%

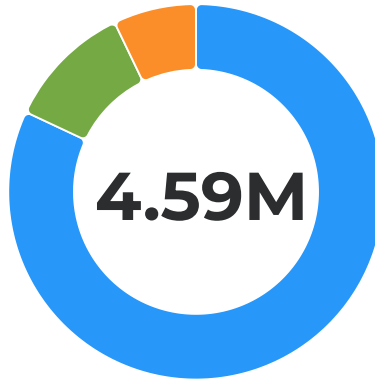
### Expenditures by Fund

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



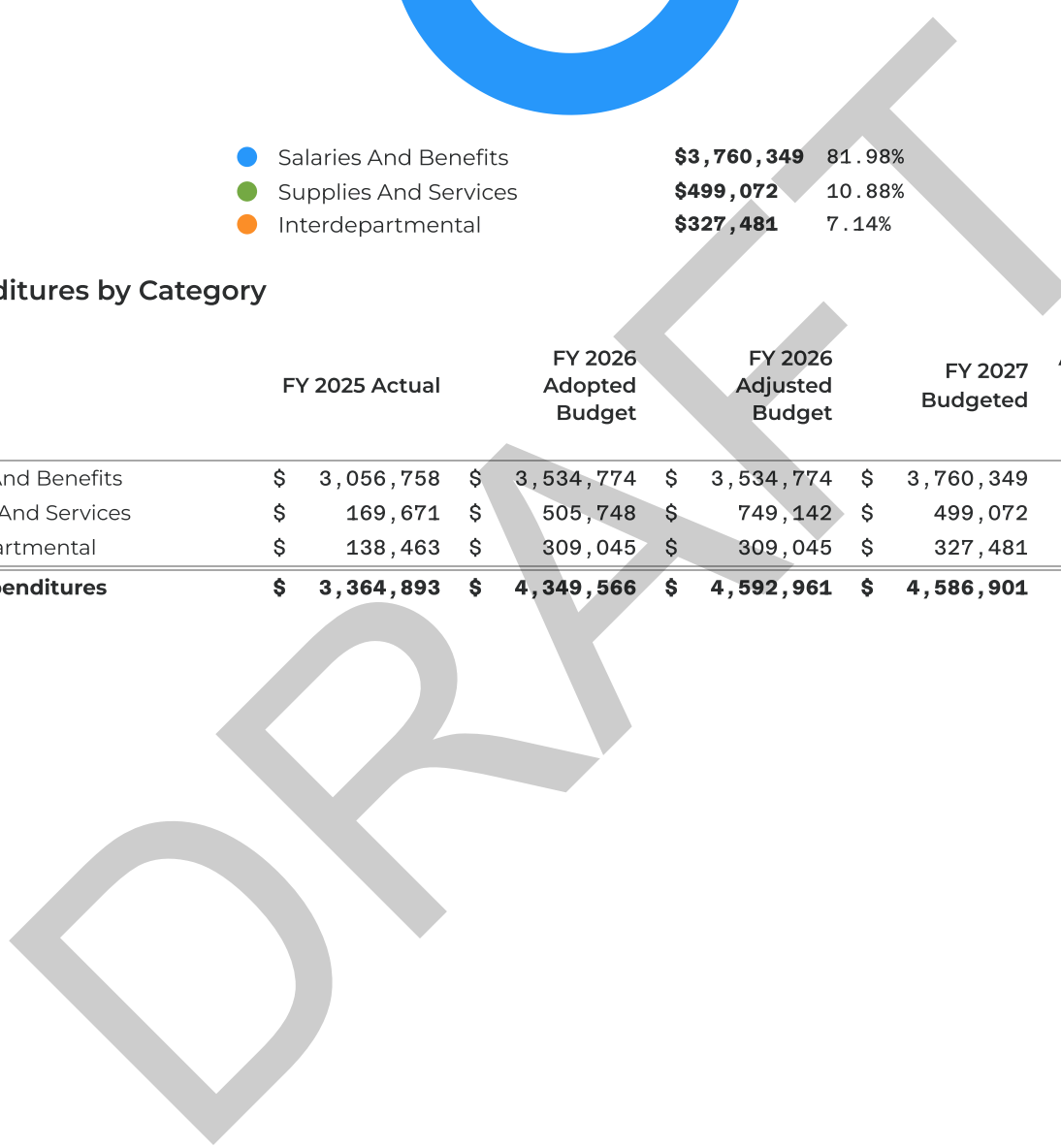
### FY27 Expenditures by Category



●	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 Approved FTE	2026-27 Planned 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

### **FY 2025-26 Changes and Highlights**

**Positions:**

None

**Supplies and Services:**

\$ 20,000 Property Tax Consultant
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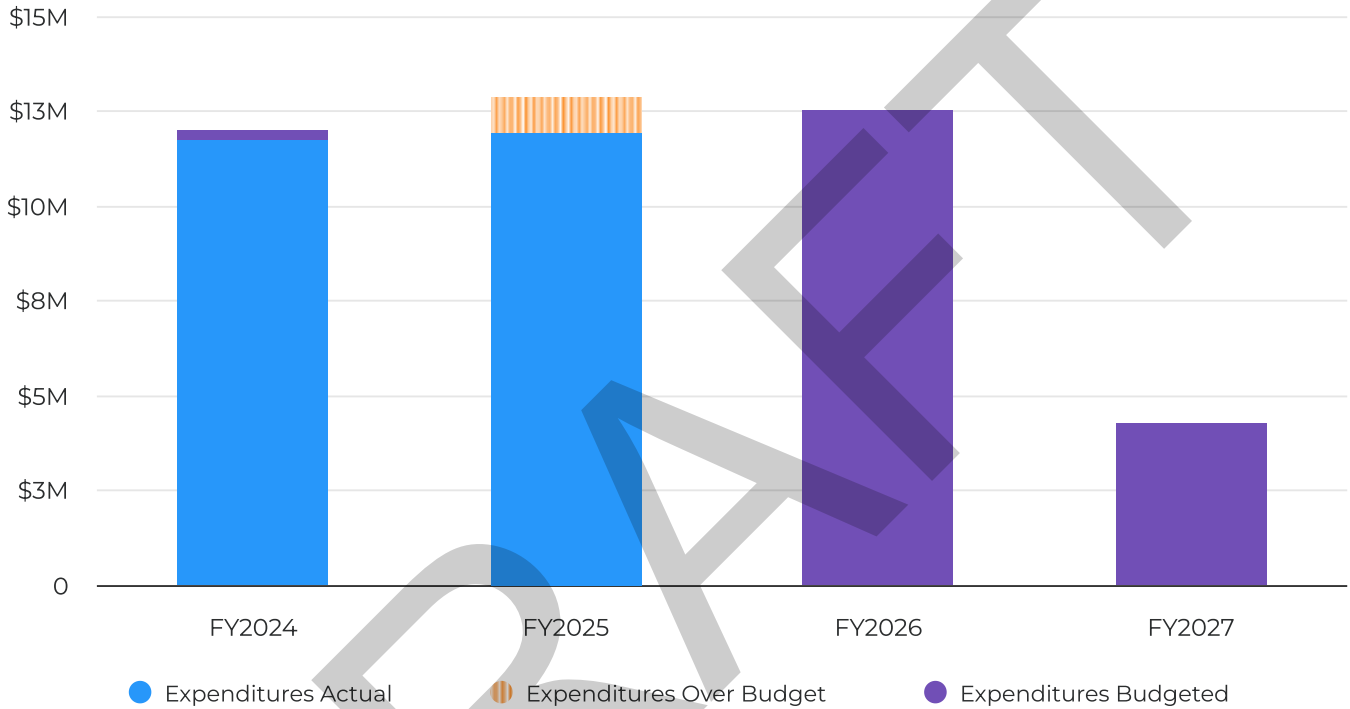
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# Non-Departmental

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).

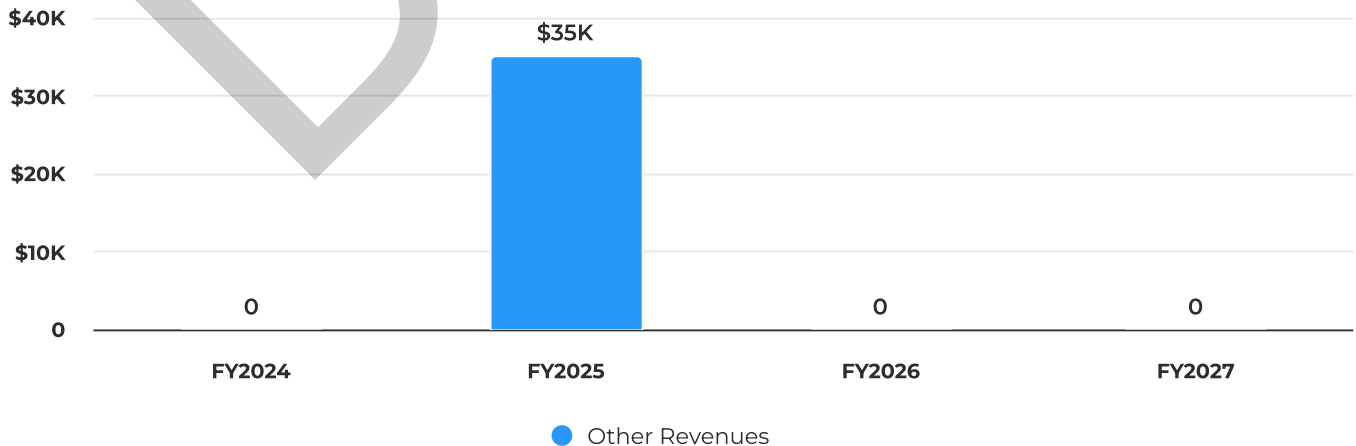
## Expenditure Summary

### Historical Expenditures Across Department



## Revenues by Object Groups

### Historical Revenues by Object Groups



### FY27 Revenues by Object Groups



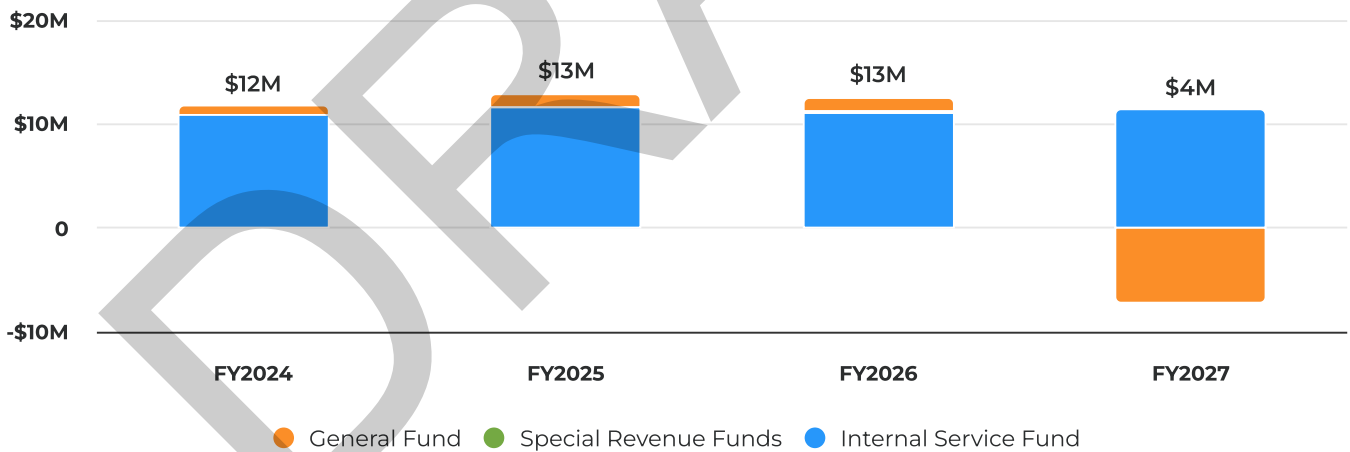
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### Revenues by Object Groups

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>

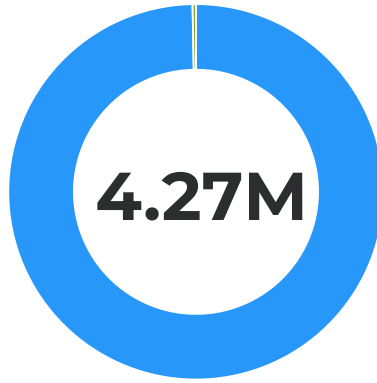
### Expenditures by Fund

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

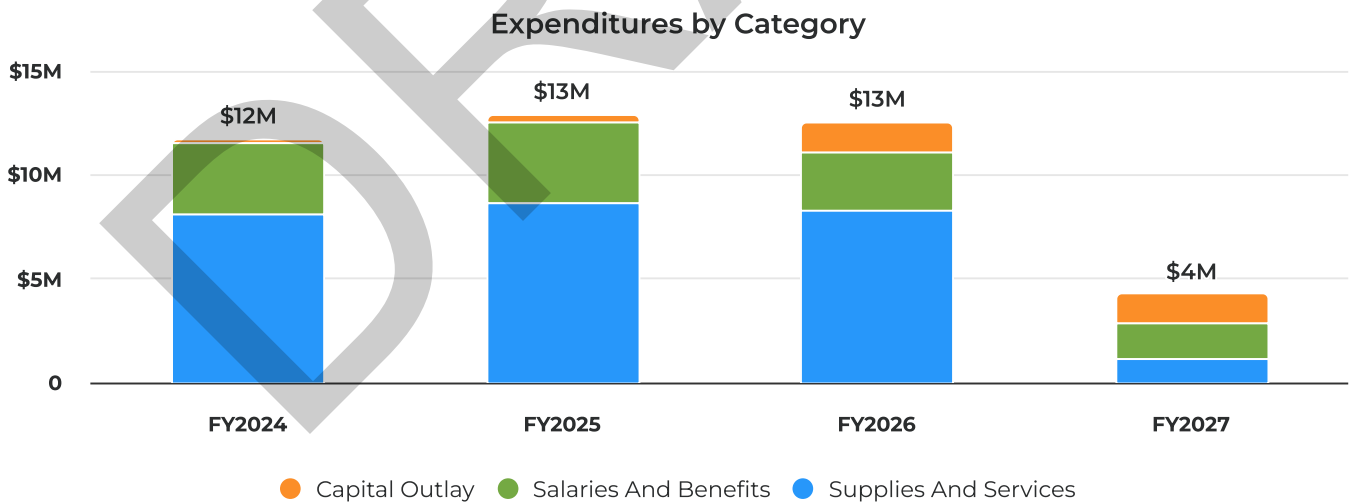


●	Internal Service Fund	<b>\$11,379,000</b>	266.35%
●	Special Revenue Funds	<b>\$33,600</b>	0.79%
●	General Fund	<b>-\$7,140,424</b>	-167.14%

### 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)
Internal Service Fund	\$ 11,621,046	\$ 11,114,000	\$ 14,219,104	\$ 11,379,000	2.38%
Special Revenue Funds	\$ 35,695	\$ 33,600	\$ 33,600	\$ 33,600	-
General Fund	\$ 1,221,366	\$ 1,394,367	\$ -3,654,846	\$ -7,140,424	-612.09%
<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>

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## 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

### **FY 2025-26 Changes and Highlights**

#### **Positions:**

None

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

None

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# 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:

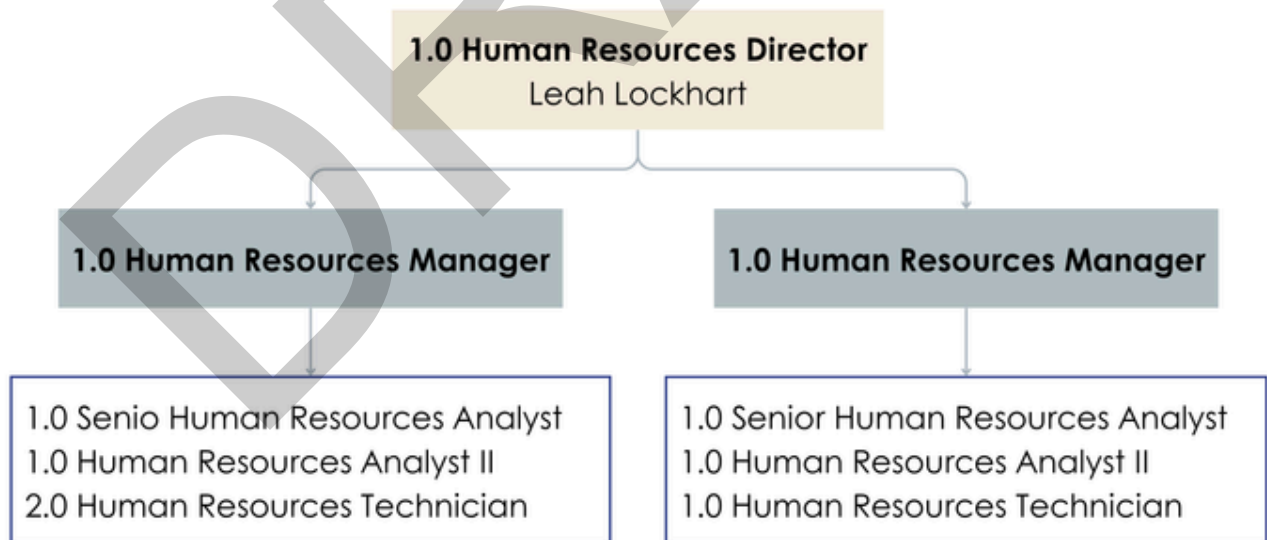
- Complete Workday implementation phase 1 and begin phase 2 (recruiting, talent and learning modules) in early 2027.
- Complete successor MOU negotiations with six employee bargaining units with Memorandums of Understanding expiring in July 2027.
- Complete a total compensation study for all full-time 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 Actual	FY 2025 Actual	FY 2026 Projected	FY 2027 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

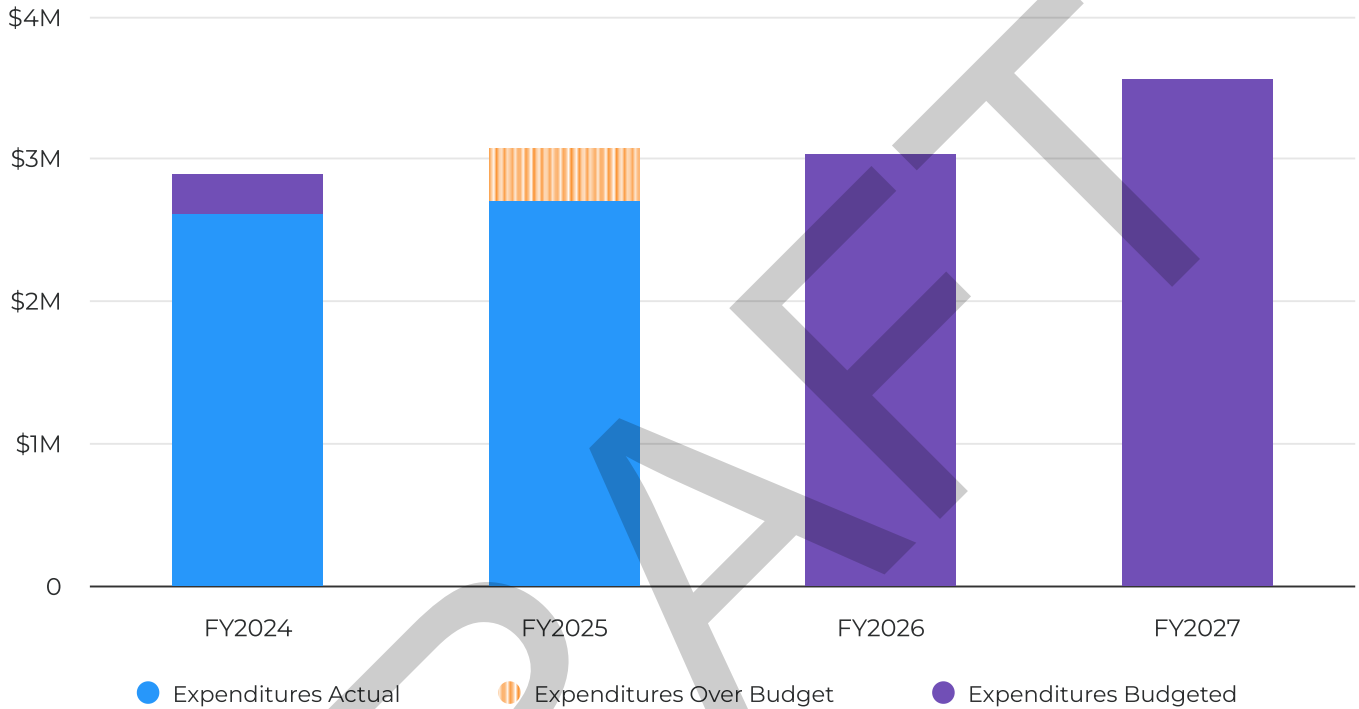


# Budget Note

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

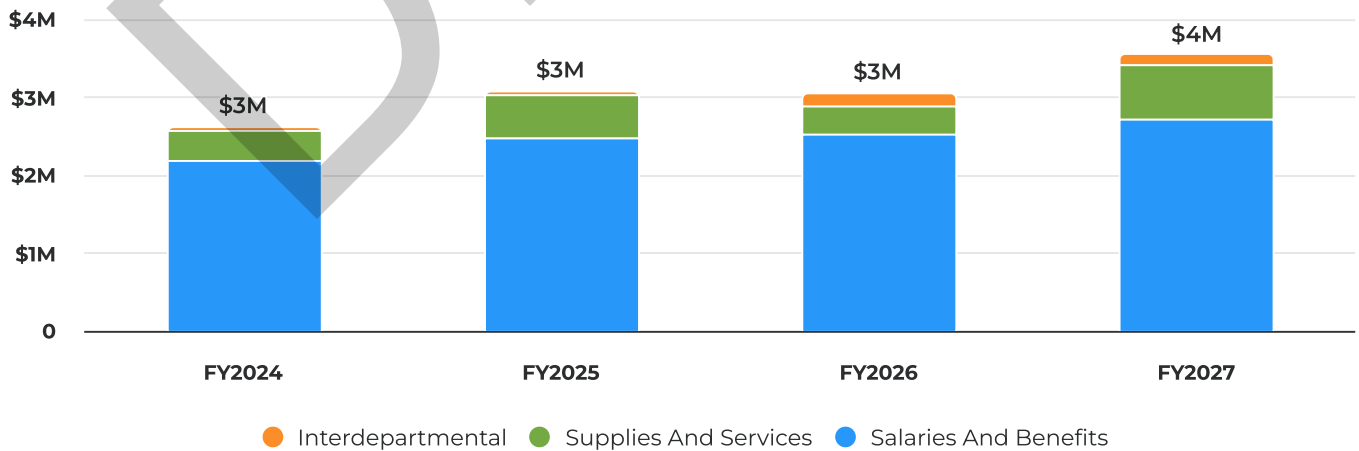
## Expenditure Summary

### Historical Expenditures Across Department

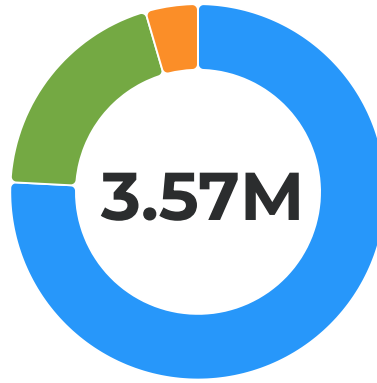


## Expenditures by Category

### 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>

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## Personnel Summary

<b>Status</b>	<b>Job Code</b>	<b>Position Title</b>	<b>2025-26 Approved FTE</b>	<b>2026-27 Planned FTE</b>
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>

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## 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
<u>(3,370)</u>	Actuals-Based Budget Alignment
<b>\$ 336,630</b>	<b>TOTAL</b>

