

**CITY OF  
SOUTH SAN FRANCISCO  
CALIFORNIA**

**PROPOSED BIENNIAL  
OPERATING BUDGET &  
FISCAL YEARS 2019-21**

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CITY OF SOUTH SAN FRANCISCO, CALIFORNIA



FISCAL YEAR 2019-21  
PROPOSED BIENNIAL OPERATING BUDGET

MEMBERS OF THE CITY COUNCIL:

**Mayor**

Karyl Matsumoto

**Vice Mayor**

Richard A Garbarino

**Council Members**

Mark N. Addiego

Mark Nagales

Flor Nicolas

CITY OFFICIALS:

**City Manager**

Mike Futrell

**Assistant City Manager**

Marian Lee

**City Treasurer**

Frank Risso

**City Clerk**

Rosa Govea Acosta

**City Attorney**

Jason Rosenberg

FY 2019-21 Budget Document Prepared By:

**Finance Department**

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# TRANSMITTAL LETTER

# TRANSMITTAL LETTER

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## OFFICE OF THE CITY MANAGER

### CITY COUNCIL 2019

KARYL MATSUMOTO, MAYOR  
RICHARD A. GARBARINO, VICE MAYOR  
MARK N. ADDIEGO, COUNCILMEMBER  
MARK NAGALES, COUNCILMEMBER  
FLOR NICOLAS, COUNCILMEMBER

MIKE FUTRELL, CITY MANAGER

Mayor, Vice Mayor, and Councilmembers:

We present to you the City of South San Francisco's FY 2019-21 Proposed Biennial Operating Budget.

### INTRODUCTION

South San Francisco proudly remains ***The Industrial City***, a term defining our residents and businesses as industrious, entrepreneurial and innovative. South San Francisco is home to big thinkers changing the world.

The City is continuing to work in accordance with the goals set forth in the **City's 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 and 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 work force, be an active partner in quality education, and attract and retain a prosperous business community, all of which will foster community pride and understanding.*

Over 900 full and part-time employees are committed to this mission, following the **City's Core Values**:

- Strengthening each other and the organization through dedication and teamwork;
- Recognizing and Respecting diversity and encouraging opinions of the community and workforce;
- Committing to Excellence and Service;
- Encouraging creativity and supporting problem solving;



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- Accepting responsibility and accountability;
- Demonstrating integrity and transparency in all aspects of service;
- Promoting and maintaining open and constructive communication; and
- Encouraging skill development and professional growth.

The City was mindful of these and other priorities as the FY 2019-21 Proposed Biennial Operating Budget was developed and will pursue the following FY 2019-20 **Strategic Initiatives**:

- Workforce Development
  - Maintain, Train and Support a High Performance Team;
- Quality of Life
  - Robust recreation & learning programs, with top tier public parks, art and green spaces;
  - Excellent bike paths, pedestrian ways, and other multi-modal transportation options;
  - Greenhouse gas, water and energy reduction, implementing the Climate Action Plan; and
  - Full range of employment and housing options.
- Financial Sustainability
- Public Safety
  - Highly skilled Police, Fire, Emergency Medical Service and Emergency Management Program;
- Economic Vitality
  - Vibrant and healthy Downtown; and
- Community Connections
  - Strong, active neighborhood associations, non-profits, service clubs and volunteer opportunities.
- Robust internal and external communications strategy;

## BUDGET OVERVIEW

The City of South San Francisco, the Industrial City, has a rich history of adapting to shifts in business, and yet staying true to its industrial heritage. The City's origins were rooted in livestock-related industries, and transitioned to shipbuilding to support two world wars. The 1950's brought modern industrial parks to the East of 101 area, where freight forwarding, light industries and other airport-related businesses thrived. The addition of Genentech in 1976 earned the city the moniker of "Birthplace of Biotechnology". Today, the City is home to over 200 biotech companies and is the Biotechnology Capital of the World.