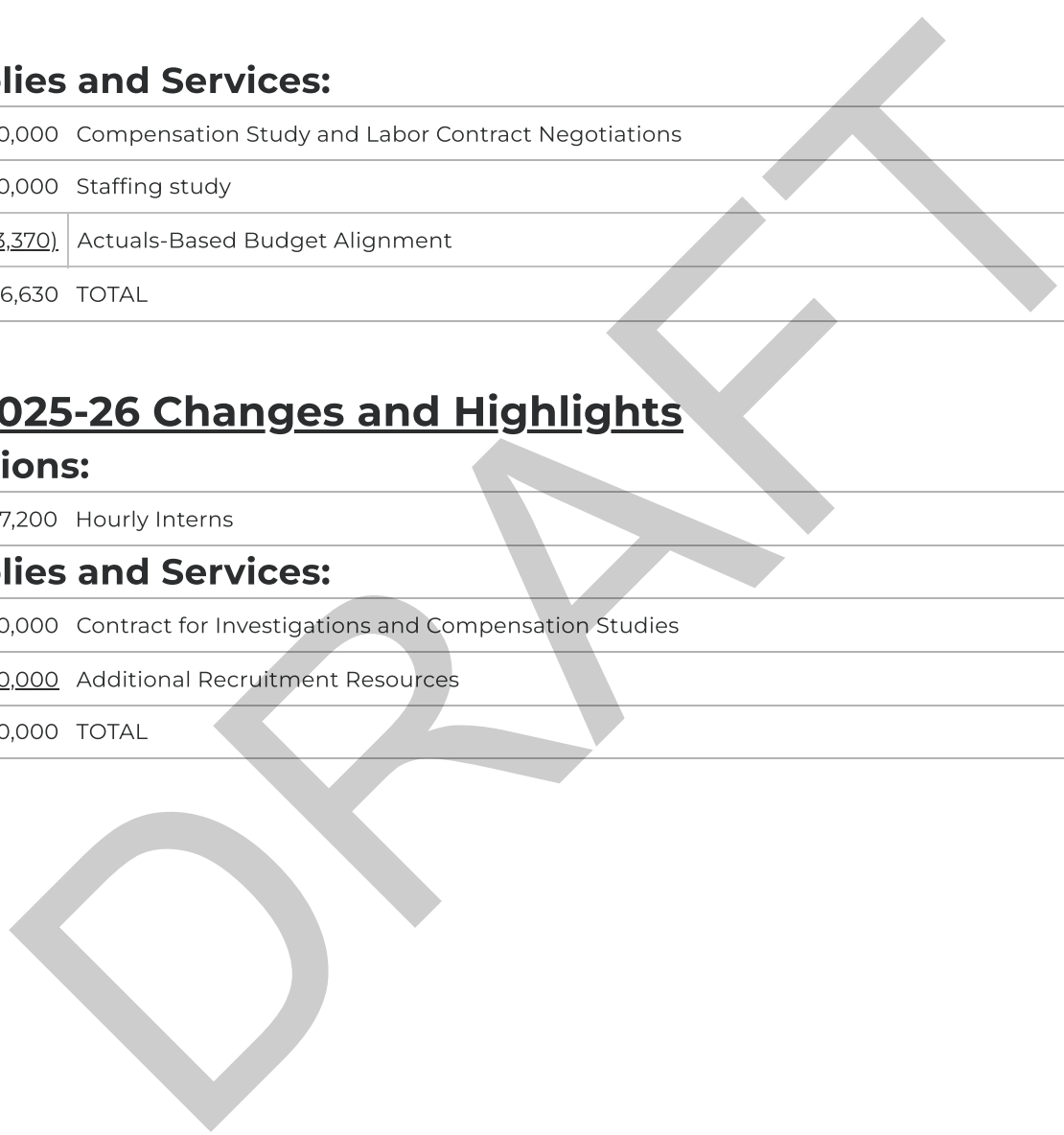
### **FY 2025-26 Changes and Highlights**

**Positions:**

\$ 7,200	Hourly Interns
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**Supplies and Services:**

\$ 50,000	Contract for Investigations and Compensation Studies
<u>50,000</u>	Additional Recruitment Resources
<b>\$ 100,000</b>	<b>TOTAL</b>



# 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.

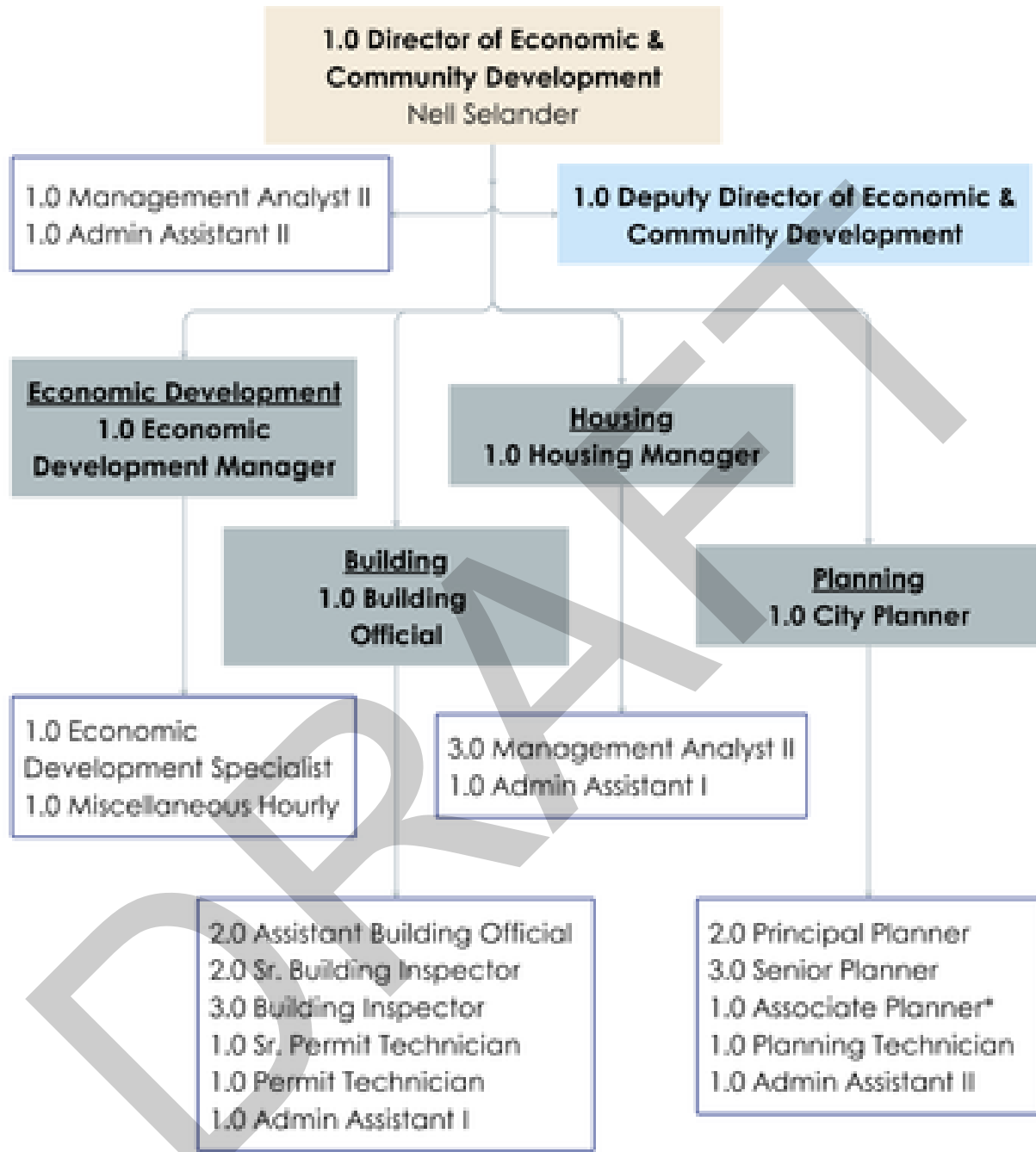
## Key Performance Measures

Key Performance Measures	FY 2024 Actual	FY 2025 Actual	FY 2026 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 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

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# Organizational Chart

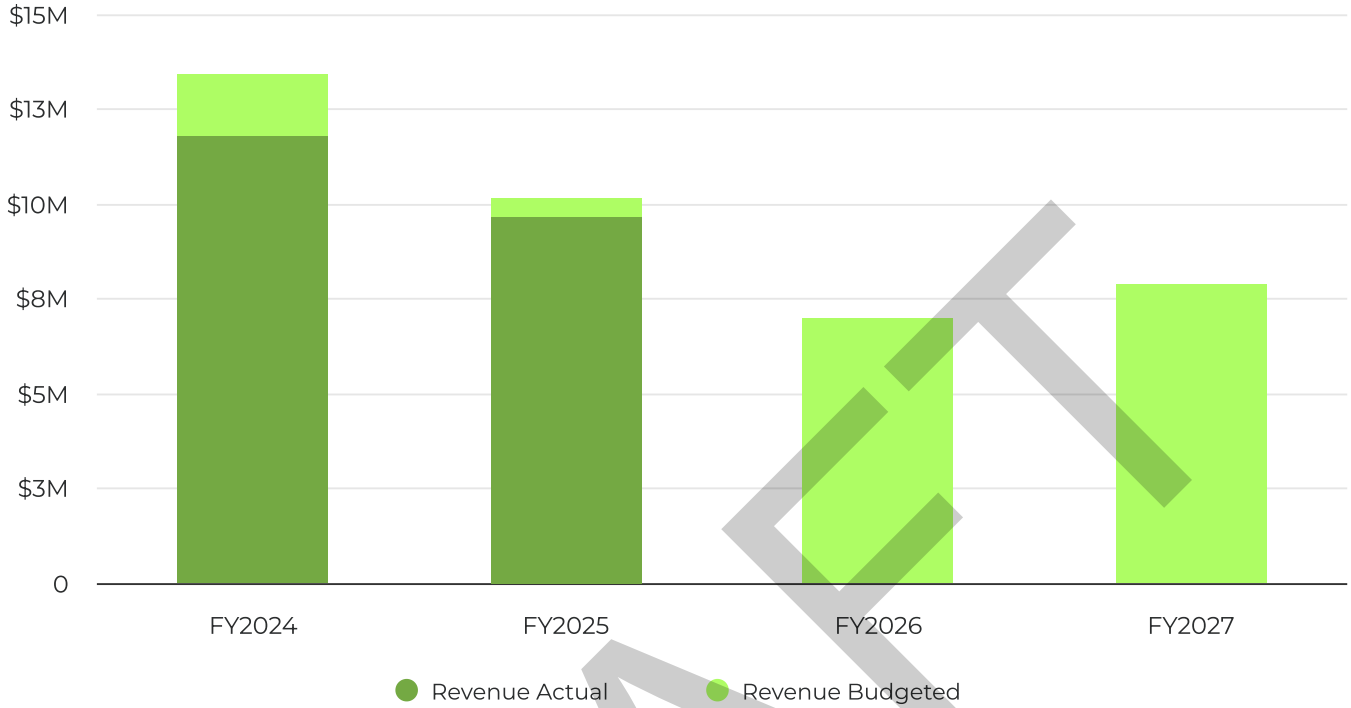


\*Underfilled Position:

- Associate Planner is underfilling a Senior Planner position.

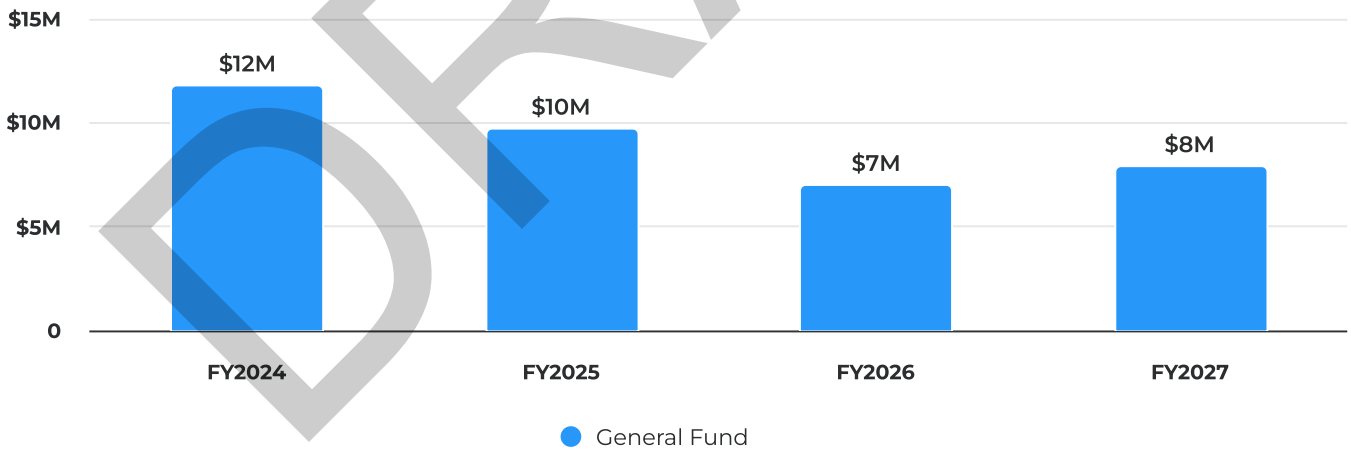
# Revenue Summary

## Historical Revenues Across Department



## Revenues by Fund

### Historical Revenues by Fund



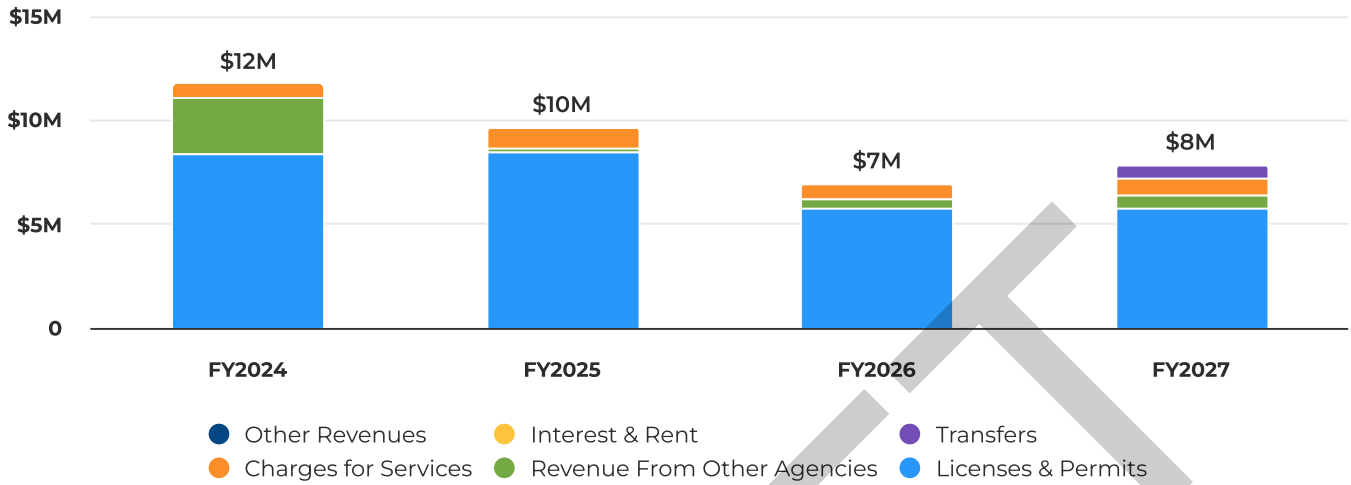
## Revenues by Fund

Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
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>\$ 7,882,733</b>	<b>13.13%</b>

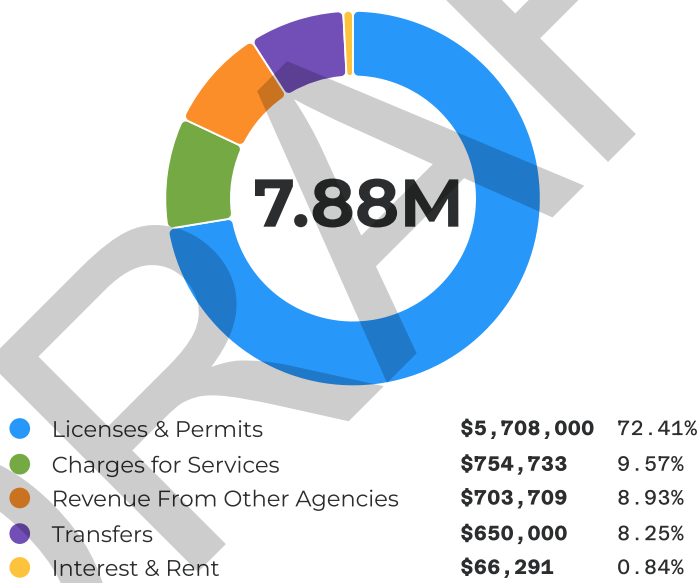


# Revenues by Source

Revenues by Revenue Source



FY27 Revenues by Source



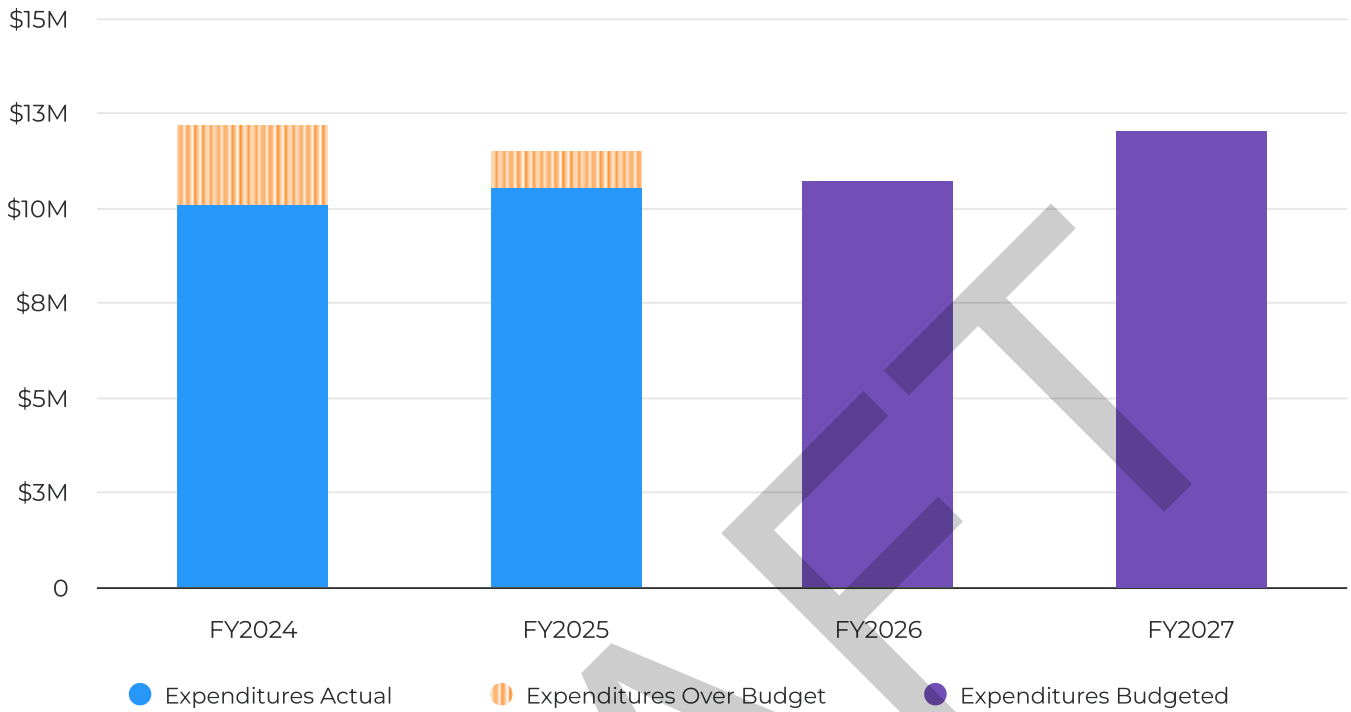
## Revenues by Source

Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Licenses & Permits	\$ 8,482,367	\$ 5,708,000	\$ 6,308,000	\$ 5,708,000	-
Revenue From Other Agencies	\$ 168,419	\$ 480,000	\$ 398,750	\$ 703,709	46.61%
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>\$ 7,882,733</b>	<b>13.13%</b>



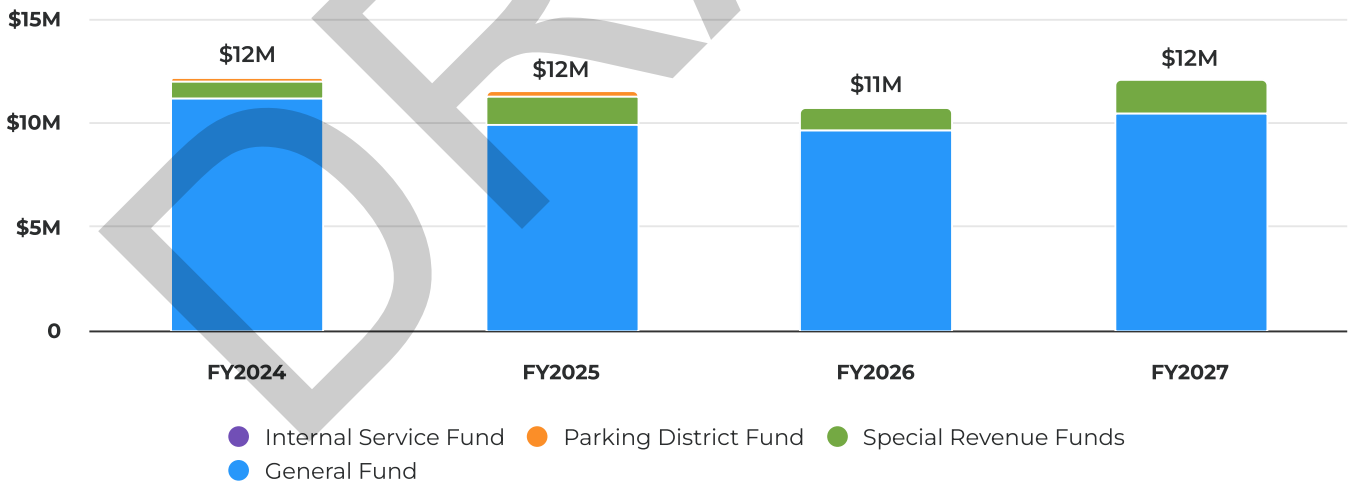
# Expenditure Summary

## Historical Expenditures Across Department

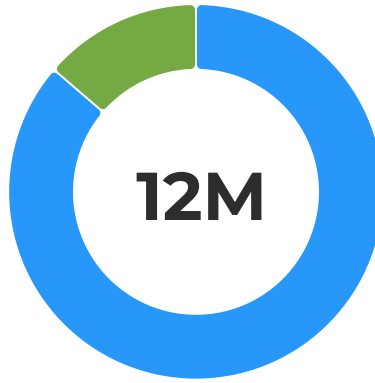


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund

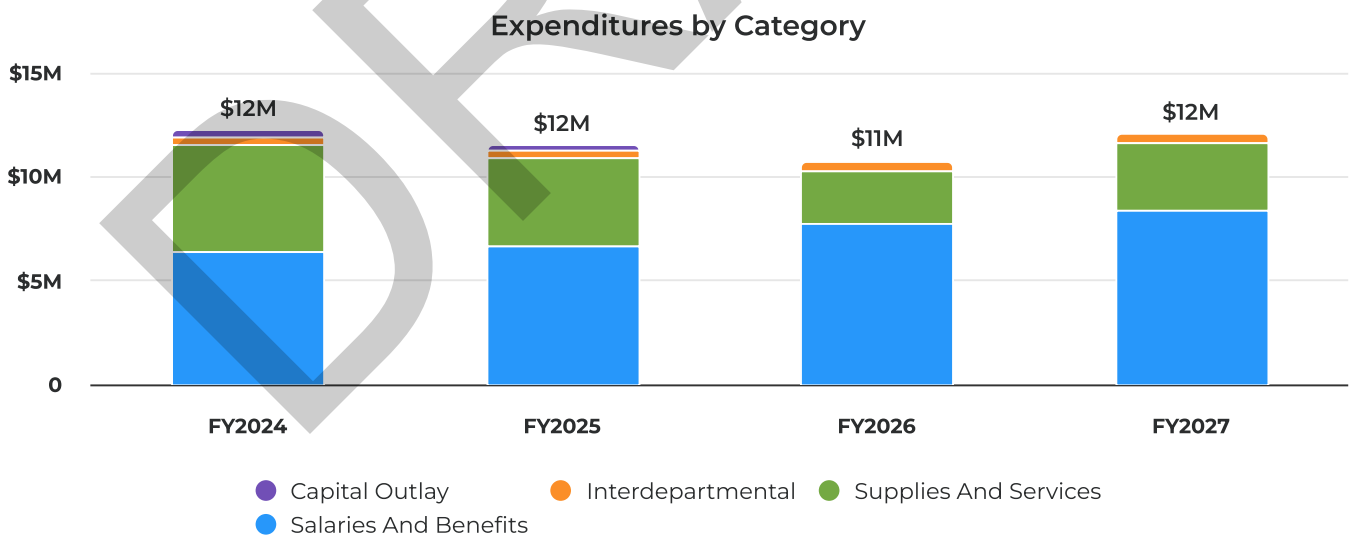


<span style="color: blue;">●</span> General Fund	<b>\$10,397,984</b>	86.30%
<span style="color: green;">●</span> Special Revenue Funds	<b>\$1,650,040</b>	13.70%