The FY 2019-21 Proposed Biennial Operating Budget reflects the versatility, depth and resilience of the local economy. The City's major tax revenue sources, Property Tax, Sales Tax and Transient

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Occupancy Tax (TOT), continue to grow at a steady and sustainable rate, while new residential and commercial developments broaden the City's tax base.

Growth in assessed value of the City's secured properties is a major driver of property tax revenues, and is a barometer of the real estate market in South San Francisco and the greater San Francisco Peninsula. Higher sales tax revenues reflect refined estimates for Measure W, the transactions and use tax passed by South San Francisco voters in November 2015. Sustained higher TOT revenues are supported the voter approved Measure FF gradually increasing the TOT rate from 10 percent to 14 percent, plus vibrant tourism, high average room rates and high occupancy rates.

Employee compensation represents 45 percent of the City's total budget. Similar to other full service cities, the cost of employee pensions and healthcare pose a challenge to long-term financial sustainability. The City contracts with the California Public Employees' Retirement System (CalPERS), the largest public pension fund in the United States, to provide pension benefits for its employees. Sixty-five percent of CalPERS' pension costs are paid by investment returns provided by its sizeable portfolio, currently valued at \$323 billion. In December 2016, the CalPERS Board of Administration reduced its discount rate from 7.5 percent to 7.0 percent, which has impacted all local government agencies that contract with CalPERS for pension benefits.

South San Francisco prides itself on being fiscally prudent and accountable, with balanced budgets that fund services important to our community and maintain our quality of life. Essential city services must be maintained and protected to effectively serve our residents, including public safety and after-school programs that help keep youth and teens safe and off the streets, out of trouble, and away from drugs and crime.

### **GENERAL FUND**

The FY 2019-20 Proposed Operating Budget for the General Fund is balanced, with total revenues at \$112.6 million and \$111.4 million in expenditures. In FY 2020-21, the General Fund is projected to be balanced, with total revenues of \$114.3 million and \$112.7 million in expenditures.

### **REVENUE ASSUMPTIONS**

#### **Property Tax**

Property tax serves as the City's largest revenue source, and is shaped by Proposition 13, which limits the annual property tax to one percent of the assessed value of land and property, and limits the annual increase in assessed value to two percent. Excluding revenues from excess Educational Revenue Augmentation Fund (ERAF), property tax revenues are projected to increase by \$2.2 million, a 6.8 percent increase over the FY 2018-19 adopted budget. The trend is largely driven by an increase in current year secured property assessed value. The increase in assessed value is driven by new properties entering the tax roll and the reassessment of existing properties due to building improvements.

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### **Sales Tax**

Sales tax revenues are projected to increase to \$18.7 million in FY 2019-20, a \$1.5 million, a 9.1 percent increase compared to the adopted FY 2018-19 budget. The General Fund sales tax does not include Measure W, a transactions and use tax approved by South San Francisco voters in November 2015.

### **Transient Occupancy Tax (TOT)**

In November 2018, the South San Francisco voters approved Measure FF, a measure that will gradually increase the Transient Occupancy Tax (TOT) from 10 percent to 14 percent. On January 1, 2019, the TOT increased to 12 percent. The next increase to 13 percent will take effect January 2020, followed by an increase to 14 percent January 2021. Current trends indicate vibrant tourism and passenger traffic at San Francisco International Airport (SFO), high average hotel room rates occupancy rates, and strong hotel demand. These factors, In addition to the opening of a new hotel in South San Francisco in 2019, contribute to the increasing TOT revenues. In FY 2019-20 the TOT is expected to increase by \$1.1 million to \$16.8 million compared to the FY 2018-19 adopted budget.

### **Permit Revenues**

Residential and commercial development continues to flourish in response to post recession pent up demand. Building and fire permit revenues are projected to reach \$12.1 million in FY 2019-20, an increase of \$85,000.

## **EXPENDITURE ASSUMPTIONS**

### **Salaries**

The City's proposed FY2019-20 operating budget includes a three percent salary increase; some positions in Police and Fire will receive additional salary increases beyond the three percent increase due to a recently completed class and compensation survey. A new City Council initiative with the FY2019-20 budget is the increase of the City's minimum wage to \$15 per hour. The minimum wage applies to part time and hourly employees primarily within the Library and Parks and Recreation Departments. Including increased contributions to CalPERS, salaries and benefits costs have increased \$5.5 million compared to the FY2018-19 adopted budget.

### **CalPERS Retirement Benefits**

The City participates in the California Public Employees' Retirement System (CalPERS) to provide pension benefits to its employees. The benefit is funded largely by contributions from the City, while the employee pays a portion. The amount which the City is required to contribute is determined by CalPERS' actuaries on an annual basis. In December 2016, the CalPERS Board of Administration reduced the discount rate from 7.5 to 7.0 percent, which impact both the normal cost, which represents the cost of one year of service, and the Unfunded Accrued Liability (UAL), which reflects the cost of past service. Normal cost is expected to increase by five percent, while the UAL is expected to increase by 40 percent. The discount rate reduction began in FY 2018-19

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and is being phased in over a three year period. CalPERS amortizes the impact of assumption changes over 20 years, with an initial ramp up period of five years. The net result is that the full impact of the discount rate reduction will not be completed until FY 2025-26.

### **Measure W**

The FY 2019-20 Proposed Biennial Operating Budget includes \$12.3 million in appropriations of Measure W funds, an increase of \$2.6 million compared to FY2018-19 adopted budget. The increase represent the strong economy in South San Francisco. The planned expenditures of Measure W include \$17.1 million in Capital Improvement Projects, including the Community Civic Center and street rehabilitation project.

### **CONCLUSION**

The City takes steps each budget year to balance the demand for services and staffing levels with maintaining adequate General Fund reserves. While the FY 2019-21 Proposed Biennial Operating Budget is balanced, the City will continue to monitor economic indicators for the next recession, and evaluate revenue and expenditure trends. The City's finances are prudent, sound and proactively positioned to respond to economic ebb and flow.

### **ACKNOWLEDGEMENTS**

Preparation of the FY 2019-21 Proposed Biennial Operating Budget Document reflects the dedicated efforts of the Finance Department and staff from the operating departments. We extend our thanks for the contributions made in the preparation of this document.

Respectfully Submitted,



Mike Futrell  
City Manager



Christina Crosby  
Interim Director of Finance

# INTRODUCTORY SECTION

## CITY OF SOUTH SAN FRANCISCO



South San Francisco, California, "The Industrial City," has a population of 67,078<sup>1</sup>; a land area of 9.14 square miles; and was incorporated on September 19, 1908. South San Francisco 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, South of the cities of Brisbane and 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 formed by the San Bruno Mountains on the north and the Coast Range on the west. Most of the valley faces adjacent San Francisco Bay. South San Francisco has mild

winters and dry, cool summers. The hills to the west shield the City from much of the fog that prevails in neighboring areas.

Prior to incorporation, the City was known as Rancho Buri Buri. Between 1856 and 1892, portions of the Rancho were purchased by cattle barons Miller and Lux, who formed the Town of Baden. 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 work 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.

<sup>1</sup> California Department of Finance Population Estimates for Cities, Counties, and the State — January 1, 2018 and 2019

## INTRODUCTORY SECTION

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As heavy industry moved out of the area, it was replaced by light industry and hotels serving the San Francisco International Airport. In 1976, Herb Boyer and Bob Swanson founded Genentech in order to explore ways of using recombinant DNA technology to create breakthrough medicines. This was the beginning of the biotech industry and earned South San Francisco the title of “Birthplace of Biotechnology”. Since that time, many other biotech firms as well as large development projects such as the Gateway, Oyster Point Business Park and Bay West Cove have moved into the area. Today there are over 200 biotechnology firms in South San Francisco earning the City the title of “Biotechnology Capital of the World.”