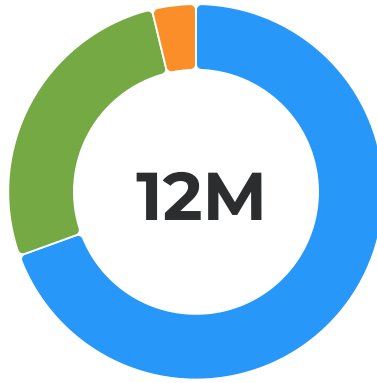
### Expenditures by Fund

Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Internal Service Fund	\$ 13,390	-	-	-	-
Special Revenue Funds	\$ 1,320,615	\$ 1,107,155	\$ 3,396,807	\$ 1,650,040	49.03%
General Fund	\$ 9,922,752	\$ 9,607,144	\$ 10,198,677	\$ 10,397,984	8.23%
Parking District Fund	\$ 250,225	-	-	-	-
<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



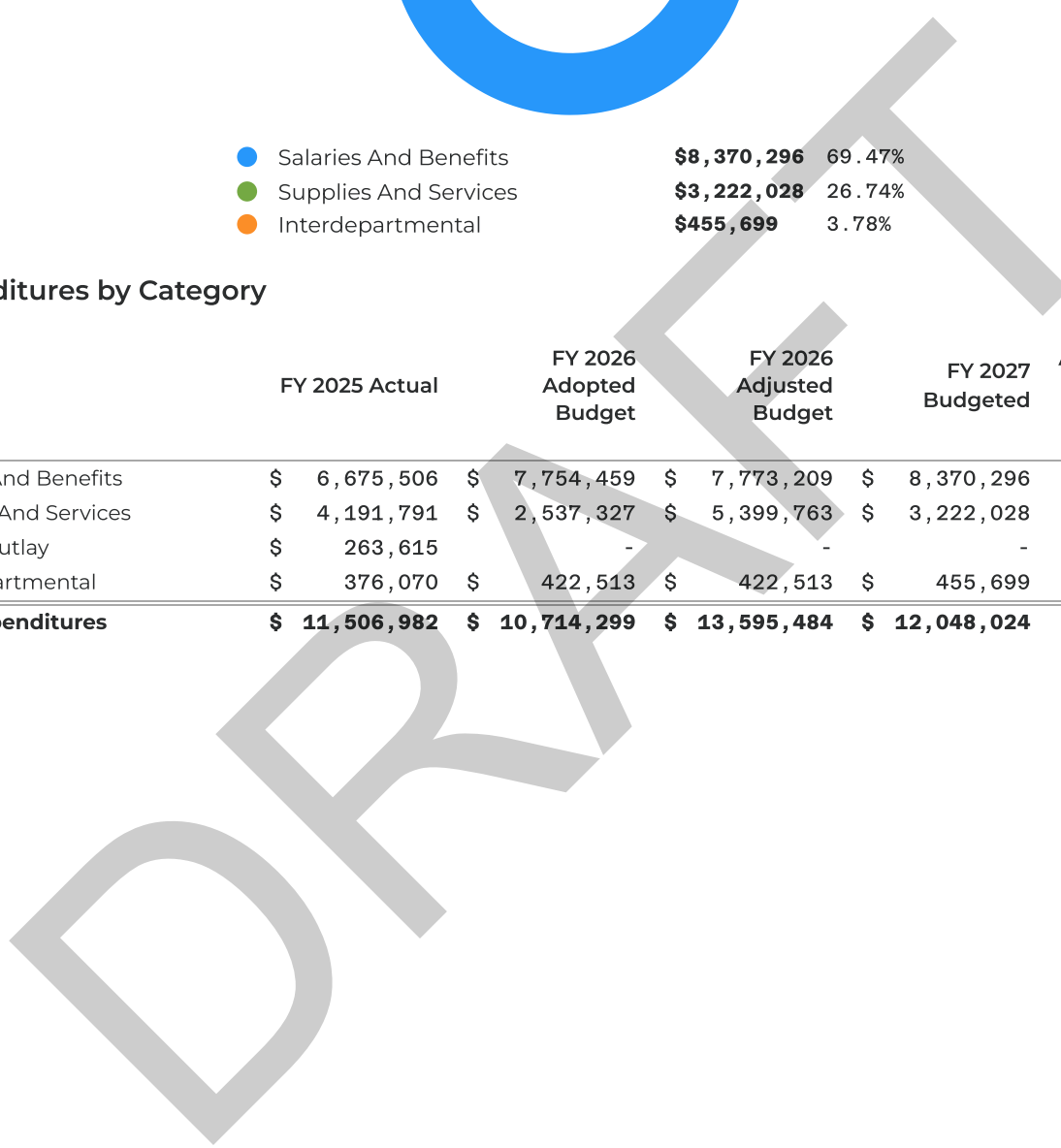
### FY27 Expenditures by Category



● Salaries And Benefits	<b>\$8,370,296</b>	69.47%
● Supplies And Services	<b>\$3,222,028</b>	26.74%
● Interdepartmental	<b>\$455,699</b>	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 Approved FTE	2026-27 Planned 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>

## **FY 2025-26 Changes and Highlights**

### **Positions:**

\$ (91,520) Remove 1.0 FTE Promotores
---------------------------------------

### **Supplies and Services:**

\$ 75,000 Construction Coordination Committee
40,000 TDM Monitoring & Compliance
30,000 Retail Strategies for ECR & Commercial Centers
50,000 JP Morgan Investment Conference
(136,828) Building Permit Plan Check Services
<b>\$ 58,172 TOTAL</b>

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# 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.

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## Key Performance Measures

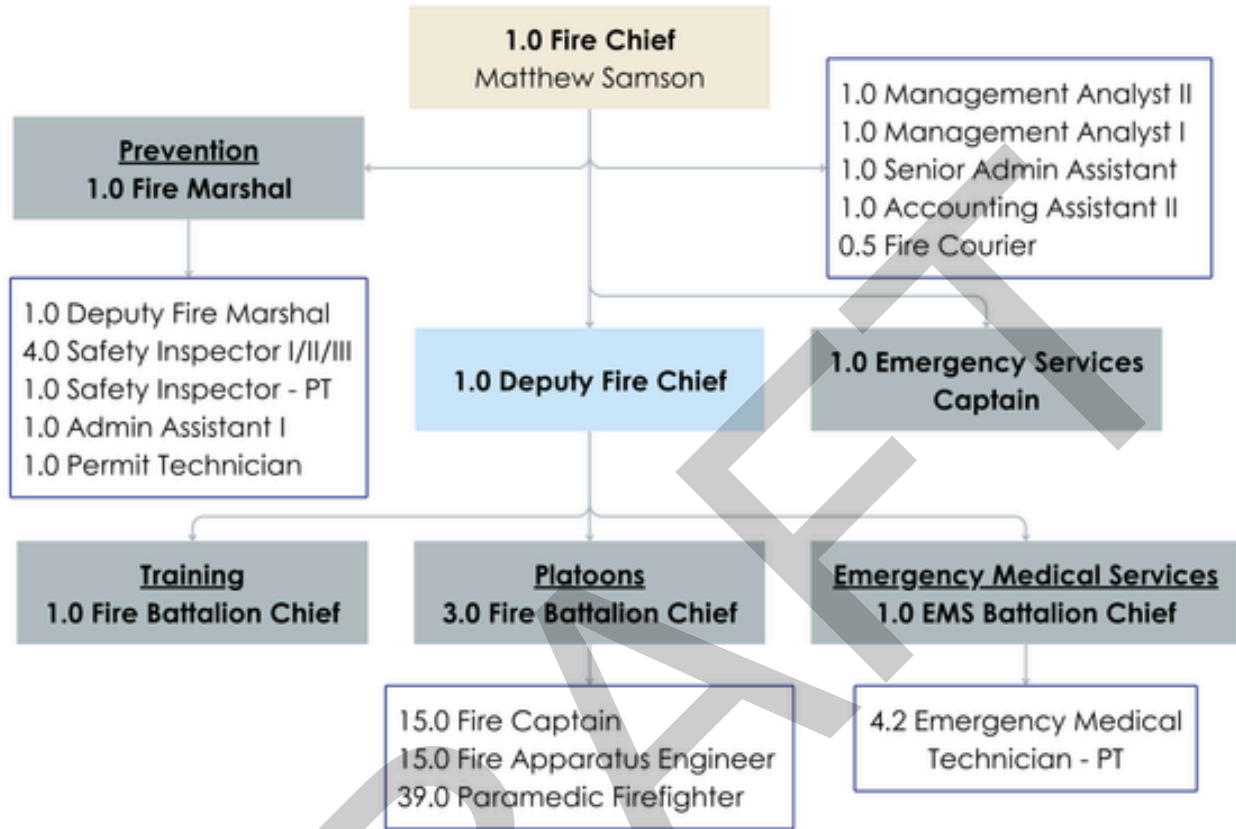
The Fire Prevention Division is responsible for life safety issues within the community. The division is involved with construction, occupancy inspections, public education, and fire investigations. Fire inspections ensure that buildings and fire protection systems are built and maintained according 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 2024 Actual	FY 2025 Actual	FY 2026 Projected	FY 2027 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>				



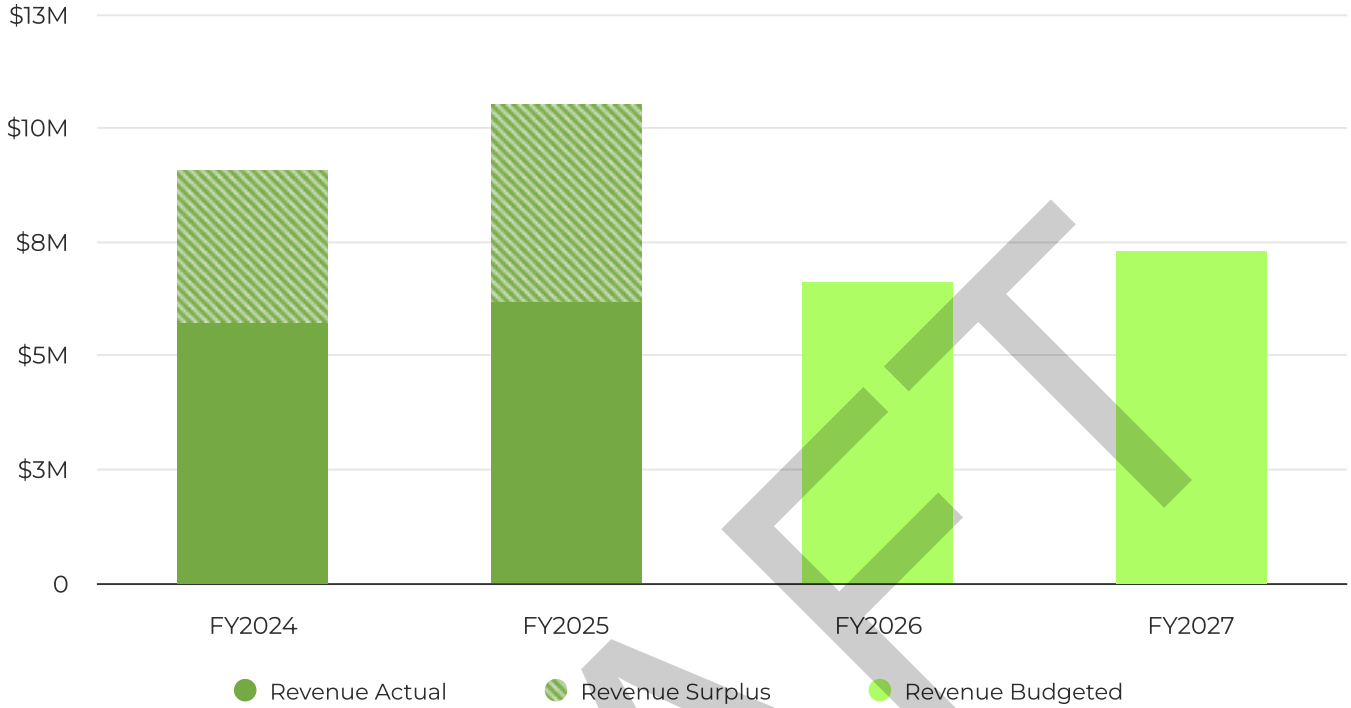
Total number of training hours	20,766	26,152	26,152	26,152
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## Organizational Chart