### EMPLOYMENT

Employment in South San Francisco includes manufacturing, retail, professional/scientific services, health care and administration. There are an estimated 68,612 people who work for South San Francisco businesses with a total payroll of \$6.6 billion.<sup>2</sup> The City has a large employment base in the biotechnology field located east of US Highway 101. A listing of top City employers may be found in the Miscellaneous Section on page K-8.

### SCHOOLS

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

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

### PARKS & RECREATION

The Parks and Recreation Department maintains and operates over 250 acres of parks and open space and 500,000 square feet of public facilities. Amenities include baseball fields, soccer fields, 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, 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 pre-school; enrichment and exercise courses; leisure and care for seniors; facilities for private events and meetings; public art and cultural experiences; and youth and adult sports programs.

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<sup>2</sup> US Census Bureau, [2014 Zip Business Patterns](#)

### **PUBLIC TRANSPORTATION**

The City is in 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) that connects commuters to the 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 is expected to finish in 2020, 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 makes weekday trips from Oakland and Alameda. At Oyster Point, there are shuttle services that will take 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 law and policies through enactment of ordinances and resolutions. The Council also determines how the City shall obtain and spend funds, appoints members to all advisory municipal activities and represents the City by serving on Regional and County committees and boards whose policies may impact South San Francisco (i.e., Association of Bay Area Governments and Metropolitan Transportation Commission). The Council provides direction for the City Manager and acts as the formal governing body of the Successor Agency to the Redevelopment Agency (formerly the RDA Board of Directors). The Council position is a part-time, salaried position.

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

The City Clerk is the archivist of City records and, as such, maintains records and prepares the minutes of Council proceedings. Additional responsibilities include providing information to the general public and staff through research of City records, administering municipal elections and processing initiative recalls and referendum petitions. The Clerk also processes Conflict of Interest Statements for designated employees, Council members and candidates for Council seats. This is a full-time, salaried position.

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

The City Treasurer is responsible for investing City funds to achieve the maximum return on deposits. Reports identifying amounts and types of investment instruments are provided quarterly to the City Council. The duties of this position include 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, in accordance with City Council policies, overall administration and direction for the City organization. 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. The duties of this position also include the review and/or preparation of all contracts, bonds, deeds, leases and other documents of legal significance. This is a contract position.

## Budget Document and Process

### BUDGET DOCUMENT

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

1. **Transmittal:** Provides a general overview of the financial outlook for the coming fiscal year;
2. **Introductory:** Provides demographic and statistical information about the City; summarizes the operational, financial and accounting structure of the City and identifies the appropriations limit as required by the State of California Constitution Article XIII B;
3. **Operating Funds Summary:** Summarizes and aggregates all appropriated City funds including expenditures and revenues;
4. **General Fund:** Outlines the largest and main operating fund of the City;
5. **Department Pages:** Represents the City's organizational units and summarizes major activities for each department;
6. **Governmental Funds:** Provides summaries of revenues and expenditures of governmental funds other than the General Fund, including special revenue funds;
7. **Debt Obligations:** Provides an overview of City issued debt and amount the City pays to debt service;
8. **Proprietary Funds:** Summarizes the City's business type activities, including the Sewer Enterprise Fund, Parking District Fund, and Storm Water Fund;
9. **Internal Services Funds:** Summarizes funds used by the City that finance internal City functions such as equipment replacement, health and retirement benefits, and information technology;
10. **Position Budget:** Lists position titles and position Full Time Equivalents (FTE) by fund and by department; and
11. **Miscellaneous:** Provides Financial Policies, Reserves Policy, Resolutions presented to the City Council, demographic and statistical tables, glossary of acronyms and terms found in the budget document.

### **BUDGET ACCOUNTING**

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

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

The Operating Budget is adopted by the City Council for the fiscal year. The fiscal year begins on July 1 and ends June 30. Appropriations are controlled at the line item level. CIP project budgets are adopted and controlled at the project level. From the start of the fiscal year, the expenditure amounts stated as adopted become appropriations to the various City departments. The City Council may amend the budget by resolution during the fiscal year.

The resolution to adopt the operating budget presented to the City Council (found in the Miscellaneous Section page K-6) 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-term review of expenditures and revenues of the City's finances to the City Council. At the time of the Mid-term budget review, Finance can recommend budget amendments to the City Council.

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

### **Revenue Types**

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 PROCESS

The process to develop the biennial 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 Budget Process outlines the steps in budget preparation.

## BUDGET PROCESS

Table 1: Budget Process

Month	Description
<b>December</b>	Finance Department begins current fiscal year mid-year analysis. Finance Department updates revenue and expenditure projections for the upcoming fiscal year.
<b>January</b>	City Manager and Director of Finance meet to discuss trends, look at financial projections, identify budget issues, and develop budget goals for upcoming fiscal year. Finance Department creates budget targets for Departments based on City Manager's goals.
<b>February</b>	City Manager begins discussions with department heads for preliminary budget projections by department.
<b>March</b>	Finance Department refines revenue forecasts for the current fiscal year. Uses revenue forecasts to develop updated upcoming fiscal year revenue assumptions. Finance Department collaborates with Human Resources to update personnel and benefit budget forecasts. Finance Department gives departments their employee benefits costs. Departments enter budget requests and minor maintenance project requests in finance system.
<b>April</b>	Finance Department develops revenue and expenditure scenarios for upcoming fiscal year based on input from meetings with the City Manager. City Manager reviews new budget requests with Finance Department. Finance Department works with Engineering Division to identify and forecast funding sources and new appropriation amounts for CIP projects.
<b>May</b>	Finance Department presents the proposed budget to the Budget Standing Committee of the City Council (BSC) at study session. Finance Department revises budget based on BSC feedback, then presents the proposed budget to the City Council at a subsequent study session.
<b>June</b>	Finance Department prepares proposed budget and makes any final adjustments based on feedback from the City Council and updated revenue projections and information from the State and County. Finance Department presents proposed budget at the last regularly scheduled City Council meeting in June. Engineering Division separately proposes new appropriations for CIP projects to City Council. City Council adopts proposed operating budget and through a separate resolution, adopts CIP appropriations for upcoming fiscal year.
<b>July</b>	July 1 starts the new fiscal year.

## APPROPRIATIONS LIMITS

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

Schedule 1: Appropriations Limit – FY 2019-20

Fiscal Year	CPI/Personal Income %	Population %	Cumulative Appropriation		
	Change	Change	Change Factor	Change Factor	Limit
2013-14	5.12	1.51	6.71	493.82	115,362,390
2014-15	(0.23)	0.79	0.56	497.14	116,008,419
2015-16	3.82	0.68	4.53	524.19	121,263,600
2016-17	5.37	0.43	5.82	560.52	128,321,142
2017-18	3.69	0.11	3.80	585.62	133,197,345
2018-19	3.67	0.49	4.18	614.28	138,764,994
2019-20	3.85	0.04	3.89	3.93	144,162,953

	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Proceeds of Taxes	62,981,924	75,222,871	82,850,044	85,548,494	92,903,301
Appropriations Subject to Limit	62,981,924	75,222,871	82,850,044	85,548,494	92,903,301
Current Limit	121,263,600	128,321,142	133,197,345	138,764,994	144,162,953
<b>Amount Under Limit</b>	<b>58,281,677</b>	<b>53,098,271</b>	<b>50,347,302</b>	<b>53,216,501</b>	<b>51,259,652</b>

The City of South San Francisco is currently \$51 million under the Gann Appropriations limit.