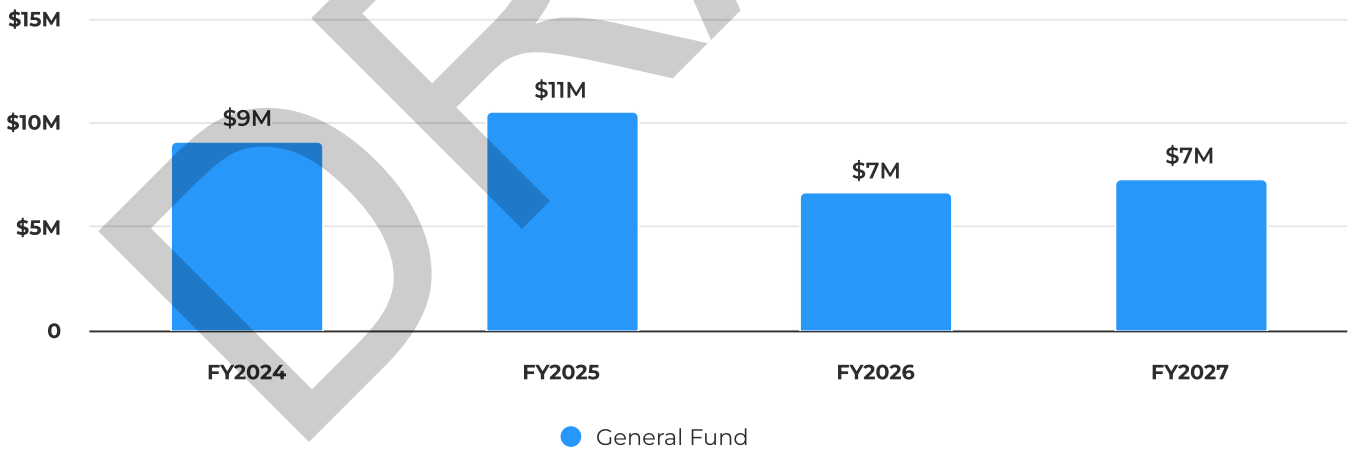
# Revenue Summary

## Historical Revenues Across Department



## Revenues by Fund

### Historical Revenues by Fund



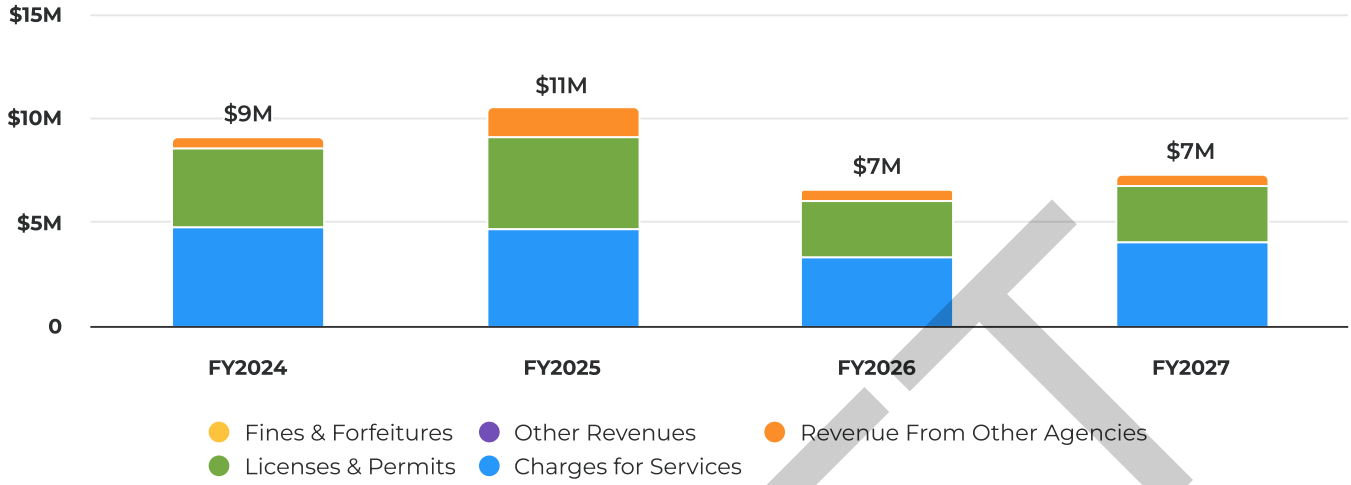
## Revenues by Fund

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>

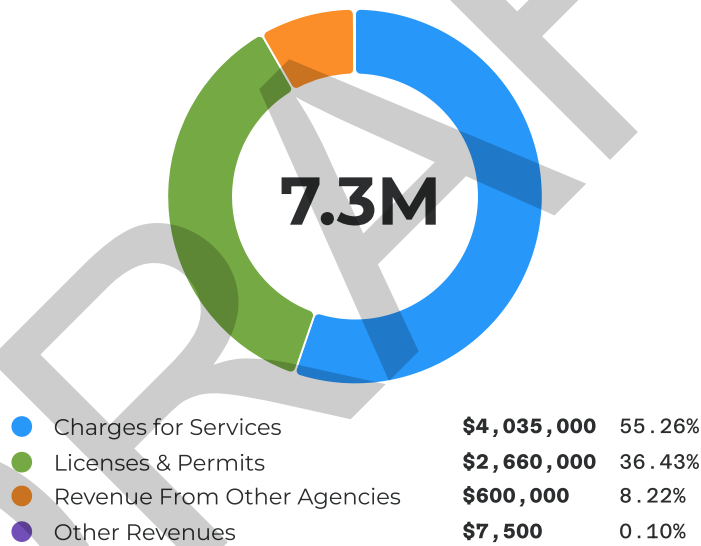


# Revenues by Source

Historical Revenues by Revenue Source Level 2



FY27 Revenues by Source



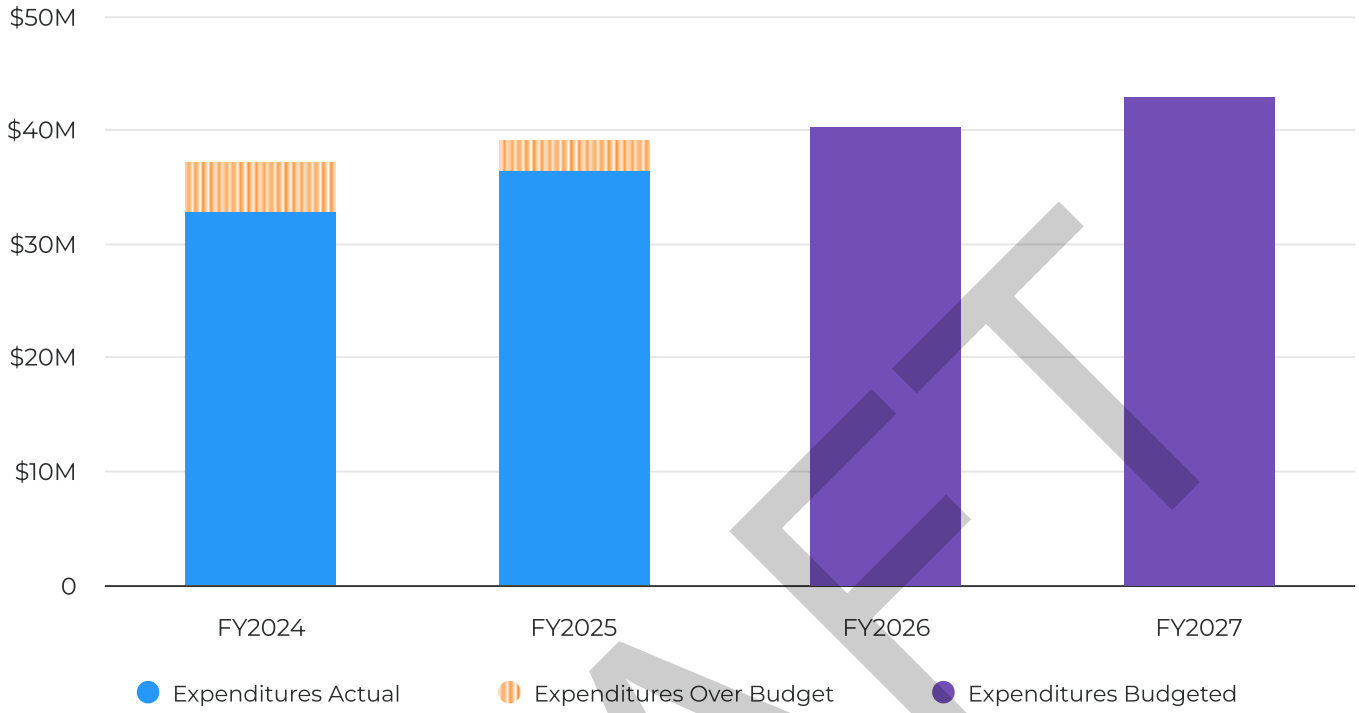
## Revenues by Source

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>



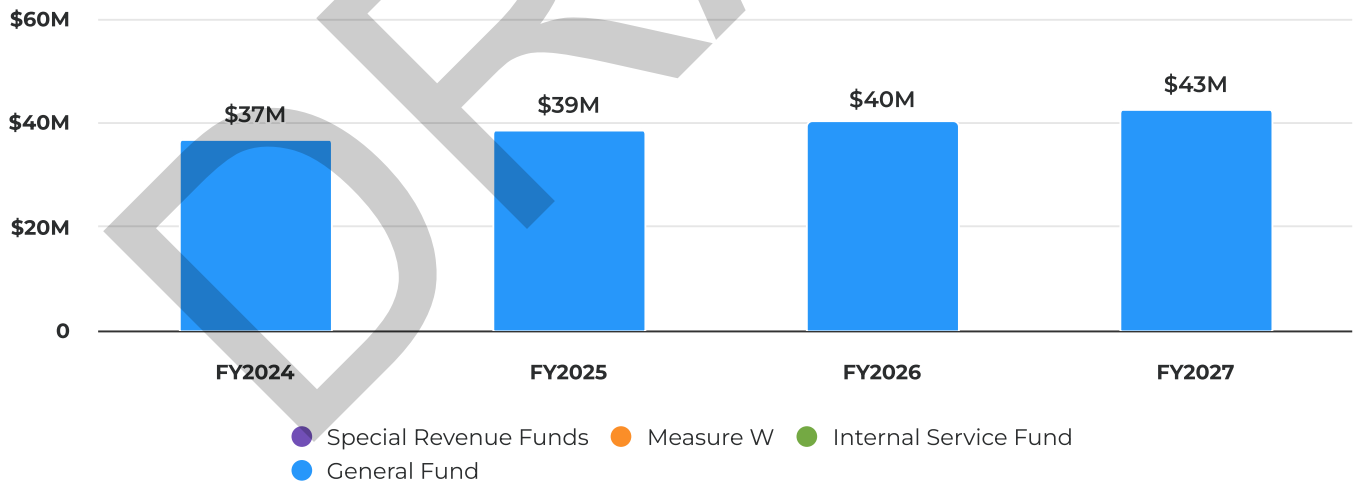
# Expenditure Summary

## Historical Expenditures Across Department

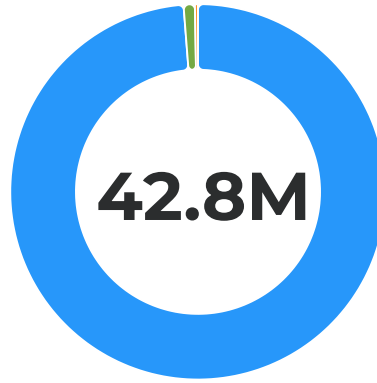


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund

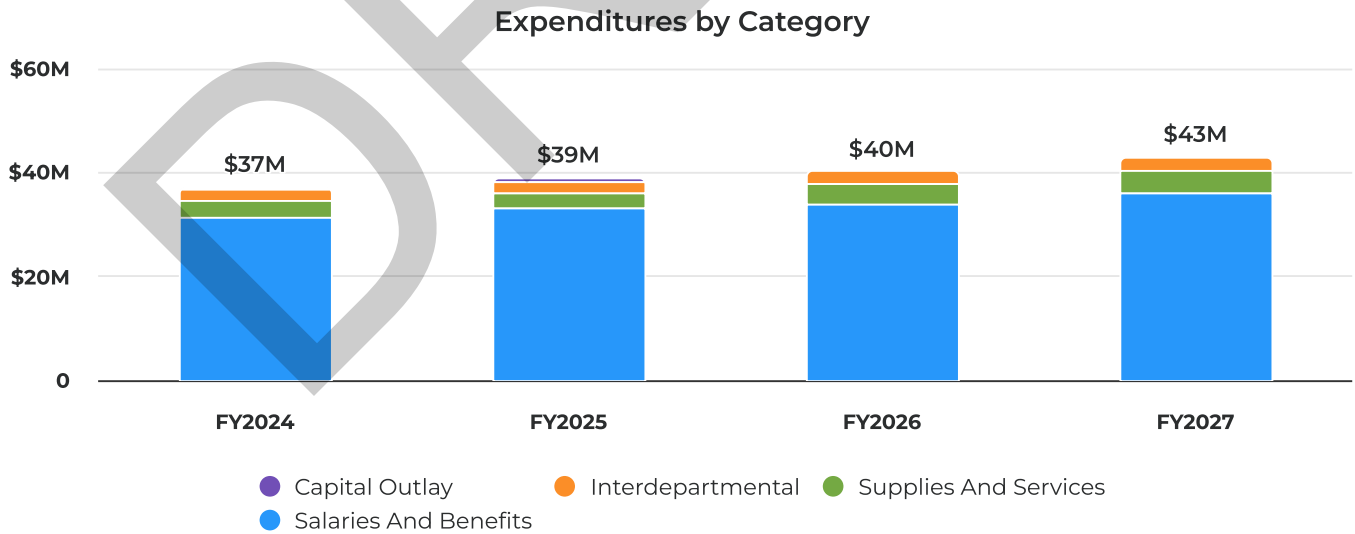


General Fund	<b>\$42,316,191</b>	98.77%
Measure W	<b>\$410,000</b>	0.96%
Special Revenue Funds	<b>\$115,000</b>	0.27%

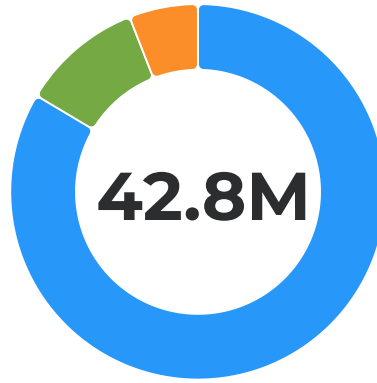
### Expenditures by Fund

Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Internal Service Fund	\$ 455,677	-	-	-	-
Special Revenue Funds	-	-	\$ 21,963	\$ 115,000	-
General Fund	\$ 38,573,138	\$ 40,214,421	\$ 40,308,016	\$ 42,316,191	5.23%
Measure W	-	-	-	\$ 410,000	-
<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



### 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="font-weight: bold;">83.55%</td> </tr> <tr> <td style="font-weight: bold;">\$4,500,682</td> <td style="font-weight: bold;">10.51%</td> </tr> <tr> <td style="font-weight: bold;">\$2,546,752</td> <td style="font-weight: bold;">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 Approved FTE	2026-27 Planned 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 94.70</b>

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## 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
<b>\$ 701,472</b>	<b>TOTAL</b>

### FY 2025-26 Changes and Highlights

**Positions:**

\$ 11,555	Reclass 1.0 FTE Safety Inspector I - Hourly, to Safety Inspector I (absorbed by vacancy savings)
<u>500,000</u>	Overtime increase for emergency mutual aide (state and federally funded)
<b>\$511,555</b>	<b>TOTAL</b>

**Supplies and Services:**

\$ 400,000	Plan Review Contract Services
7,500	Equipment and Supplies
4,500	Fire Stats Data subscription
41,287	Vehicle extraction equipment
24,000	Replace (8) narcotics vaults with a cloud-based solution
5,000	Replace department training manikins
7,811	Tower Maintenance
10,000	PFAS-free PPE wear test, 2 sets
<u>50,000</u>	Supplies for emergency mutual aide response (state and federally funded)
<b>\$ 550,098</b>	<b>TOTAL</b>

# 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

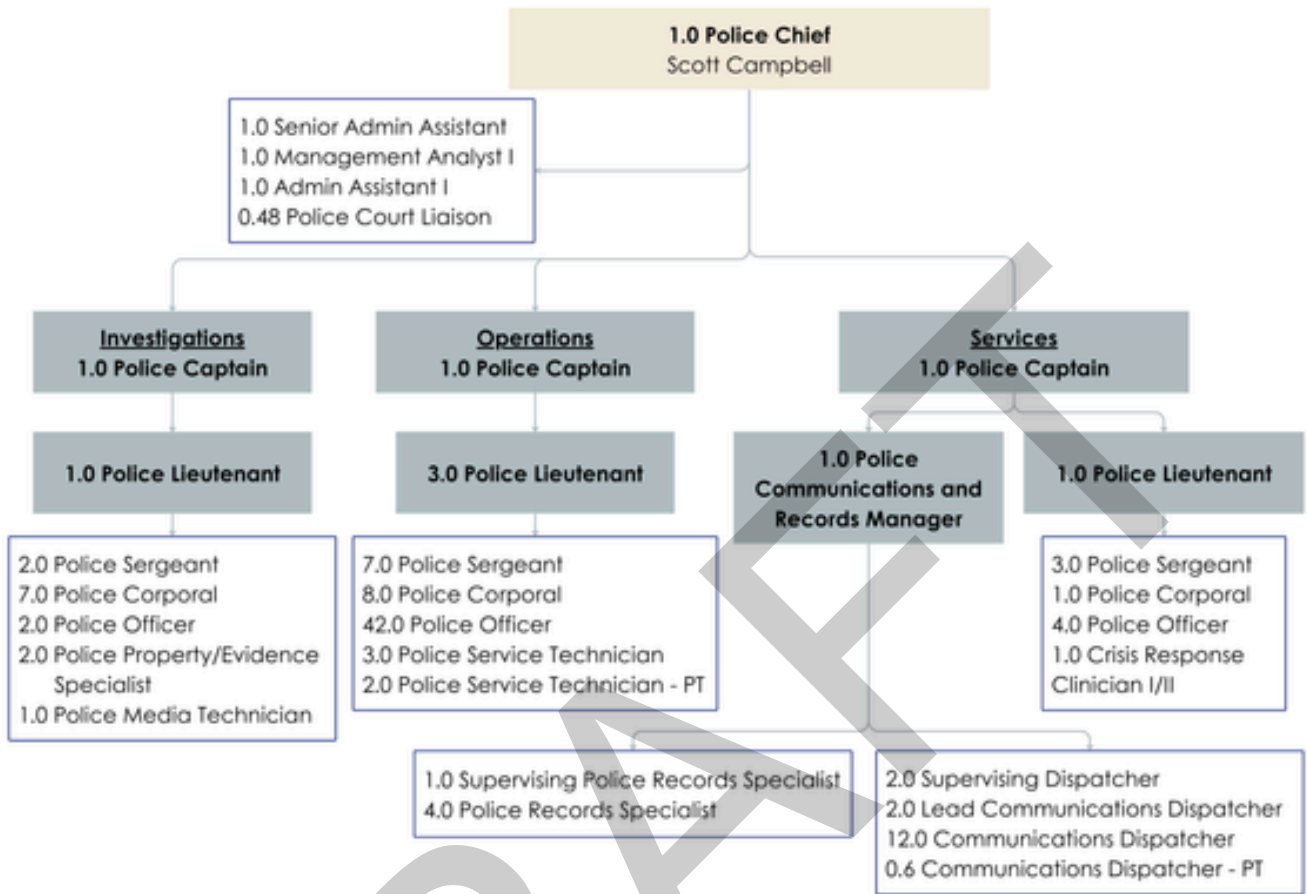
## OBJECTIVES FOR FISCAL YEAR 2026-27:

- 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 Actual	FY 2025 Actual	FY 2026 Projected	FY 2027 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



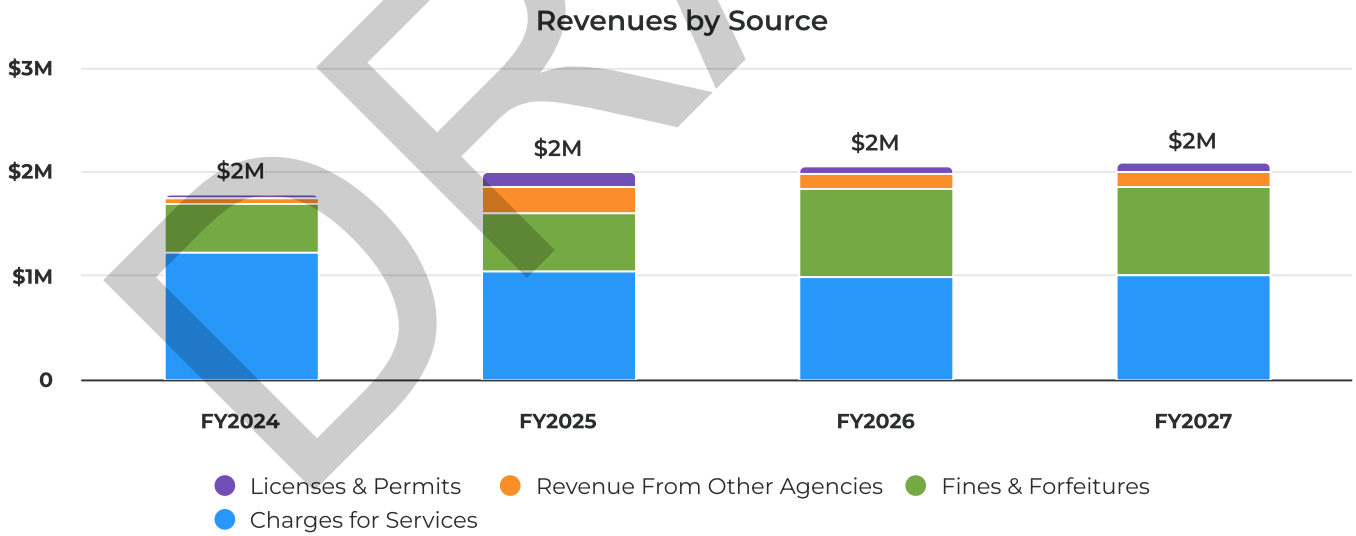
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# Revenue Summary

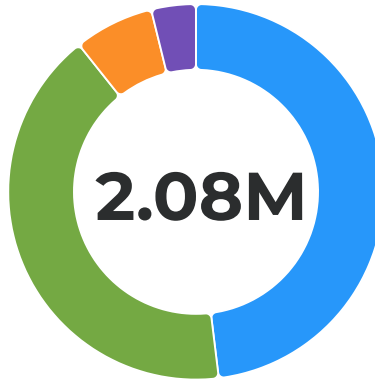
## Historical Revenues Across Department



## Revenues by Source



FY27 Revenues by Source



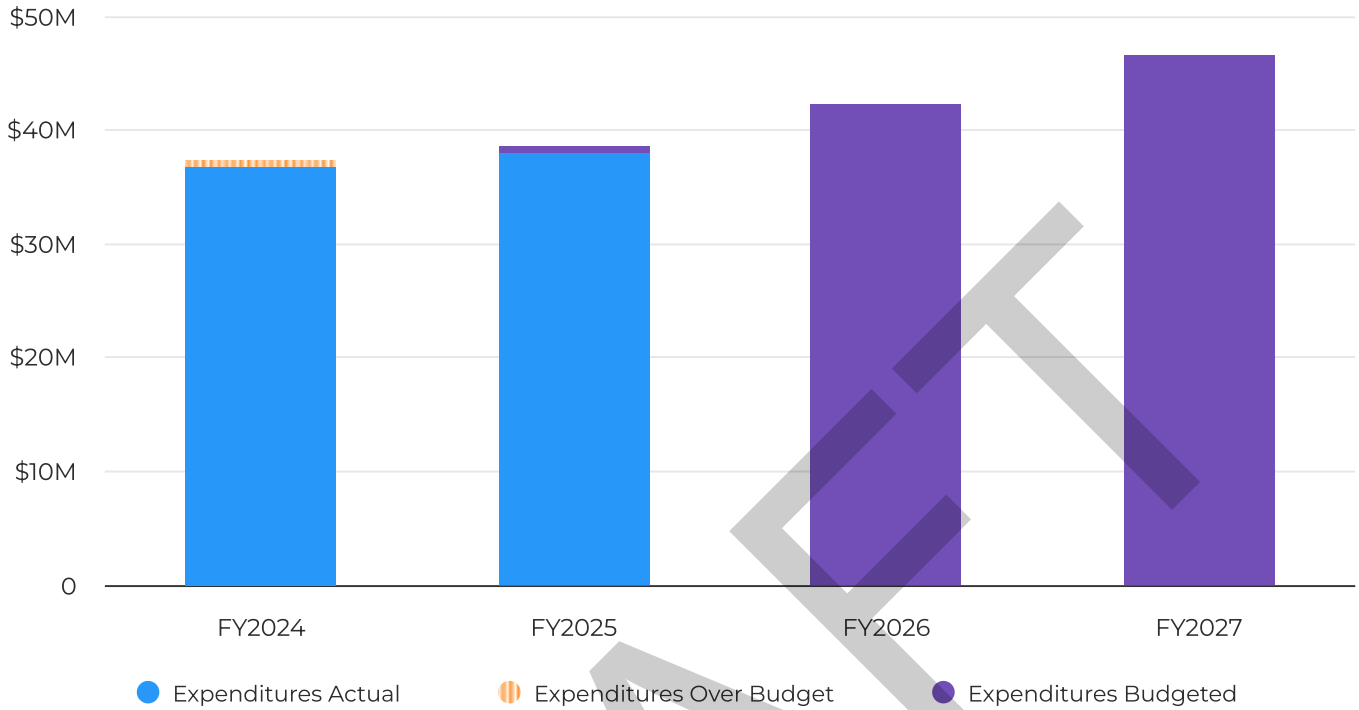
● Charges for Services	<b>\$1,000,974</b>	48.07%
● Fines & Forfeitures	<b>\$858,500</b>	41.23%
● Revenue From Other Agencies	<b>\$143,000</b>	6.87%
● Licenses & Permits	<b>\$80,000</b>	3.84%

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>

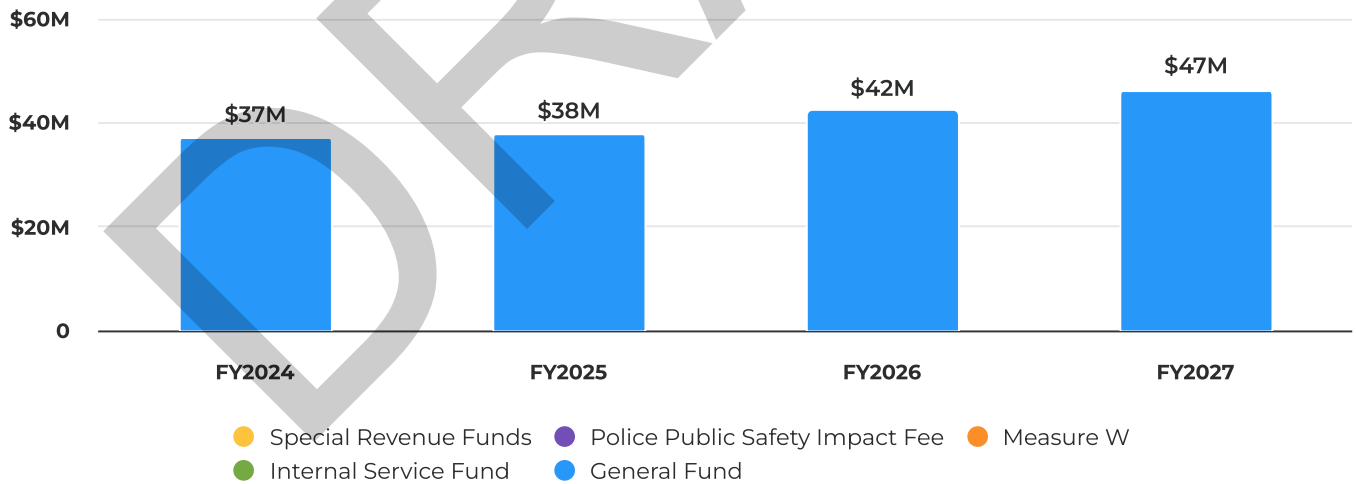
# Expenditure Summary

## Historical Expenditures Across Department

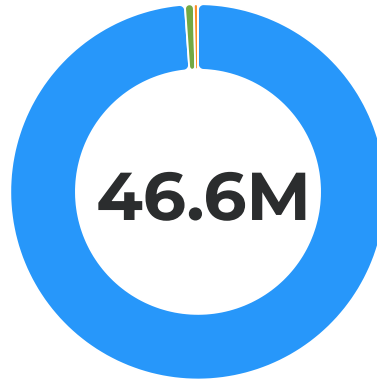


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund

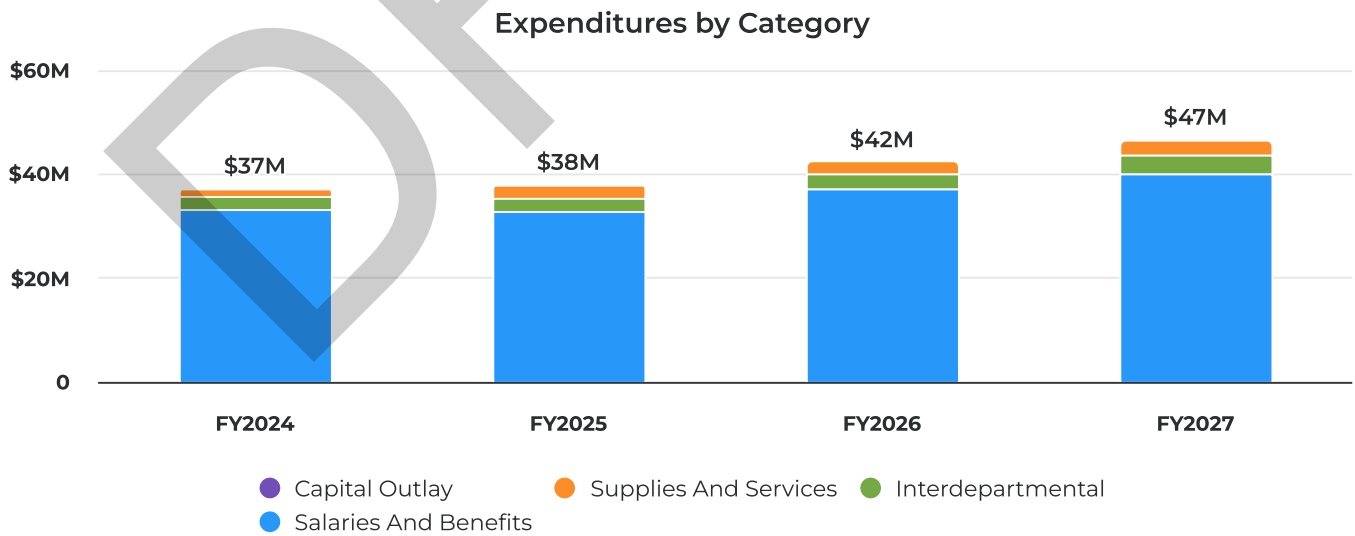


●	General Fund	<b>\$46,059,480</b>	98.87%
●	Measure W	<b>\$358,741</b>	0.77%
●	Police Public Safety Impact Fee	<b>\$165,699</b>	0.36%

### 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)
Internal Service Fund	\$ 268,596	-	-	-	-
Special Revenue Funds	\$ 36,750	-	-	-	-
General Fund	\$ 37,681,993	\$ 42,318,884	\$ 42,727,185	\$ 46,059,480	8.84%
Measure W	-	-	-	\$ 358,741	-
Police Public Safety Impact Fee	-	-	-	\$ 165,699	-
<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



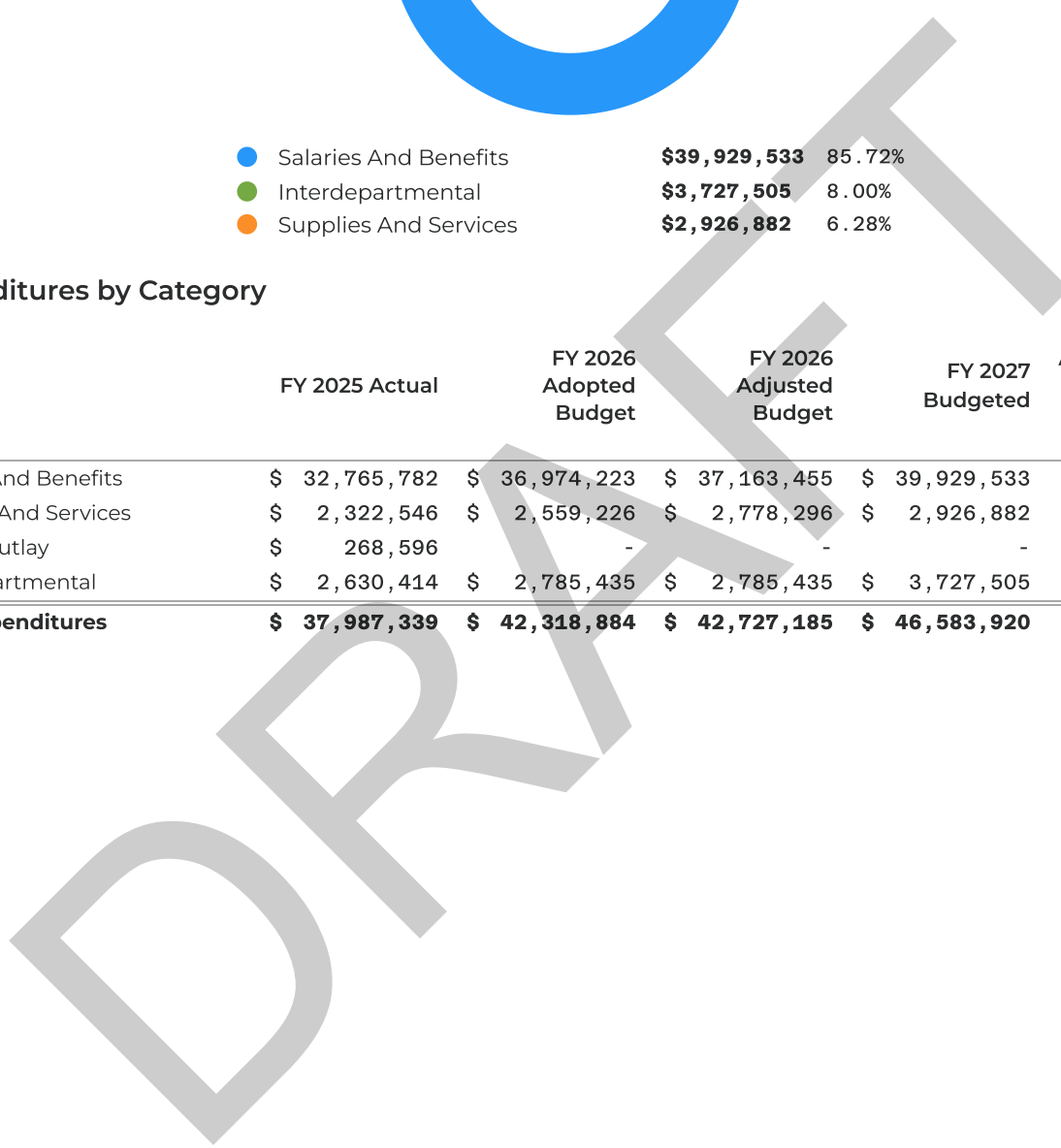
### FY27 Expenditures by Category



<ul style="list-style-type: none"> <li><span style="color: blue;">●</span> Salaries And Benefits</li> <li><span style="color: green;">●</span> Interdepartmental</li> <li><span style="color: orange;">●</span> Supplies And Services</li> </ul>	<table border="0"> <tr> <td style="font-weight: bold;">\$39,929,533</td> <td style="font-weight: bold;">85.72%</td> </tr> <tr> <td style="font-weight: bold;">\$3,727,505</td> <td style="font-weight: bold;">8.00%</td> </tr> <tr> <td style="font-weight: bold;">\$2,926,882</td> <td style="font-weight: bold;">6.28%</td> </tr> </table>	\$39,929,533	85.72%	\$3,727,505	8.00%	\$2,926,882	6.28%
\$39,929,533	85.72%						
\$3,727,505	8.00%						
\$2,926,882	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 Approved FTE	2026-27 Planned 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>

### FY 2025-26 Changes and Highlights

**Positions:**

\$ 227,630	Crisis Intervention Specialist (\$70,000 to be funded from Opioid Settlement Funds)
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**Supplies and Services:**

\$ 50,000	Mental Health Service Supplemental Resources
<u>60,000</u>	Increase Recruitment Support (funded through use of evidence revolving fund)
<b>\$110,000</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**

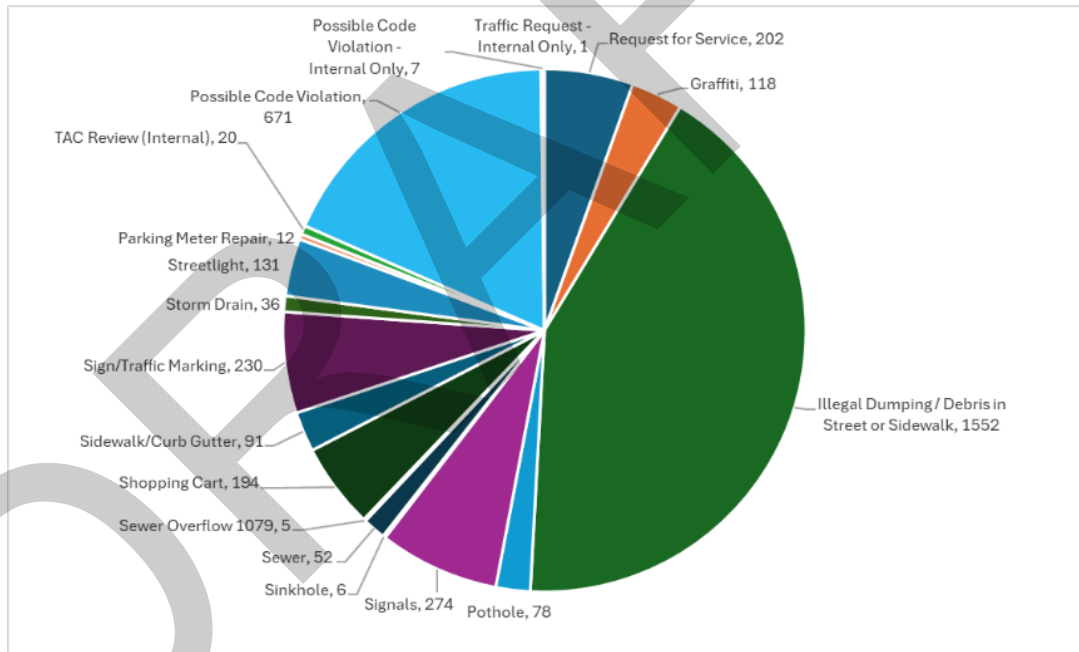
- Implemented key milestones in the City's Fleet Electrification Plan, transitioning vehicles to electric and hybrid alternatives and leveraging MTC and ABAG technical assistance to develop a long-term EV infrastructure strategy supporting zero-emission goals.
- Developed a comprehensive Zero-Emission 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.

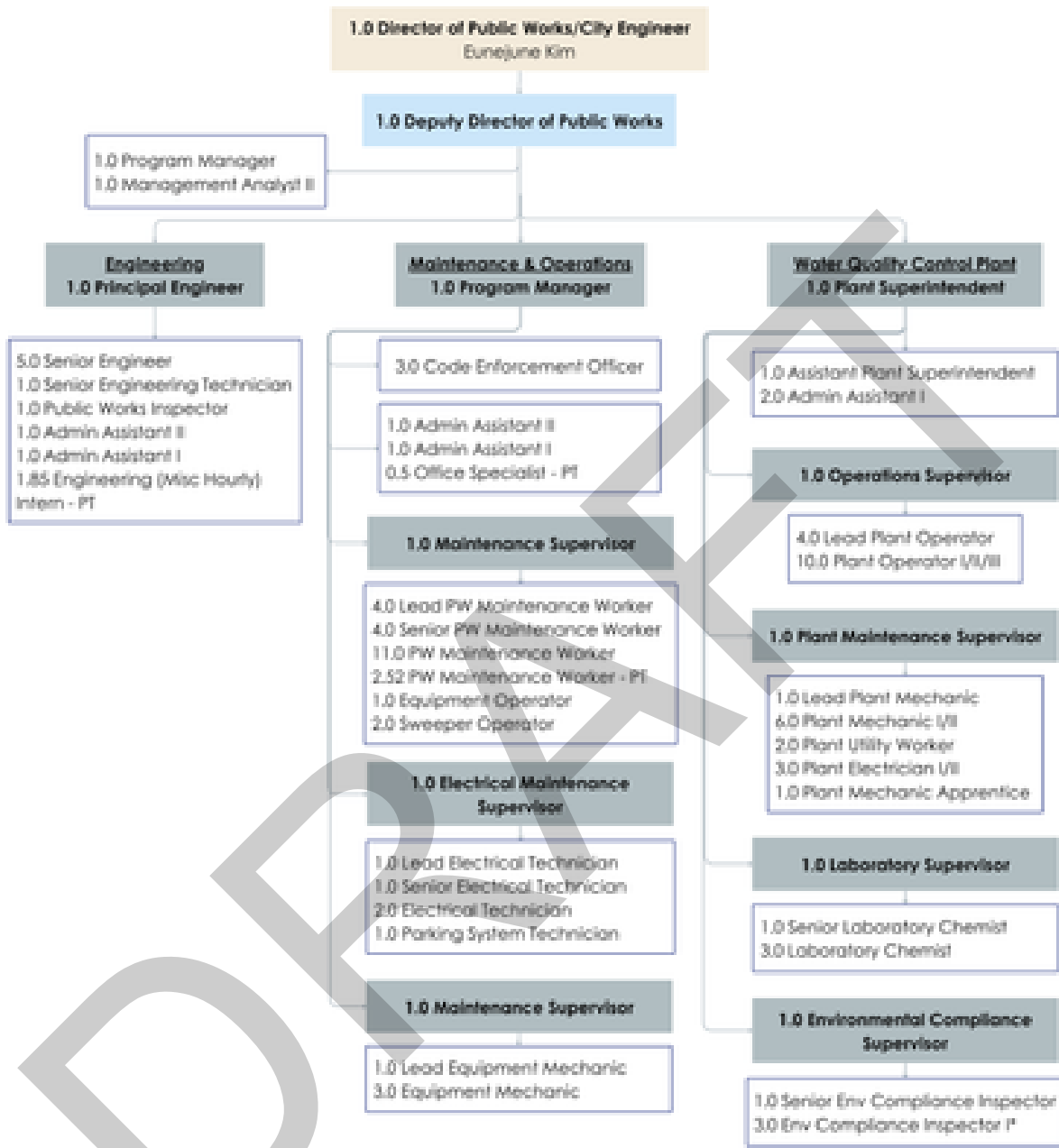


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## Key Performance Measures

Key Performance Measures	FY 2024 Actual	FY 2025 Actual	FY 2026 Projected	FY 2027 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

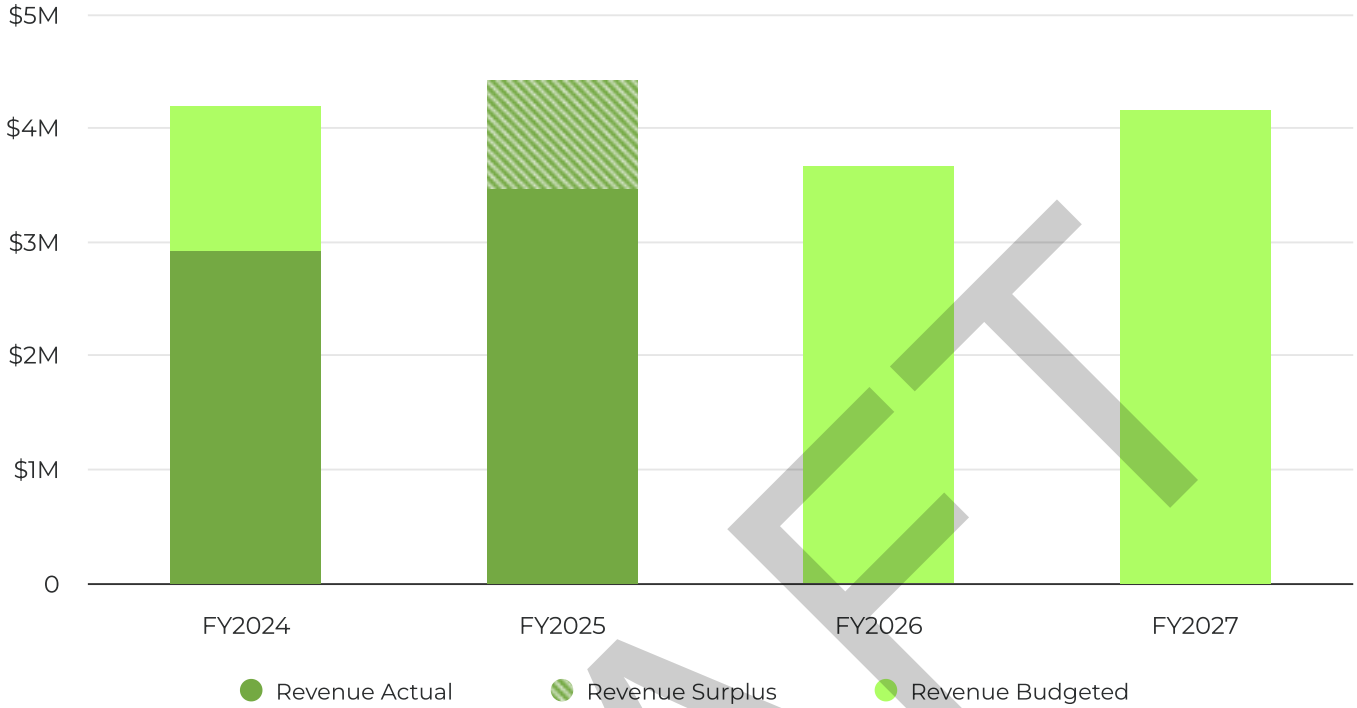


\*Underfilled Positions:

- 1.0 FTE Environmental Compliance Inspector I is underfilling the Environmental Compliance Inspector II position.

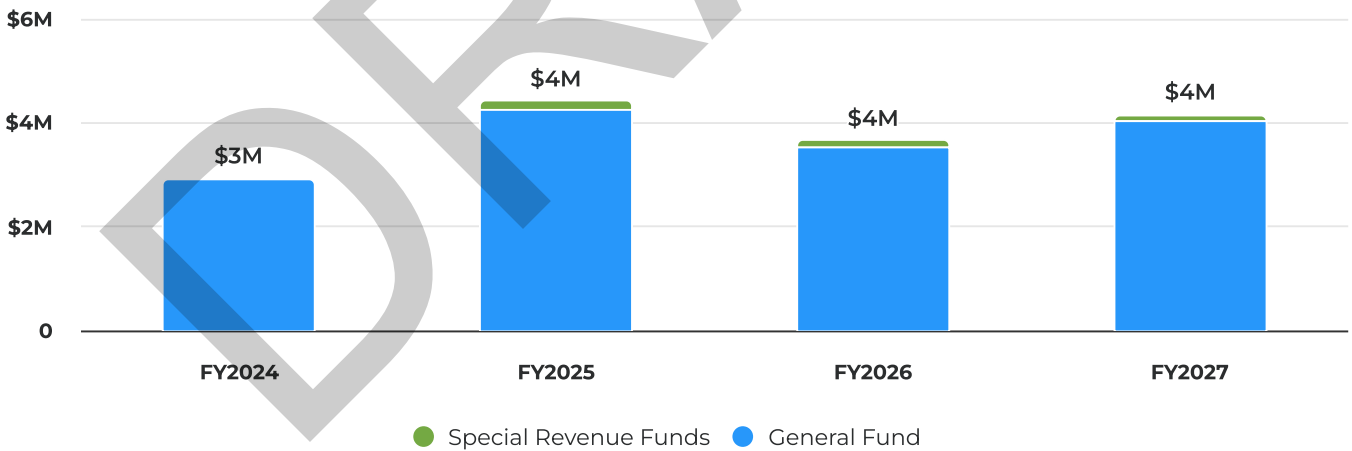
# Revenue Summary

## Historical Revenues Across Department



## Revenues by Fund

### Historical Revenues by Fund

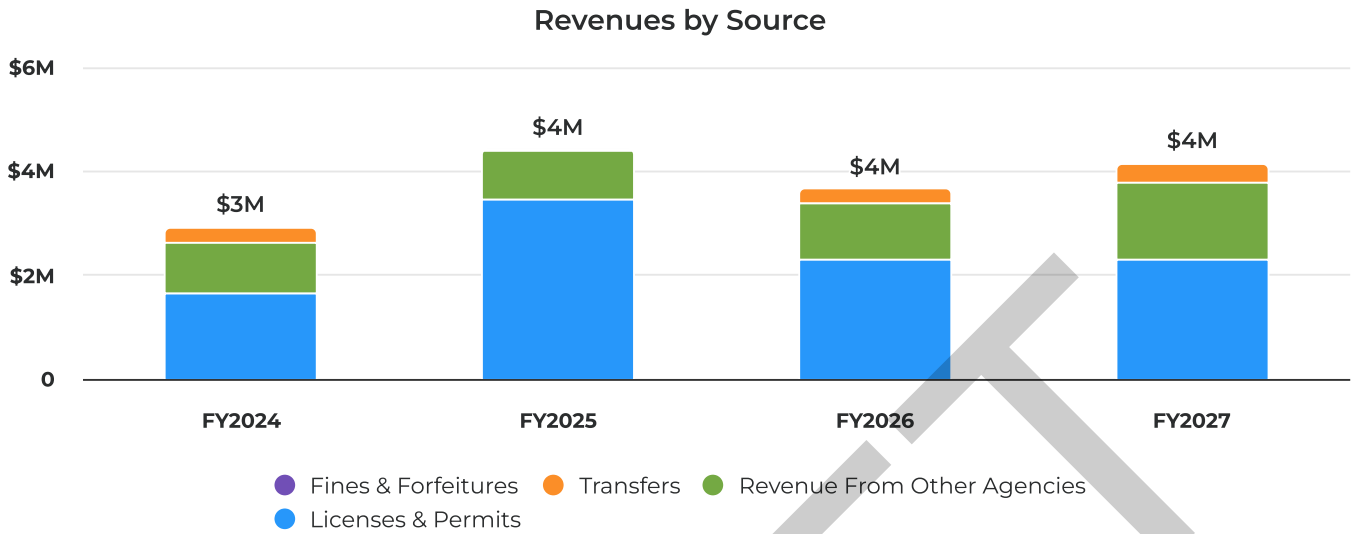


### Revenues by Fund

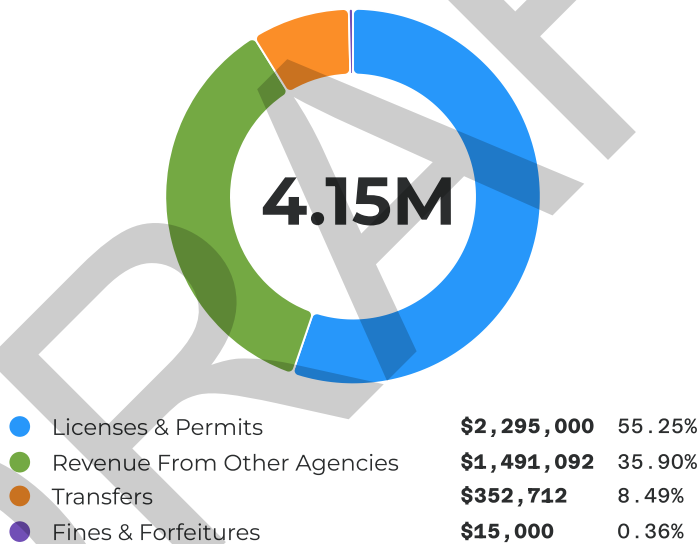
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Special Revenue Funds	\$ 174,647	\$ 124,820	\$ 124,820	\$ 124,820	-
General Fund	\$ 4,243,501	\$ 3,540,847	\$ 3,719,146	\$ 4,028,984	13.79%
<b>Total Revenues</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



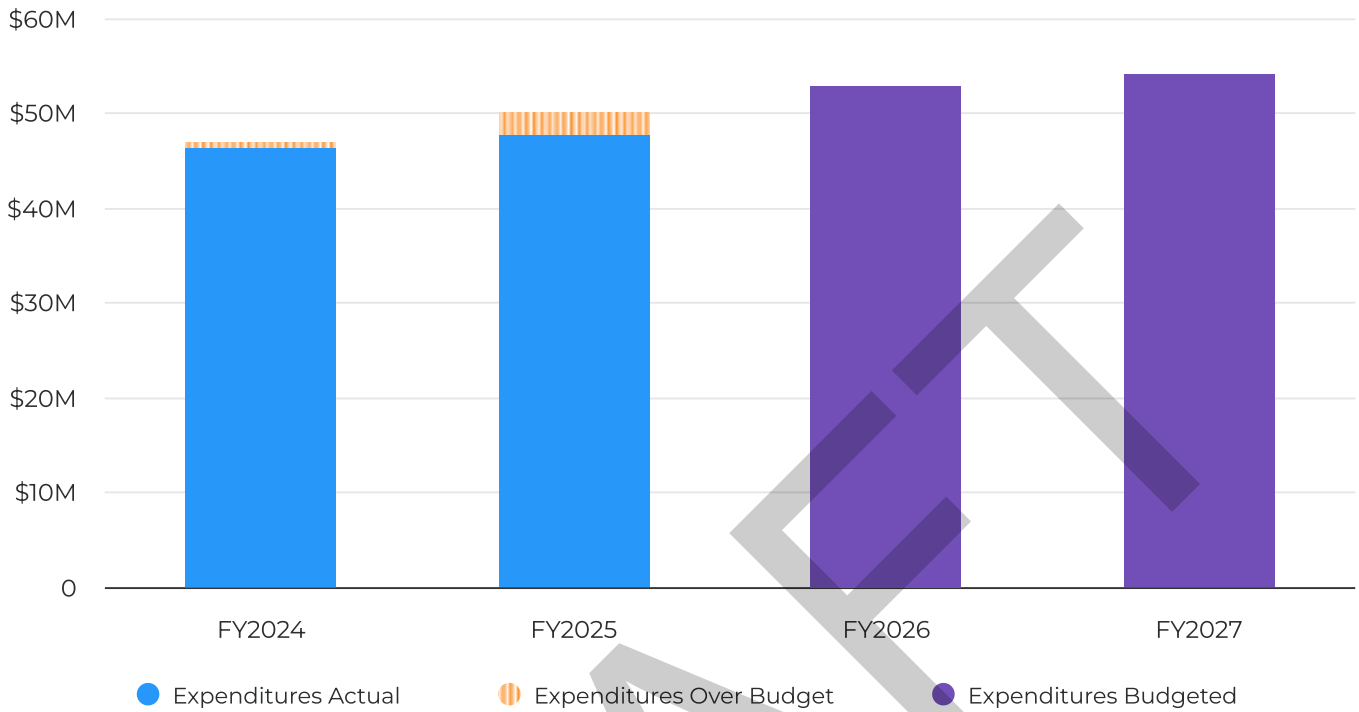
## Revenues by Source

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>



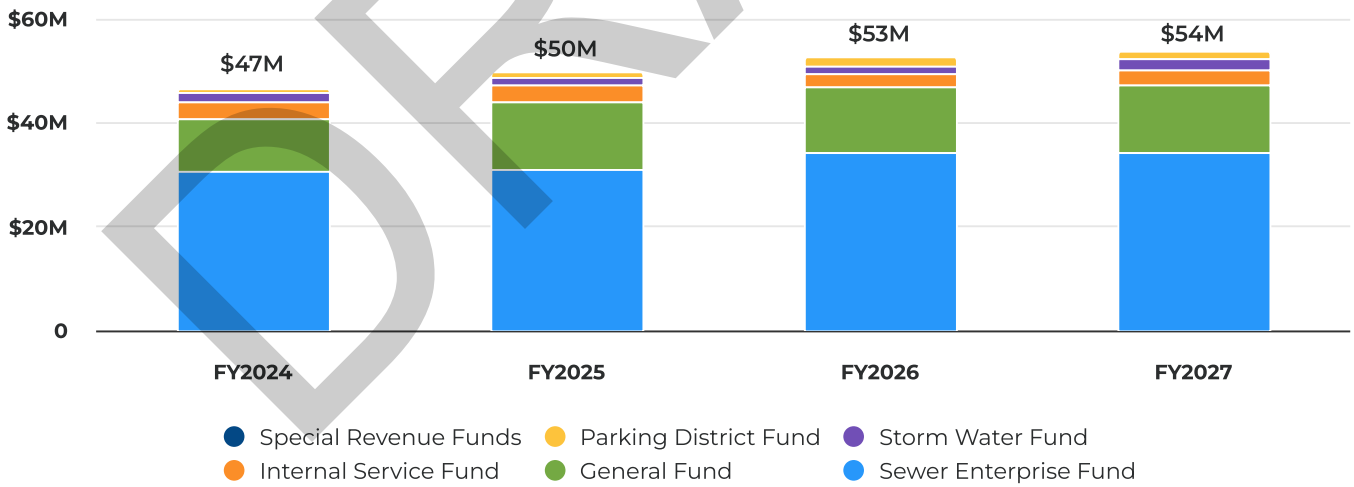
# Expenditure Summary

## Historical Expenditures Across Department

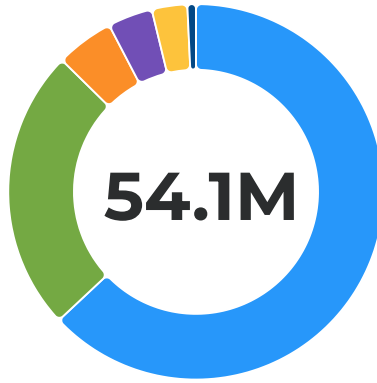


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund



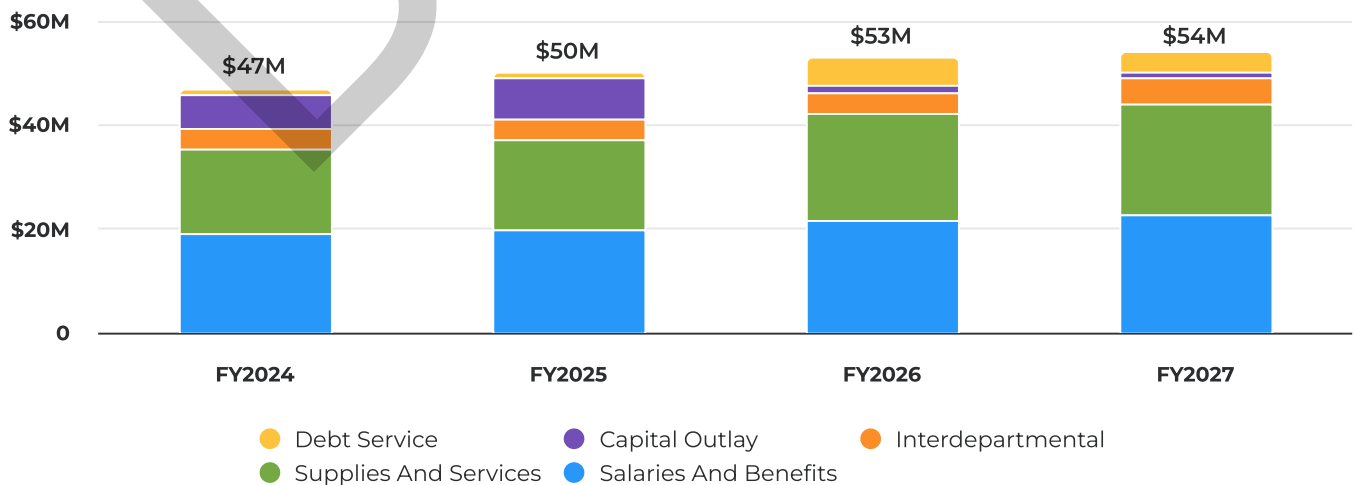
● Sewer Enterprise Fund	<b>\$34,109,687</b>	63.02%
● General Fund	<b>\$13,170,258</b>	24.33%
● Internal Service Fund	<b>\$2,707,893</b>	5.00%
● Storm Water Fund	<b>\$2,081,351</b>	3.85%
● Parking District Fund	<b>\$1,652,198</b>	3.05%
● Special Revenue Funds	<b>\$402,554</b>	0.74%