# OPERATING FUNDS SUMMARY



## OPERATING FUNDS SUMMARY

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### OPERATING FUNDS DESCRIPTIONS

#### GOVERNMENTAL FUNDS

##### **Major Governmental Funds**

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

**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.

##### **Non Major Governmental Funds**

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

**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.

**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.

**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.

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

## OPERATING FUNDS SUMMARY

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**Consolidated Impact Fee Funds** – Accounts for various Mitigation Fee Act funds, including the East of 101 Traffic Impact Fees, East of 101 Sewer Impact Fees, Child Care Impact Fee, Bicycle and Pedestrian Impact Fee, Park Land Acquisition Fee, Park Construction Fee, and the Public Safety Impact Fee. These funds cannot be used for operations, and serve as funding sources for capital improvement projects.

**Developer Deposit Fund** – Accounts for deposits from developers to pay for services required to review planning applications. Primary reserves include General Plan Maintenance Reserve and Permit Program Maintenance Reserve.

**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.

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

### 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.

**Equipment Replacement** – 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.

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

## OPERATING FUNDS SUMMARY

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

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

**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.

## OPERATING FUNDS SUMMARY

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### OPERATING FUND TITLES AND TYPES

All of the funds in the following list are appropriated by the City Council. The Internal Service Funds are paid through charges to departments in all other funds.

Table 2: Operating Fund Titles & Types

Fund Title	Type	Category
<b>Major Funds</b>		
General Fund	Governmental	General Fund
Sewer Enterprise Fund	Proprietary	Enterprise
Parking District Fund	Proprietary	Enterprise
Storm Water Fund	Proprietary	Enterprise
<b>Non Major Funds</b>		
City Housing Fund	Governmental	Special Revenue
City Programs Special Revenue Fund	Governmental	Special Revenue
Common Greens Maintenance District Funds	Governmental	Special Revenue
Community Development Block Grant Fund	Governmental	Special Revenue
Developer Deposits	Governmental	Special Revenue
Gas Tax Fund	Governmental	Special Revenue
Measure A 1/2 Sales Tax Fund	Governmental	Special Revenue
Solid Waste Reduction Fund	Governmental	Special Revenue
Supplemental Law Enforcement Services Fund	Governmental	Special Revenue
Capital Infrastructure Fund	Governmental	CIP Fund
City Service (Garage) Fund	Proprietary	Internal Service Fund
Self Insurance Fund	Proprietary	Internal Service Fund
Health & Benefits Fund	Proprietary	Internal Service Fund
Equipment Replacement Fund	Proprietary	Internal Service Fund
Information Technology Fund	Proprietary	Internal Service Fund
PEG Access Fund	Proprietary	Special Revenue
Consolidated Impact Fees	Governmental	Special Revenue

## OPERATING FUNDS SUMMARY

### RELATIONSHIP BETWEEN FUNDS & DEPARTMENTS

Some operating departments use funds other than the General Fund for departmental activities.

Table 3: Relationships between Funds & Departments

Fund /Department	Finance	ECD	Fire	Info. Tech.	Library	Parks & Rec.	Police	Public Works
<b>Major Funds</b>								
General Fund	❖	◆	◆		◆	◆	◆	◆
Sewer Enterprise	❖							◆
Parking District	❖							◆
Storm Water	❖							◆
<b>Non Major Funds</b>								
City Housing	❖	◆						
City Programs Special Revenue	❖		◆		◆	◆	◆	
Common Greens	❖					◆		
Community Development Block Grant	❖	◆						
Developer Deposits	❖	◆						
Gas Tax	❖							◆
Measure A 1/2 Sales Tax	❖							◆
Solid Waste Reduction	❖							◆
Supplemental Law Enforcement Svcs	❖						◆	
Capital Infrastructure	❖	◆	◆		◆	◆	◆	
City Service (Garage)	❖							◆
Self Insurance	◆							
Health & Benefits	◆							
Equipment Replacement	❖			◆				◆
Information Technology	❖			◆				
PEG Access	❖			◆				
Consolidated Impact Fees	❖	◆	◆			◆	◆	◆

- ◆ Department monitors operating budget
- ❖ Provides financial reports to City Administration and City Council

## OPERATING FUNDS SUMMARY

### APPROPRIATED FUNDS SUMMARY

The City's total proposed FY 2019-20 appropriated budget, excluding transfers between funds, totals \$167 million in revenue and \$142.3 million in expenditures. Planned appropriations for FY 2020-21 are \$170.2 million in revenue and \$144.2 million in expenditures\*.