### Expenditures by Fund

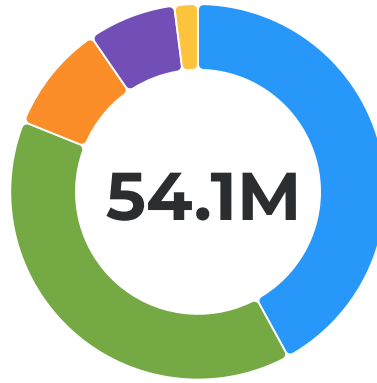
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Internal Service Fund	\$ 3,060,634	\$ 2,652,337	\$ 2,652,337	\$ 2,707,893	2.09%
Special Revenue Funds	\$ 334,923	\$ 402,554	\$ 877,469	\$ 402,554	-
General Fund	\$ 13,241,470	\$ 12,553,525	\$ 13,769,876	\$ 13,170,258	4.91%
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%
<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

Status	Job Code	Position Title	2025-26 Approved FTE	2026-27 Planned FTE
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>

### FY 2025-26 Changes and Highlights



**Positions:**

<b><u>General Fund</u></b>	
\$ 1,374	Upgrade 1.0 FTE Management Analyst II to a Program Manager
<u>(27,352)</u>	Upgrade 1.0 FTE Management Analyst I to a Management Analyst II
<b>\$ (25,979) TOTAL</b>	
<b><u>Parking District Fund</u></b>	
\$ 51,343	Upgrade 1.0 FTE Management Analyst II to a Program Manager
<b><u>Sewer Enterprise Fund</u></b>	
\$ (889)	Upgrade 1.0 FTE Management Analyst II to a Program Manager
<u>49,969</u>	Upgrade 1.0 FTE Management Analyst I to a Management Analyst II
<b>\$ 49,080 TOTAL</b>	
<b><u>Position Change Total</u></b>	
\$ 51,826	Upgrade 1.0 FTE Management Analyst II to a Program Manager
<u>22,618</u>	Upgrade 1.0 FTE Management Analyst I to a Management Analyst II
<b>\$ 74,444 TOTAL</b>	

**Supplies and Services:**

<b><u>General Fund</u></b>	
\$ 20,000	Thermoplastic Machine
<b><u>Sewer Enterprise Fund</u></b>	
\$ 750,000	Anaerobic Digester cleaning
64,000	Uniform contract cost increase
<u>1,100,000</u>	Vehicles
<b>\$1,914,000 TOTAL</b>	
<b><u>Parking Enterprise Fund</u></b>	
\$ 75,000	Power-Washing Contract
<u>140,000</u>	License Plate Readers for Parking Enforcement

<b>\$215,000 TOTAL</b>
<b><u>Other Funds</u></b>
\$ 12,000 Uniforms (Stormwater)
5,500 Uniforms (Garage)
<u>45,000</u> Essential Tools (Garage)
<b>\$62,500 TOTAL</b>

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# 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**

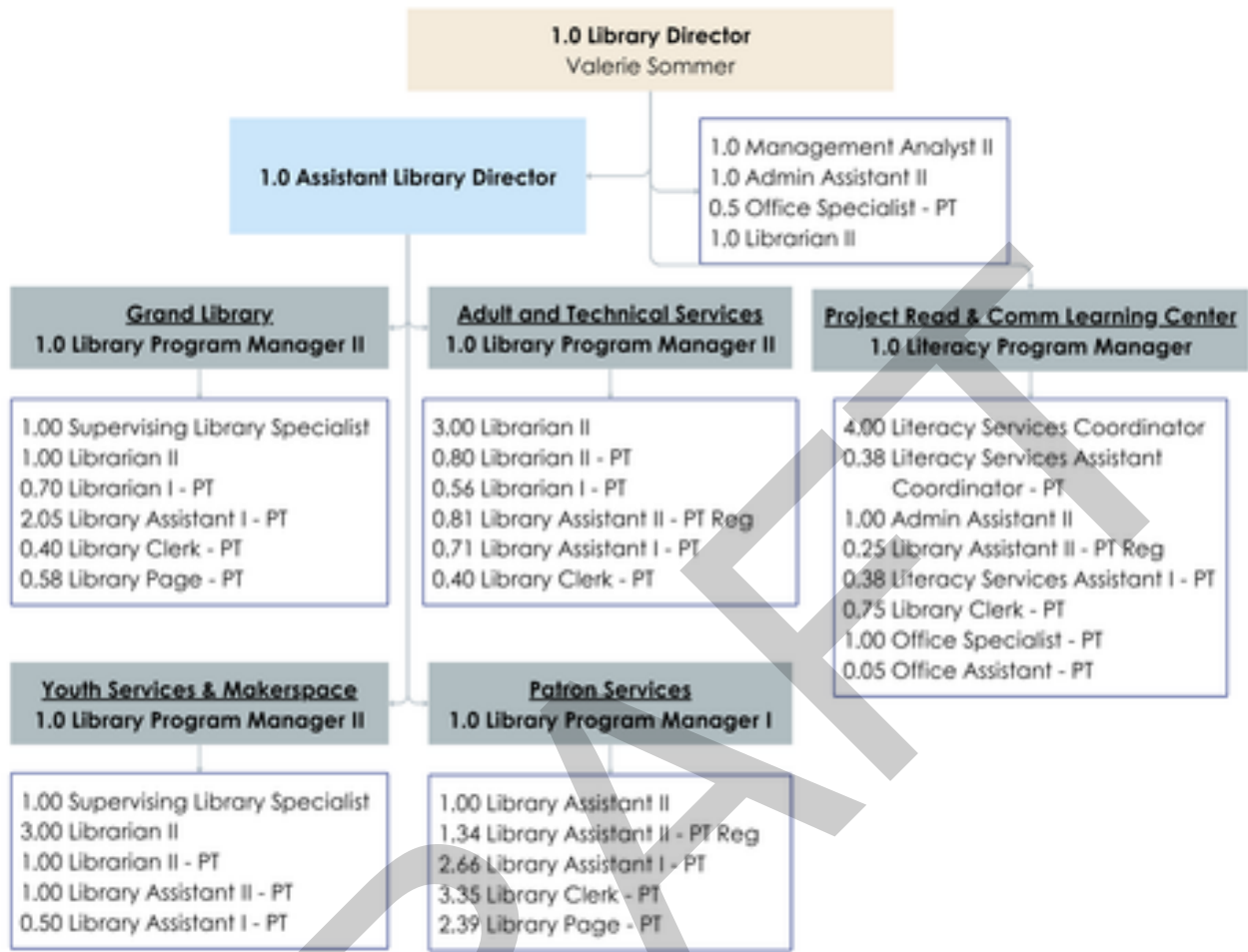
Continue to expand our digital collections to offer more eBooks and streaming movies and television to meet growing community demand.

## Key Performance Measures

<b>Key Performance Measures</b>	<b>FY 2024 Actual</b>	<b>FY 2025 Actual</b>	<b>FY 2026 Projected</b>	<b>FY 2027 Proposed</b>
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				

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# Organizational Chart

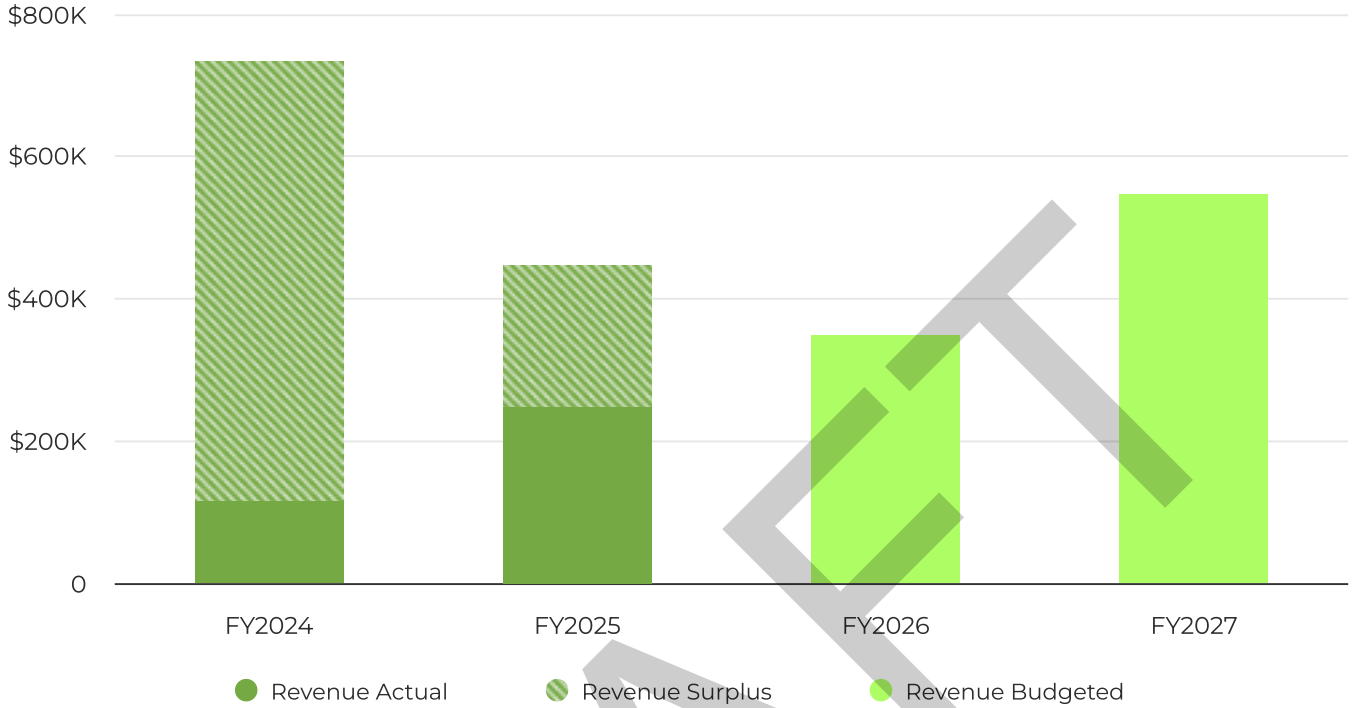


## Budget Note

This department operates solely in the General Fund, so only Revenue by Source and Expense and by Category detail are shown.

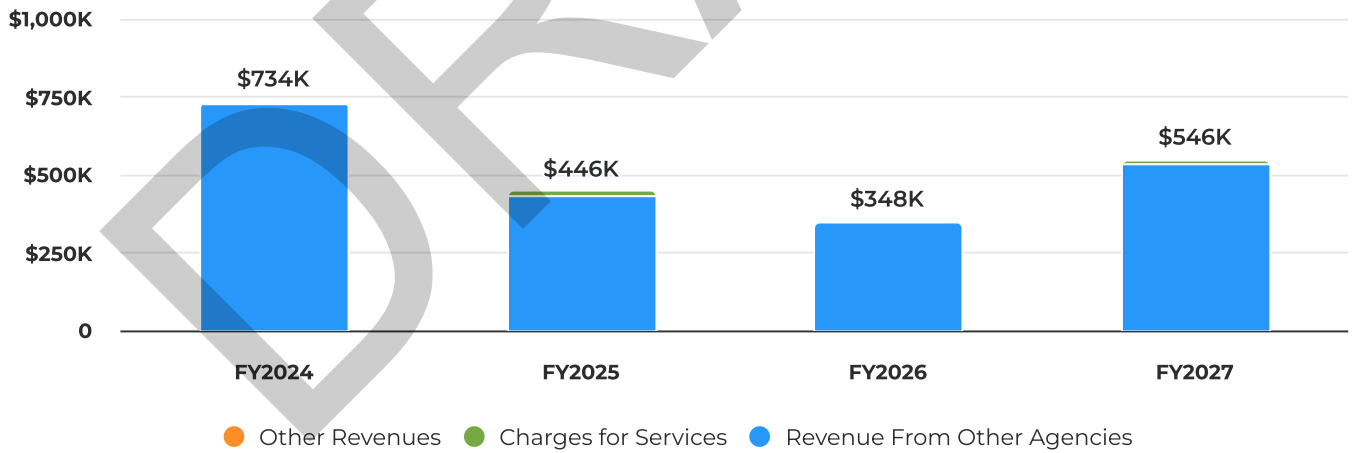
# Revenue Summary

## Historical Revenues Across Department

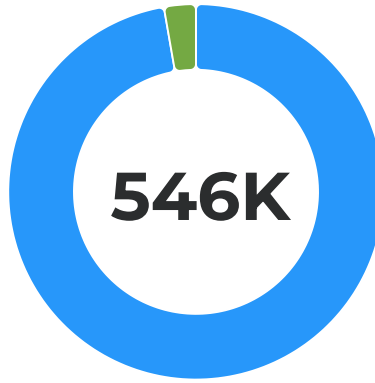


## Revenues by Source

### Revenues by Source



### FY27 Revenues by Source



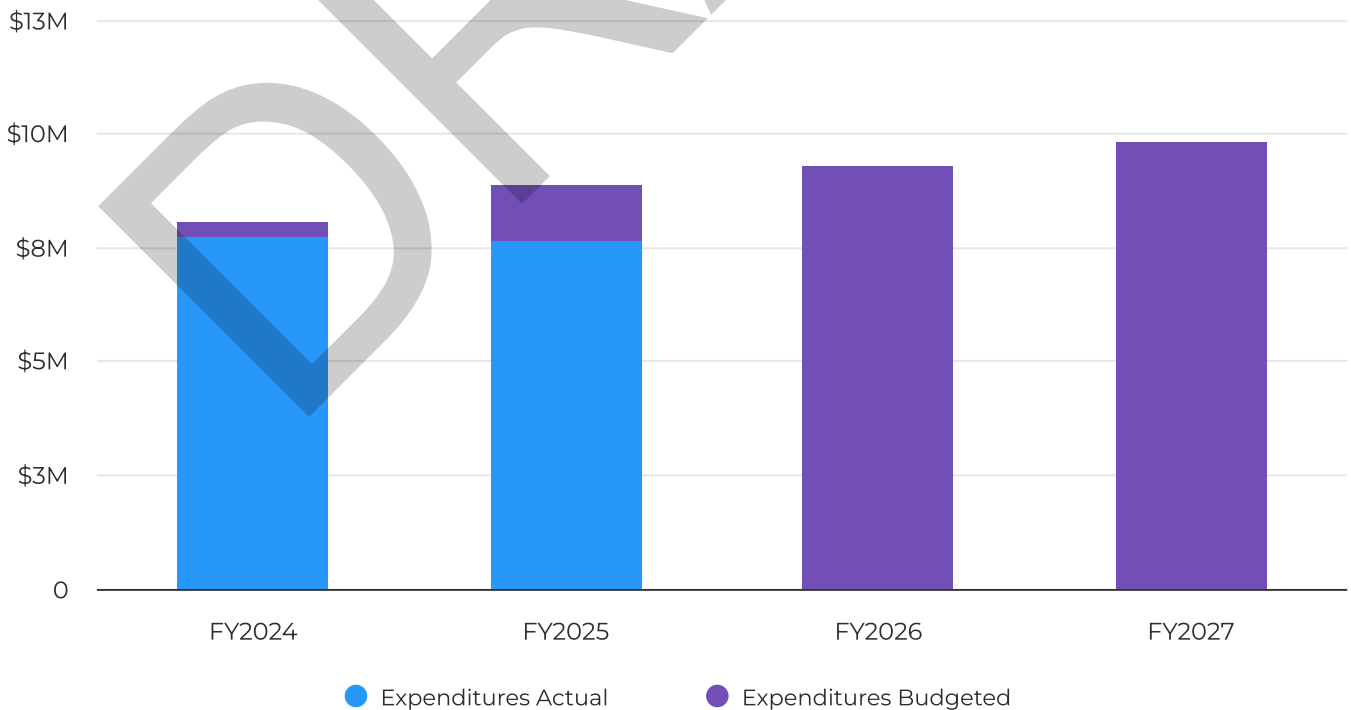
- Revenue From Other Agencies **\$531,375** 97.25%
- Charges for Services **\$15,000** 2.75%

### Revenues by Source

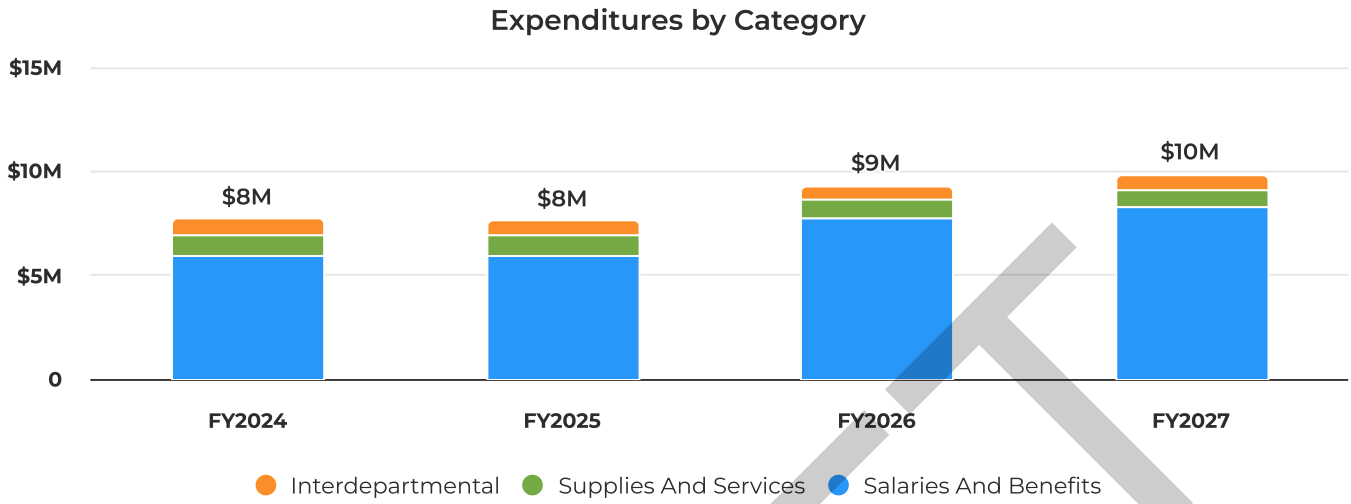
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Revenue From Other Agencies	\$ 432,917	\$ 343,375	\$ 611,949	\$ 531,375	54.75%
Charges for Services	\$ 12,927	\$ 5,000	\$ 5,000	\$ 15,000	200.00%
Other Revenues	\$ 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

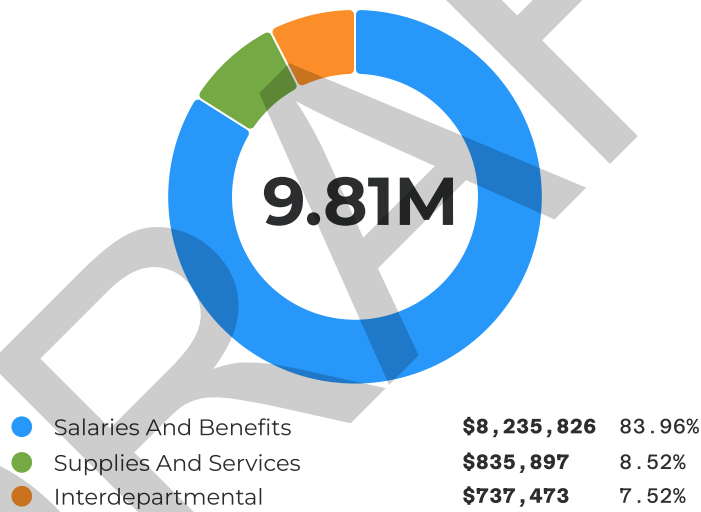
### Historical Expenditures Across Department



## Expenditures by Category



### 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	\$ 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 Approved FTE	2026-27 Planned 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>

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## 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>\$ 230,250</b>	<b>TOTAL</b>

#### Supplies and Services:

\$ 40,000	Peninsula Library System Network Increases
(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>

### FY 2025-26 Changes and Highlights

#### Positions:

\$ 42,271	Convert 2 FTE Library Page positions to Library Assistant I - Hourly (absorbed by vacancy savings)
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#### Supplies and Services:

\$ 10,000	PLAN network service increase
5,000	Youth Library Program Support
5,000	Children's Books
<u>24,754</u>	ESL Grant Expenses
<b>\$ 44,754</b>	<b>TOTAL</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.