#### Schedule 2: Revenues & Expenditures Summary

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19 Adopted
Revenues	\$ 202,838,083	\$159,264,698	\$ 165,582,892	\$167,142,139	\$ 170,291,916	\$ 7,877,440
Expenditures	154,607,368	139,054,608	154,532,105	142,413,210	144,249,672	\$ 3,358,601
<b>Net</b>	<b>\$ 48,230,715</b>	<b>\$ 20,210,090</b>	<b>\$ 11,050,788</b>	<b>\$ 24,728,929</b>	<b>\$ 26,042,245</b>	<b>\$ 4,518,839</b>

\* Funds above exclude the following:

Successor Agency revenues and expenses are approved outside the regular budget process.

Capital Improvement expenditures are accounted in the CIP section.

Funds for which the City acts as trustee for others, such as Deferred Compensation Funds held for employees.

Internal service funds are accounted for in operating department budgets, and are therefore excluded as separate entities above.

#### Schedule 3: Operating Funds Balance

Operating Fund Balance	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19 Adopted
General Fund	\$ 31,281,545	\$ 32,288,201	\$ 25,885,220	\$ 28,243,720	\$ 31,279,819	\$ (4,044,481)
Affordable Housing Trust Fund	3,651,100	3,651,100	3,706,210	3,706,210	3,706,210	55,110
Park In-Lieu Fees Fund	1,711,842	1,353,392	1,481,152	1,647,362	(8,152,638)	293,970
Gas Tax Fund	407,645	532,032	178,440	112,374	300,432	(419,658)
Measure A Fund	2,965,930	2,843,657	1,029,823	191,698	492,203	(2,651,959)
Community Development Block Grant	1,147,501	1,064,016	655,141	570,594	735,635	(493,422)
Common Greens	3,154,914	3,311,618	3,220,579	3,258,955	3,315,128	(52,662)
City Housing Fund	5,778,282	5,542,177	5,541,879	5,305,588	5,069,187	(236,589)
Solid Waste Reduction	439,124	488,180	270,563	318,891	366,789	(169,289)
Supplemental Law Enforcement Services	1,102	1,102	1,102	1,102	1,102	-
Dvlpr Funded Planning & Enginr	6,126,656	4,819,156	1,778,169	1,628,169	1,628,169	(3,190,987)
City Programs Special Rev Fund	1,400,500	1,777,500	1,777,500	1,717,500	1,667,652	(60,000)
Capital Infrastructure Reserve Fund	21,585,486	15,685,486	19,781,322	19,781,322	19,871,322	4,095,836
Sewer Enterprise Fund	25,512,657	30,349,357	19,419,953	20,823,528	25,912,030	(9,525,829)
Parking District Fund	2,918,862	3,193,298	2,800,260	2,962,571	3,186,298	(230,727)
Storm Water Fund	1,075,205	1,297,997	1,512,819	1,807,247	947,656	509,250
City Service Fund	541,152	559,909	559,909	574,714	601,375	14,805
Self Insurance Fund	13,600,203	13,675,211	13,763,922	13,838,931	13,913,939	163,719
Benefits Fund	11,081,846	9,748,428	9,748,428	9,189,807	8,734,487	(558,621)
Equipment Replacement	4,068,934	4,674,827	2,640,450	3,947,786	4,770,121	(727,041)
Information Technology	1,239,834	1,139,834	613,577	242,736	242,473	(897,098)
PEG Equipment & Access	1,094,652	1,224,652	1,155,761	1,285,761	1,415,761	61,109
Consolidated Impact Fees	21,814,656	21,561,124	16,776,893	6,974,742	1,133,940	(14,586,382)
<b>Total Operating Fund Balance</b>	<b>\$ 140,784,974</b>	<b>\$ 139,221,131</b>	<b>\$ 117,522,180</b>	<b>\$ 121,156,567</b>	<b>\$ 120,005,149</b>	<b>\$ (18,064,564)</b>