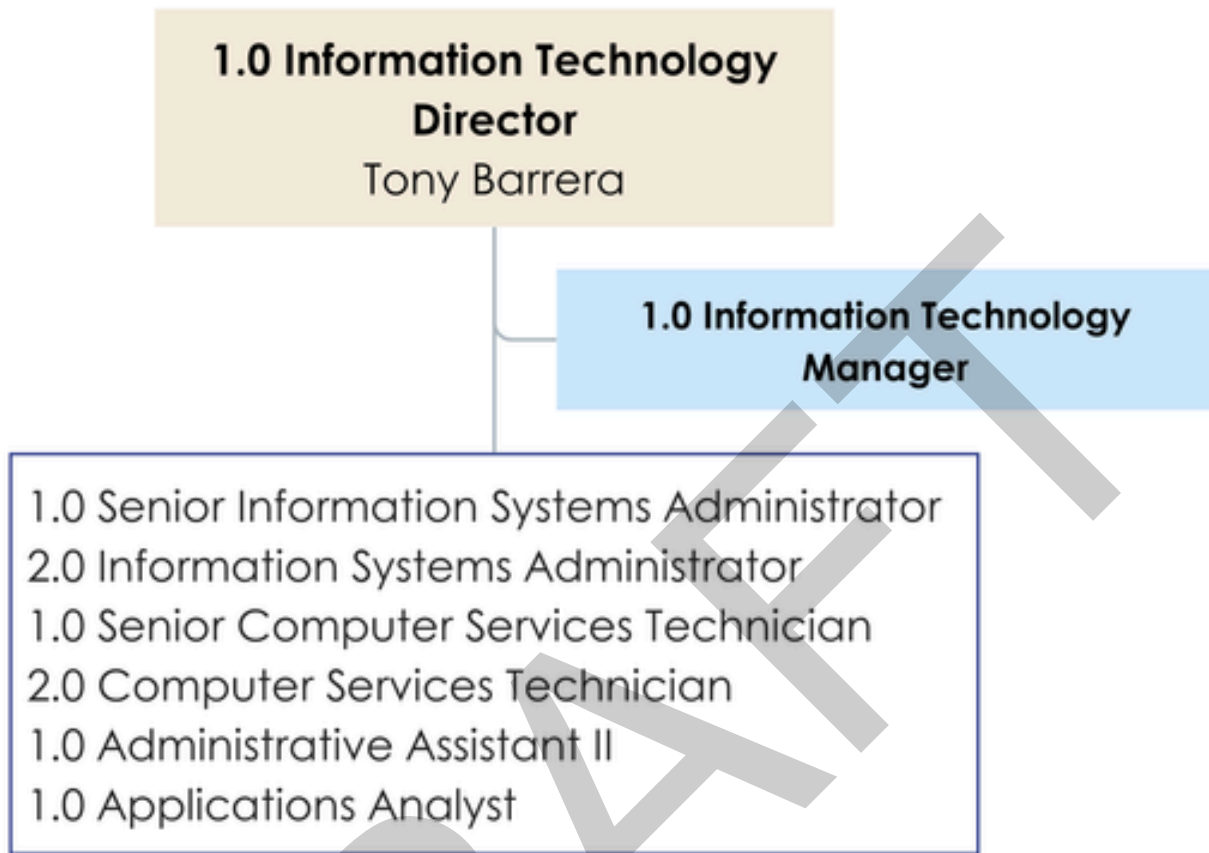
## OBJECTIVES FOR FISCAL YEAR 2026-2027:

- 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%

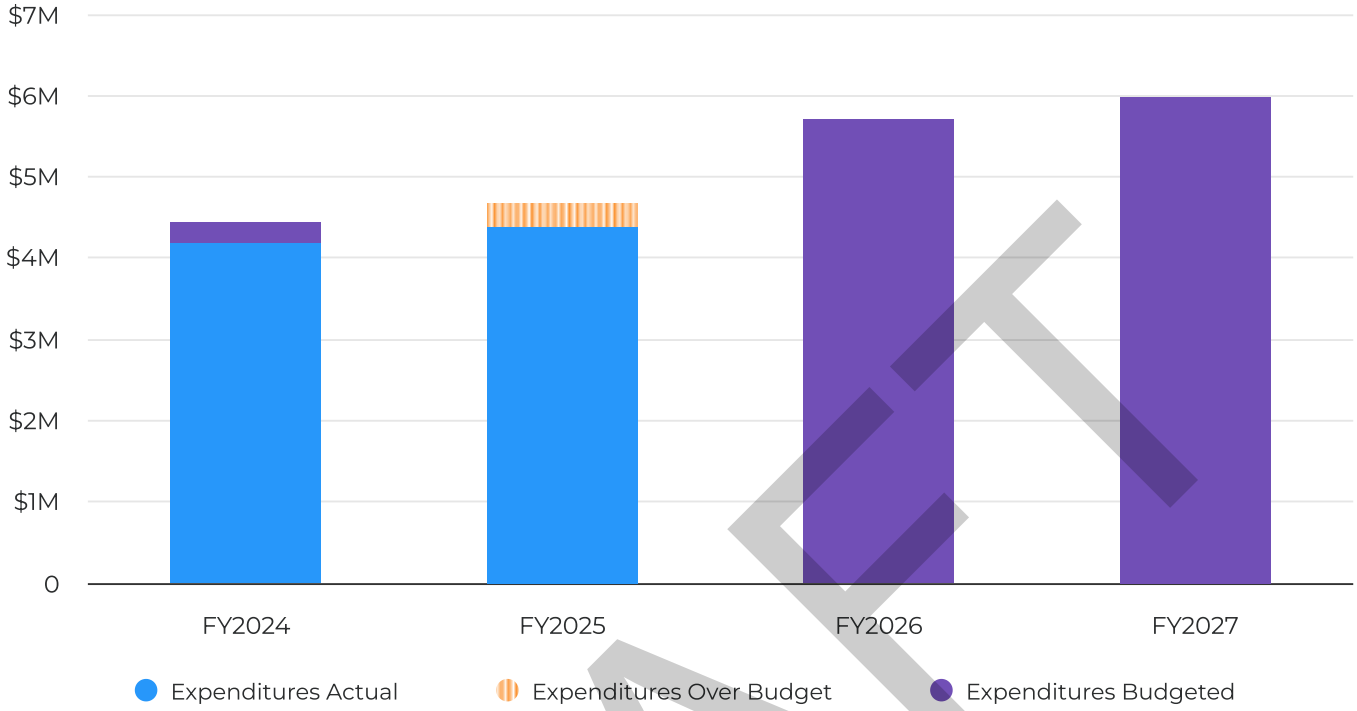
## Organizational Chart



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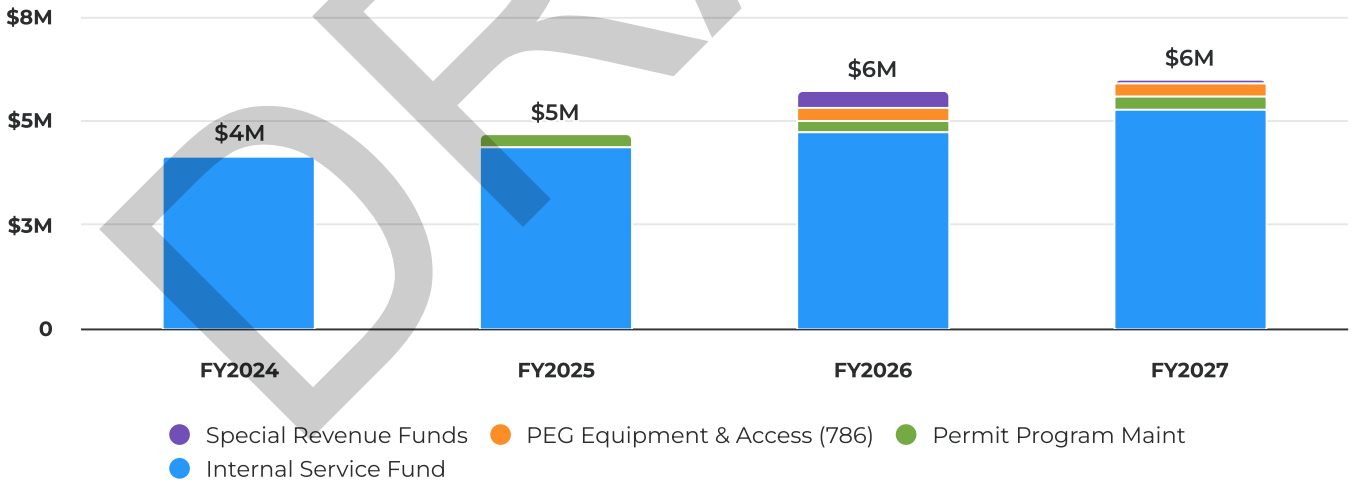
# Expenditure Summary

## Historical Expenditures Across Department

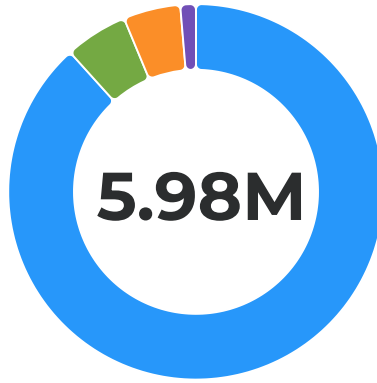


## Expenditures by Fund

### Historical Expenditures by Fund



### FY27 Expenditures by Fund



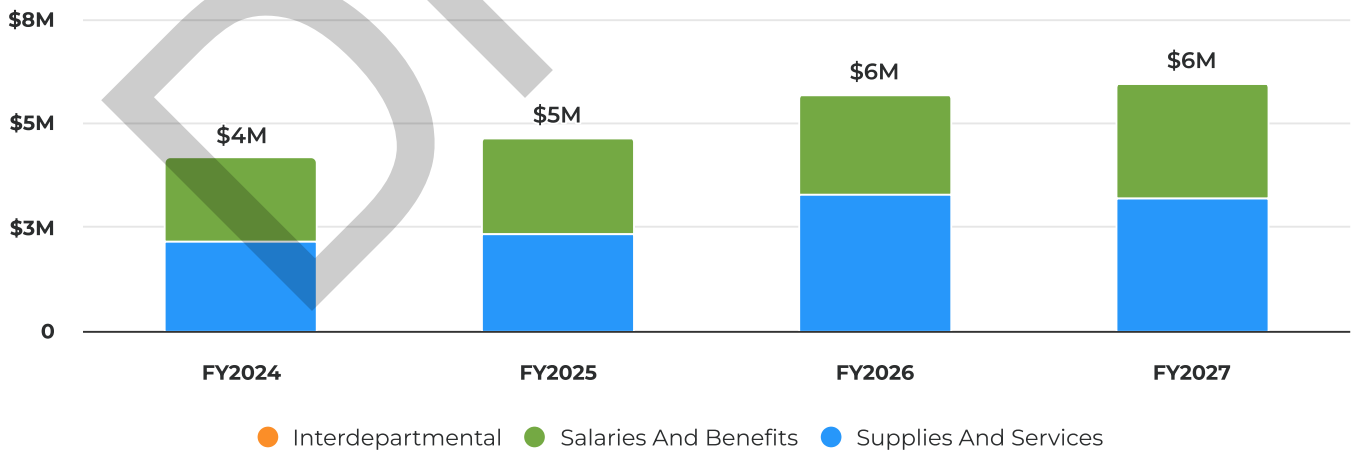
Internal Service Fund	<b>\$5,281,338</b>	88.31%
PEG Equipment & Access (786)	<b>\$325,000</b>	5.43%
Permit Program Maint	<b>\$294,100</b>	4.92%
Special Revenue Funds	<b>\$80,000</b>	1.34%

### Expenditures by Fund

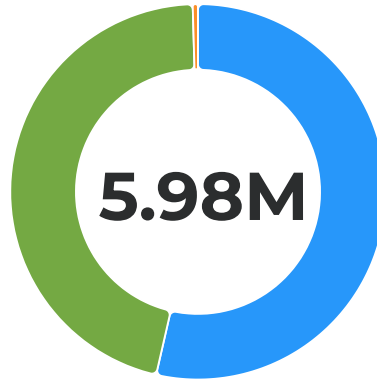
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Internal Service Fund	\$ 4,348,482	\$ 4,708,478	\$ 4,976,868	\$ 5,281,338	12.17%
Special Revenue Funds	-	\$ 374,100	\$ 80,000	\$ 80,000	-78.62%
PEG Equipment & Access (786)	-	\$ 325,000	\$ 25,000	\$ 325,000	-
Permit Program Maint	\$ 316,551	\$ 294,100	\$ 317,504	\$ 294,100	-
<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>

### Expenditures by Object

Historical Expenditures by Object



### FY27 Expenditures by Object



● 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%

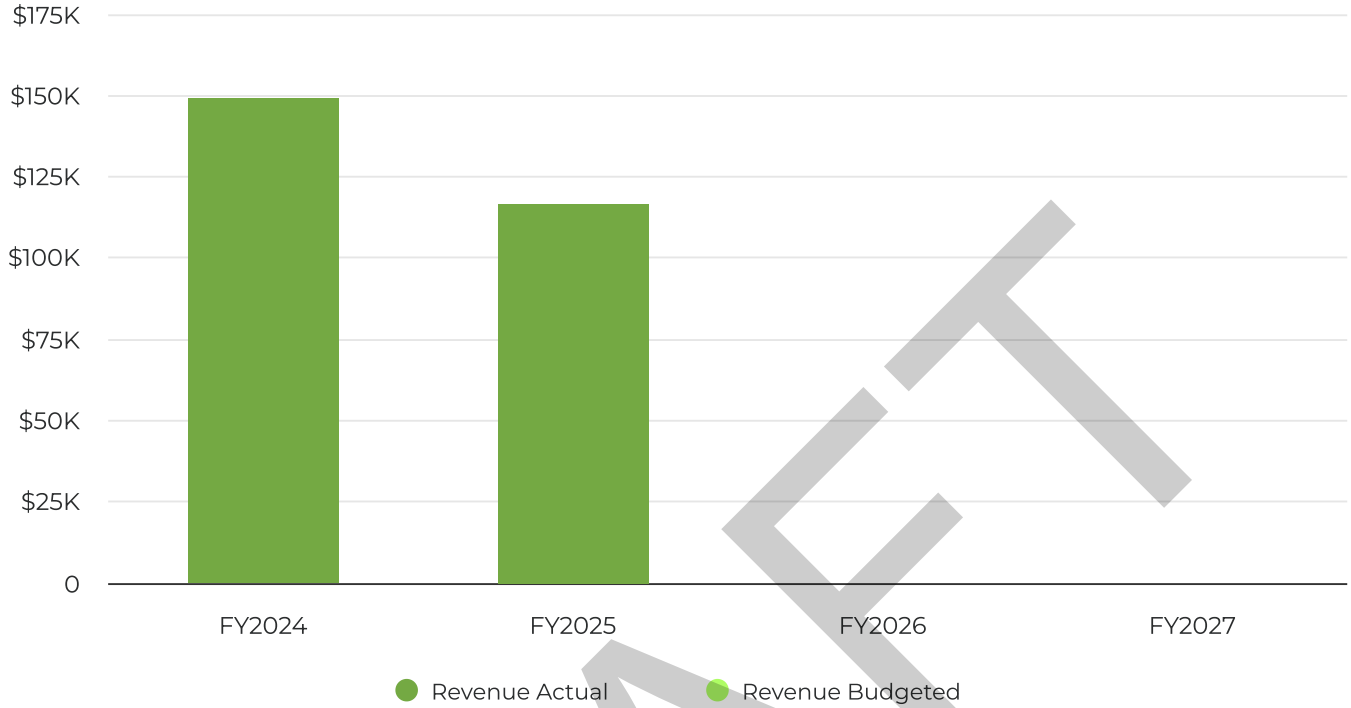
### Expenditures by Object

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	\$ 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>

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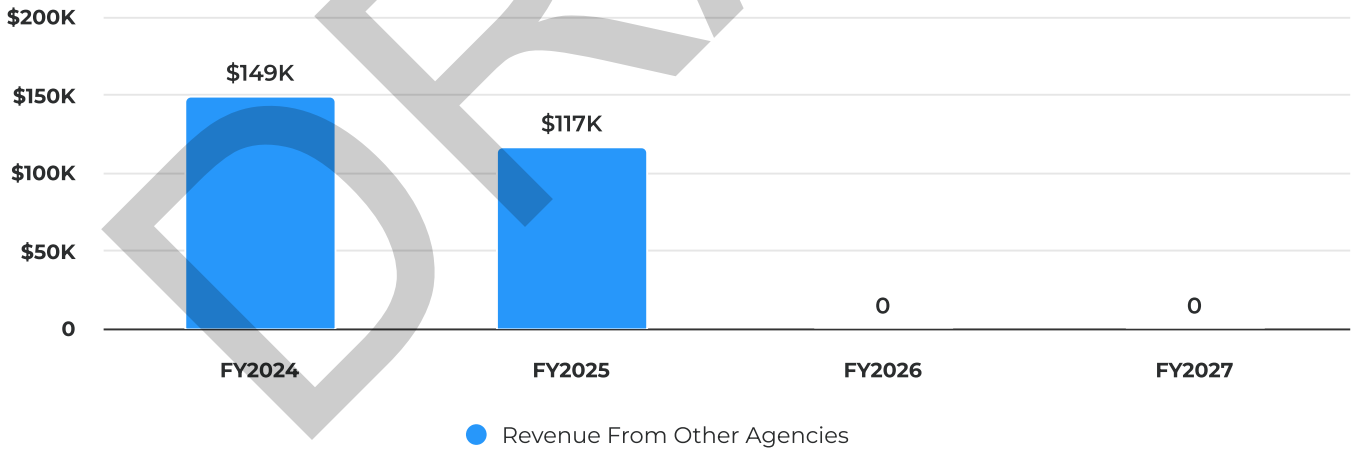
# Revenue Summary

## Historical Revenues Across Department



## Revenues by Object Groups

### Historical Revenues by Object Groups



### FY27 Revenues by Object Groups





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)
Revenue From Other Agencies	\$ 116,525	-	-	-	-
<b>Total Revenues</b>	<b>\$ 116,525</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Revenues by Revenue Source Level 2

### Personnel Summary

Status	Job Code	Position Title	2025-26 Approved FTE	2026-27 Planned 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>

### **FY 2025-26 Changes and Highlights**

**Positions:**

\$40,000 Overtime and Standby Pay
-----------------------------------

**Supplies and Services:**

\$ 142,000 Software Increase
<u>124,334</u> Phone Service Update
<b>\$ 266,334 TOTAL</b>

**Development Software Fund**

\$ 294,100 Software maintenance
---------------------------------

**Equipment Replacement Fund**

\$ 100,000 Computer Replacement
---------------------------------

**PEG Fund**

\$ 300,000 EOC video wall update
----------------------------------

NOTE: The Information Technology Department is not budgeted in the General Fund. The budget shown in this summary, unless otherwise stated, will be reflected in Fund 785- Information Technology Internal Service Fund.

# 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.

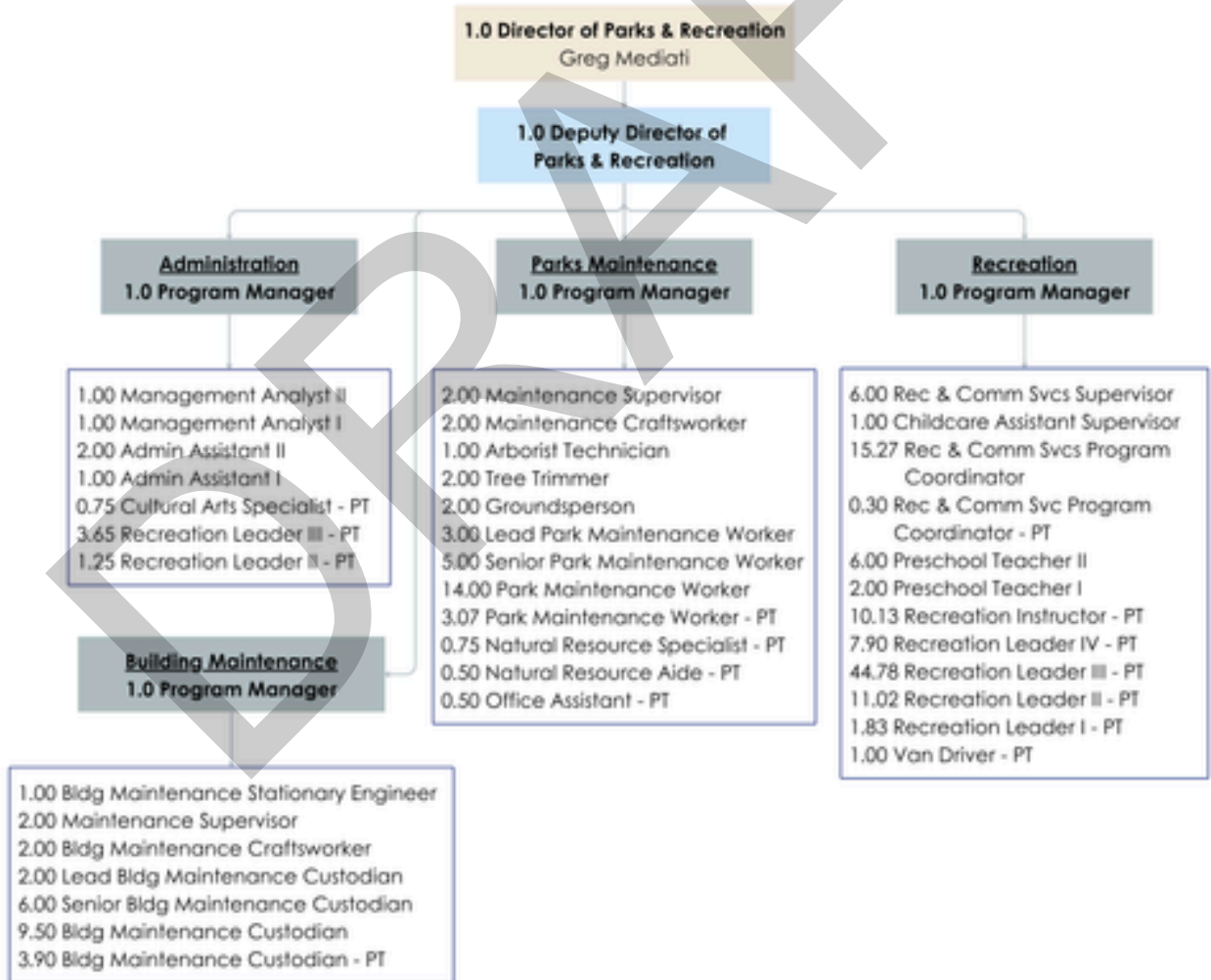
## Recreation:

- 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

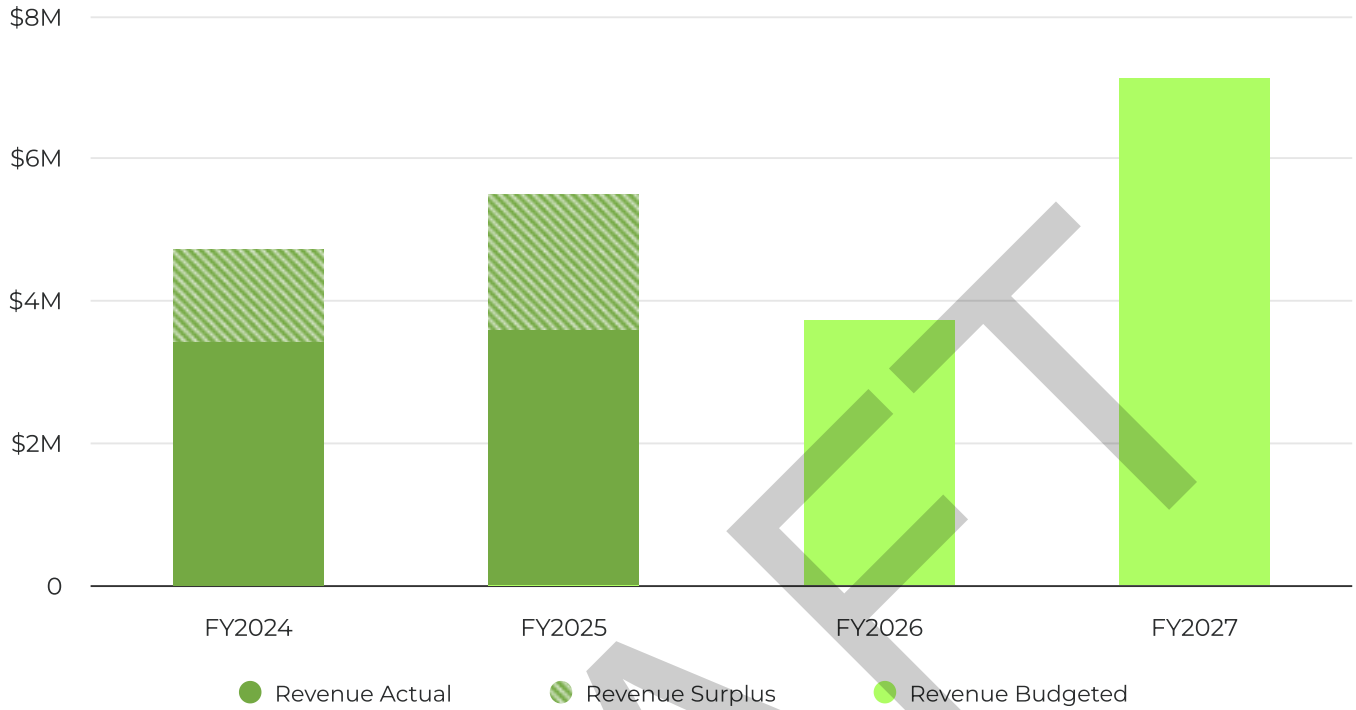
Key Performance Measures	FY 2024 Actual	FY 2025 Actual	FY 2026 Projected	FY 2027 Proposed
Parkland Development: acres per 1,000 residents	4.15	4.15	4.16	4.17
Facility Maintenance Staff: square footage per employee	23,830	23,728	23,295	23,921
Number of registrants for programs and services	25,900	50,681	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



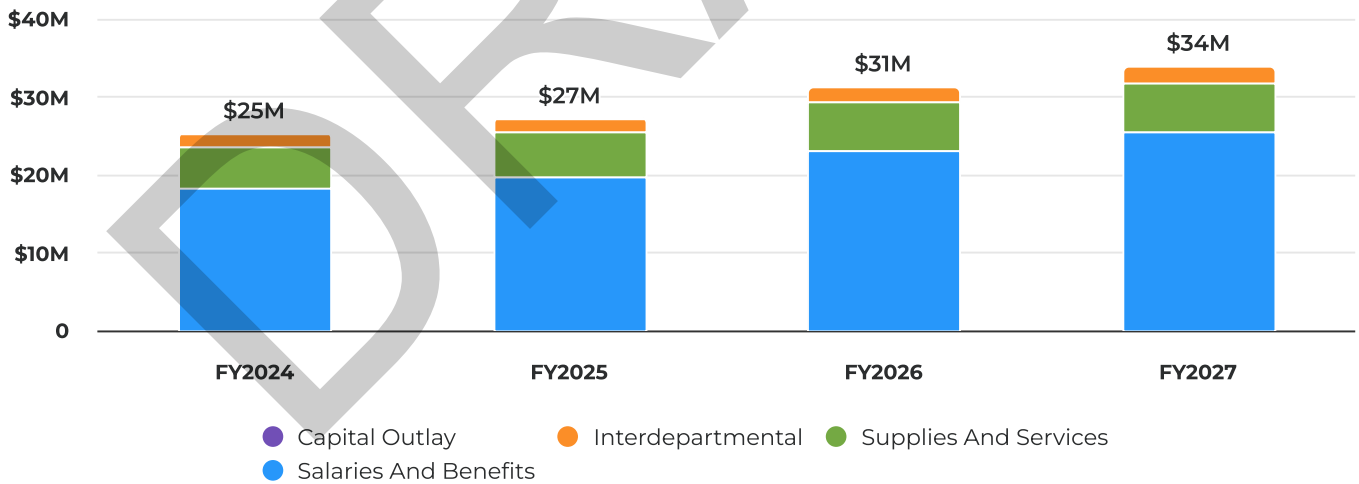
# Revenue Summary

## Historical Revenues Across Department

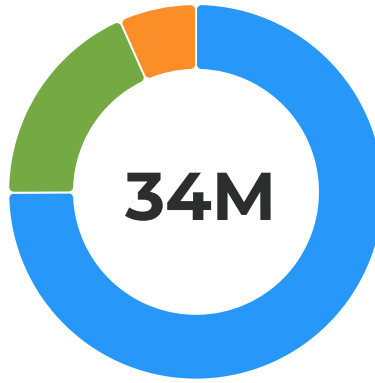


## Expenditures by Category

### Expenditures by Category



### FY27 Expenditures by Category



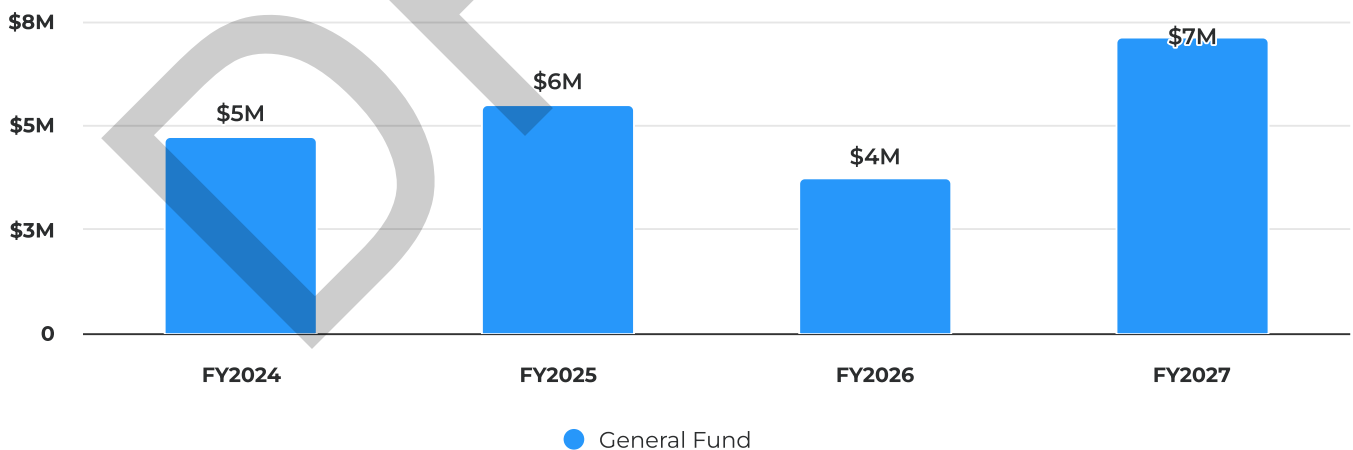
● Salaries And Benefits	<b>\$25,440,121</b>	74.93%
● Supplies And Services	<b>\$6,250,292</b>	18.41%
● Interdepartmental	<b>\$2,262,353</b>	6.66%

### 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

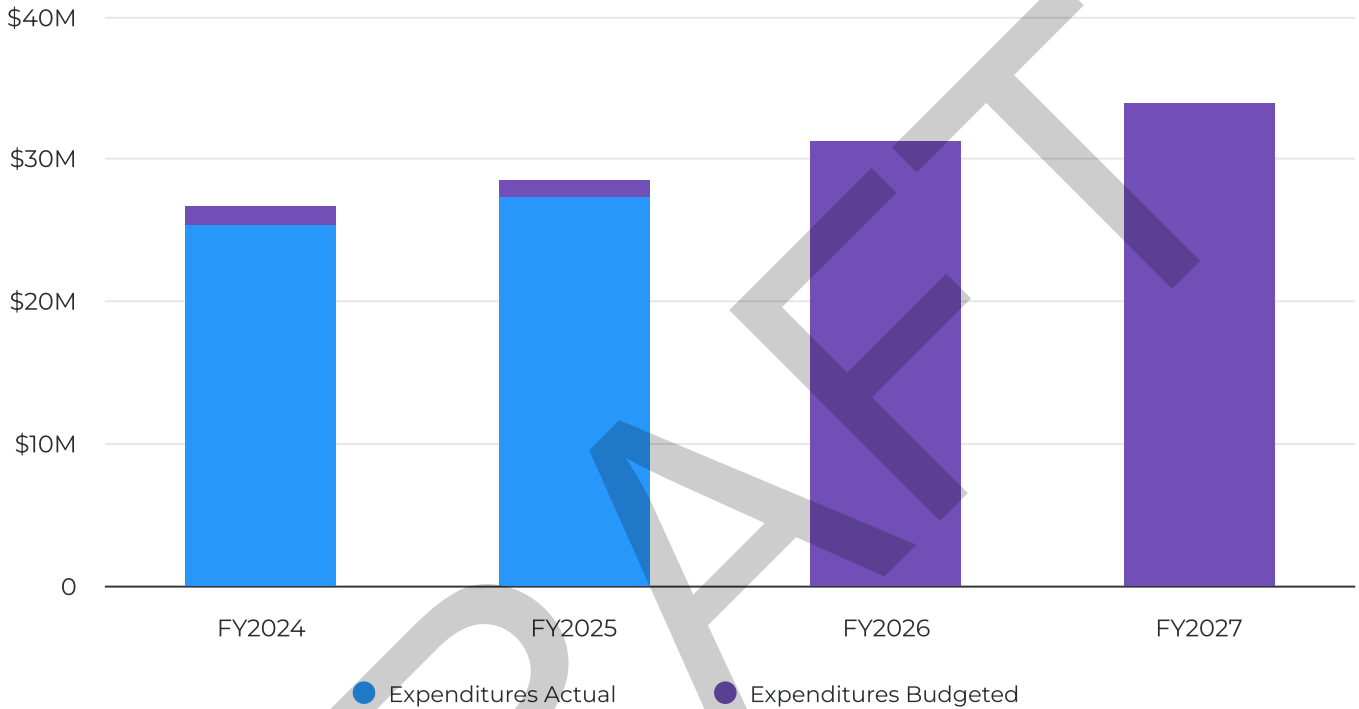
Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
General Fund	\$ 5,500,379	\$ 3,721,222	\$ 3,594,184	\$ 7,116,337	91.24%



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>

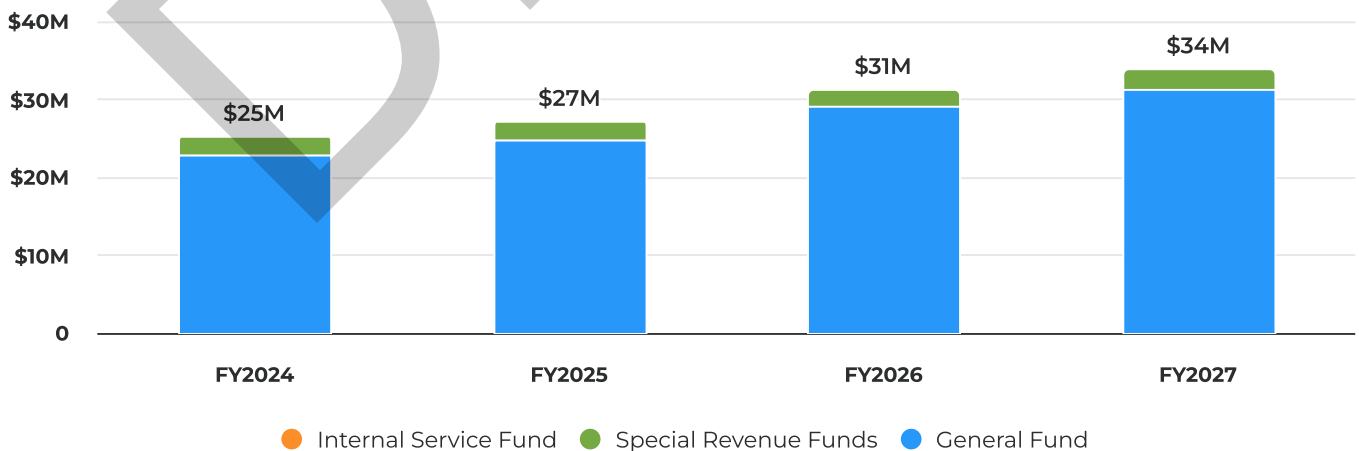
## Expenditure Summary

### Historical Expenditures Across Department

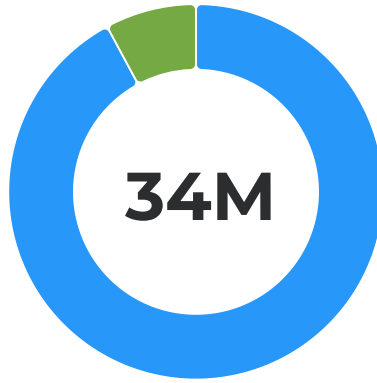


### Expenditures by Fund

#### Historical Expenditures by Fund



### FY27 Expenditures by Fund

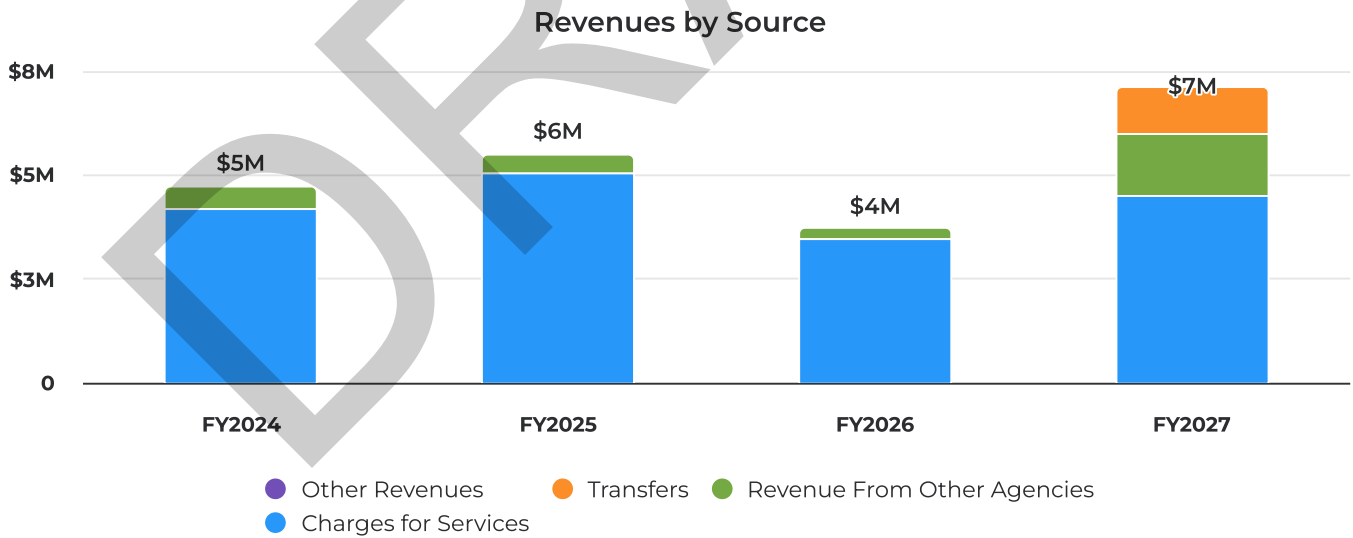


<span style="color: blue;">●</span> General Fund	<b>\$31,285,995</b>	92.15%
<span style="color: green;">●</span> Special Revenue Funds	<b>\$2,666,772</b>	7.85%

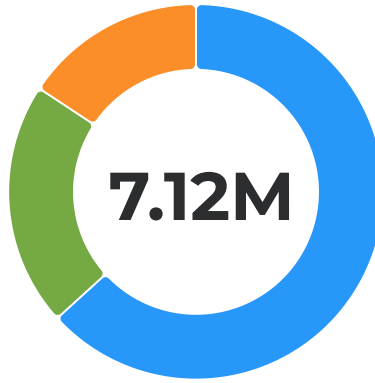
### Expenditures by Fund

Category	FY 2025 Actual	FY 2026 Adopted Budget	FY 2026 Adjusted Budget	FY 2027 Budgeted	FY 2026 Adopted Budget vs. FY 2027 Budgeted (% Change)
Internal Service Fund	\$ 184,349	-	-	-	-
Special Revenue Funds	\$ 2,557,254	\$ 2,203,971	\$ 2,203,971	\$ 2,666,772	21.00%
General Fund	\$ 24,578,875	\$ 29,088,632	\$ 30,877,946	\$ 31,285,995	7.55%
<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



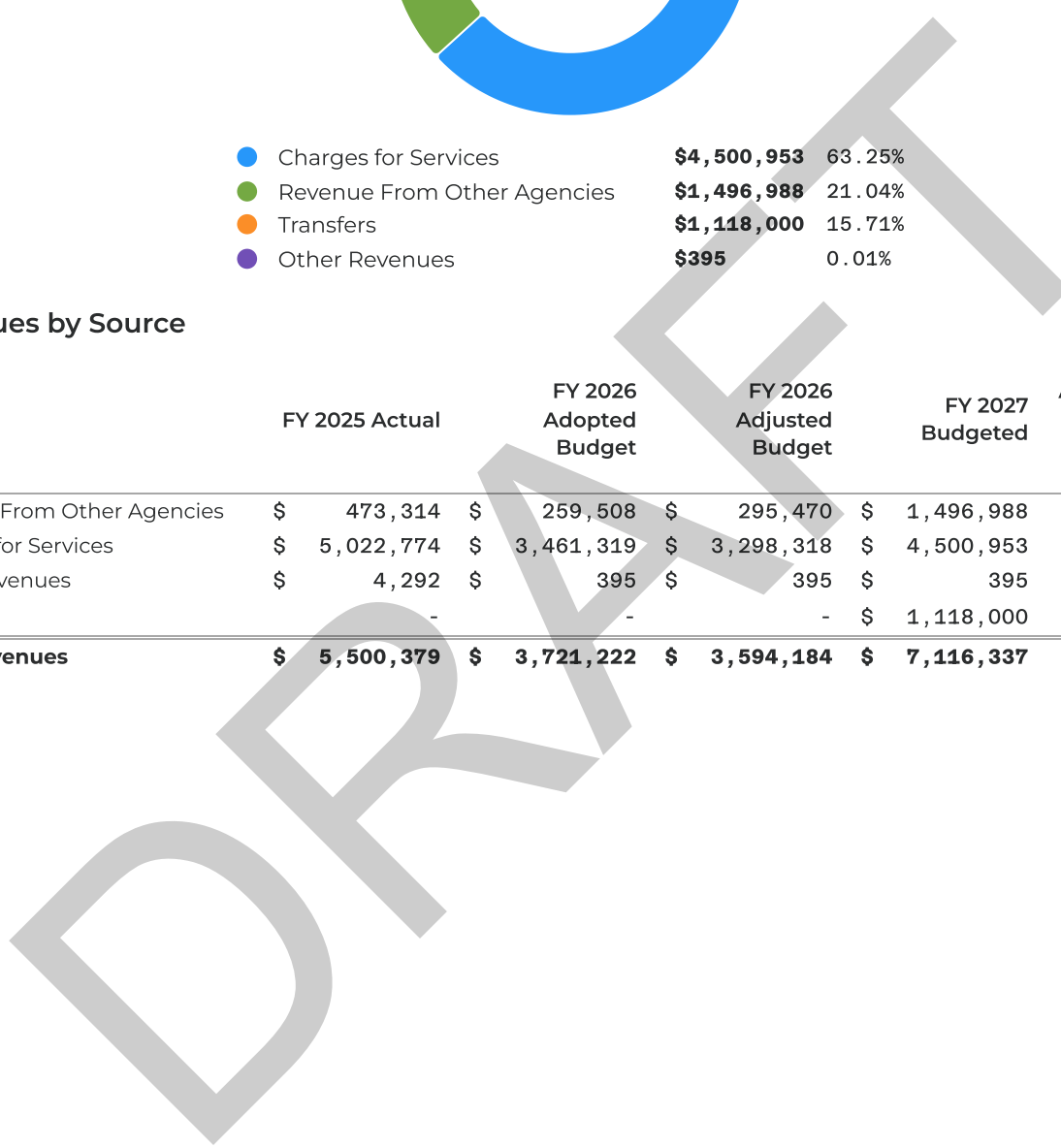
### FY27 Revenues by Source



● 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 Approved FTE</b>	<b>2026-27 Planned 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>

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.

### 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>

## FY 2025-26 Changes and Highlights

### Positions:

<u>Cultural Arts</u>	
\$ 12,677	Add 0.25 Rec Leader II - Hourly (Cultural Arts Fund)
<u>8,253</u>	Add 0.15 Rec Leader III - Hourly (Cultural Arts Fund)

<b>\$ 20,929 TOTAL - 0.40 FTE</b>	
<b>General</b>	
<b>Fund</b>	<u>Aquatics (positions are for a half-year, opening of new pool).</u>
\$ 25,989	Add 0.27 Rec and Comm Services Program Coordinator
41,931	Add 0.83 Rec Leader II - Hourly
291,192	Add 5.29 Rec Leader III - Hourly
100,726	Add 1.65 Rec Leader IV - Hourly
<u>59,566</u>	Add 0.50 Building Maintenance Custodian
<b>\$519,404 TOTAL - 8.54 FTE</b>	
<b>General</b>	
<b>Fund</b>	<u>Senior Program</u>
\$ 23,256	Add 0.25 Rec and Comm Service Program Coordinator - Hourly
<b>General</b>	
<b>Fund</b>	<u>Parks Program</u>
(\$12,562)	Convert Park and Maintenance Worker - Hourly to a Natural Resources Aid
<b>Fund Totals</b>	
\$20,929	Cultural Arts Fund - 0.40 FTE
<u>530,098</u>	General Fund - 8.79 FTE
<b>\$551,027 Total Position Changes - 9.19 FTE</b>	

**Supplies and Services:**

<b>General Fund</b>	
\$ 192,149	New Pool Services and Supplies
14,500	Building Maintenance Supplies, Equipment and Services
20,000	Vehicular Gates and Rollup Door Maintenance
2,600	Caltrans Plaza Airspace Lease
<b>\$ 229,249 TOTAL</b>	
<b>Public Arts-in-Lieu fund</b>	
\$ 75,000	Art Component for Oyster Point IIC Location

# 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.

DRAFT

# Debt Service Obligation Table

Direct Borrowing - State Revolving Fund (SRF) Loans									
	Fiscal Year:	2027	2028	2029	2030	2031	2032-2036	Remainin g Due	Total
2008 State Water Resources Loan	Princi pal	540,575	553,548	566,833	-	-	-	-	1,660,956
	Intere st	39,863	26,889	13,604	-	-	-	-	80,356
2018 State Water Resources Loan	Princi 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 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 g Due	Total
2005 Water & Wastewater Revenue Bonds	Princi pal	435,000	-	-	-	-	-	-	435,000
	Intere st	10,875	-	-	-	-	-	-	10,875
<b>Subtotal - Water Quality Control Bonds</b>	<b>Princi pal</b>	<b>3,243,111</b>	<b>2,861,901</b>	<b>2,916,736</b>	<b>2,392,201</b>	<b>2,435,260</b>	<b>12,849,817</b>	<b>20,028,566</b>	<b>46,727,592</b>
	<b>Intere st</b>	<b>854,107</b>	<b>789,443</b>	<b>734,607</b>	<b>678,705</b>	<b>635,646</b>	<b>2,504,713</b>	<b>1,467,776</b>	<b>7,664,997</b>
	<b>Comb ined</b>	<b>4,097,218</b>	<b>3,651,343</b>	<b>3,651,343</b>	<b>3,070,906</b>	<b>3,070,906</b>	<b>15,354,530</b>	<b>21,496,342</b>	<b>54,392,589</b>
<b>Lease Revenue Bonds</b>									
	Fiscal Year:	2027	2028	2029	2030	2031	2032-2036	Remainin g Due	Total
2020A Police Station Project	Princi 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 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 Community Civic Campus Project	Princi 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 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 Orange Memorial Park Project	Princi 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 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 - Governme ntal Borrowing Bonds</b>	<b>Princi 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 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 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 Service</b>	<b>Princi 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 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 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

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# 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.

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