## OPERATING FUNDS SUMMARY

### REVENUES & OTHER FINANCING SOURCES

FY 2019-20 proposed revenues, not including transfers from other funds, are estimated at \$209 million. Tax revenue is projected to increase by \$7.9 million or nine percent, primarily due to the strong sales tax receipts for both the General Fund and Measure W half-cent transactions and use tax, which became effective on April 1, 2016. Additionally, Measure FF became effective on January 1, 2019, increasing the Transient Occupancy Tax rate to 13%. The City's tax revenues serve as indicators of a healthy local economy.

Schedule 4: Citywide Revenues by Type

Revenues	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change
Taxes	\$ 86,183,421	\$ 86,457,397	\$ 87,247,482	\$ 94,358,185	\$ 96,902,341	9%
Franchise Fees	4,577,341	4,125,000	4,125,000	\$ 4,125,000	4,125,000	0%
Licenses & Permits	14,674,810	12,072,049	12,072,049	\$ 12,131,018	11,756,018	0%
Fines & Forfeitures	426,704	623,500	623,500	\$ 623,500	623,500	0%
Intergovernmental	8,612,457	11,709,287	27,261,996	\$ 14,233,936	6,134,647	22%
Charges for Svcs	43,951,558	44,265,715	49,237,978	\$ 45,608,972	42,754,961	3%
Use of Money & Property	7,744,187	6,014,459	6,014,459	\$ 6,054,459	6,054,459	1%
Other Financing Sources	-	2,892,400	54,103,000	\$ 5,505,118	76,218,390	90%
Other Revenues	43,736,547	25,380,443	26,341,443	\$ 25,163,094	26,247,185	-1%
<b>Total Revenues</b>	<b>\$ 209,907,026</b>	<b>\$ 193,540,250</b>	<b>\$ 267,026,907</b>	<b>\$ 207,803,283</b>	<b>\$ 270,816,501</b>	<b>7%</b>

## OPERATING FUNDS SUMMARY

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### DISCUSSION OF MAJOR REVENUE CHANGES

**Taxes:** The increase in tax revenues reflects growth in the City existing tax base, as well as new developments that will expand the City's tax base. The City's primary tax revenues are Property Tax, Sales Tax and Transient Occupancy Tax.

Property Tax revenues are primarily driven by changes in assessed value. Based on information from the San Mateo County Assessor, the City's assessed value of its secured tax roll is projected to increase by seven percent for FY 2019-20 over the adopted FY 2018-19 budgeted amount.

Growth in Sales Tax revenues reflects a more refined revenue projection for tax revenues from Measure W, a half-cent transaction and use tax that was approved by South San Francisco voters in November 2015. Measure W revenues are projected to be \$12.3 million in FY 2019-20, and \$12.7 million in FY 2020-21.

Over the next two fiscal years, Transient Occupancy Tax (TOT) revenues are projected to increase by 6% over the FY 2018-19 Adopted Budget, largely due to new hotels that are slated to open and Measure FF becoming effective in January 2019. In addition, the TOT primary indicators continue to confirm a vibrant tourism industry in the San Francisco Bay Area: Through TOT receipts received for March 2019, the average room rate remained high at \$170, and the average occupancy rate was at 81 percent.

**Licenses and Permits:** In FY 2019-20, permit revenues are expected to remain steady with a modest increase of \$59,000 more than the current year adopted budget, as residential and commercial developments continue to progress.

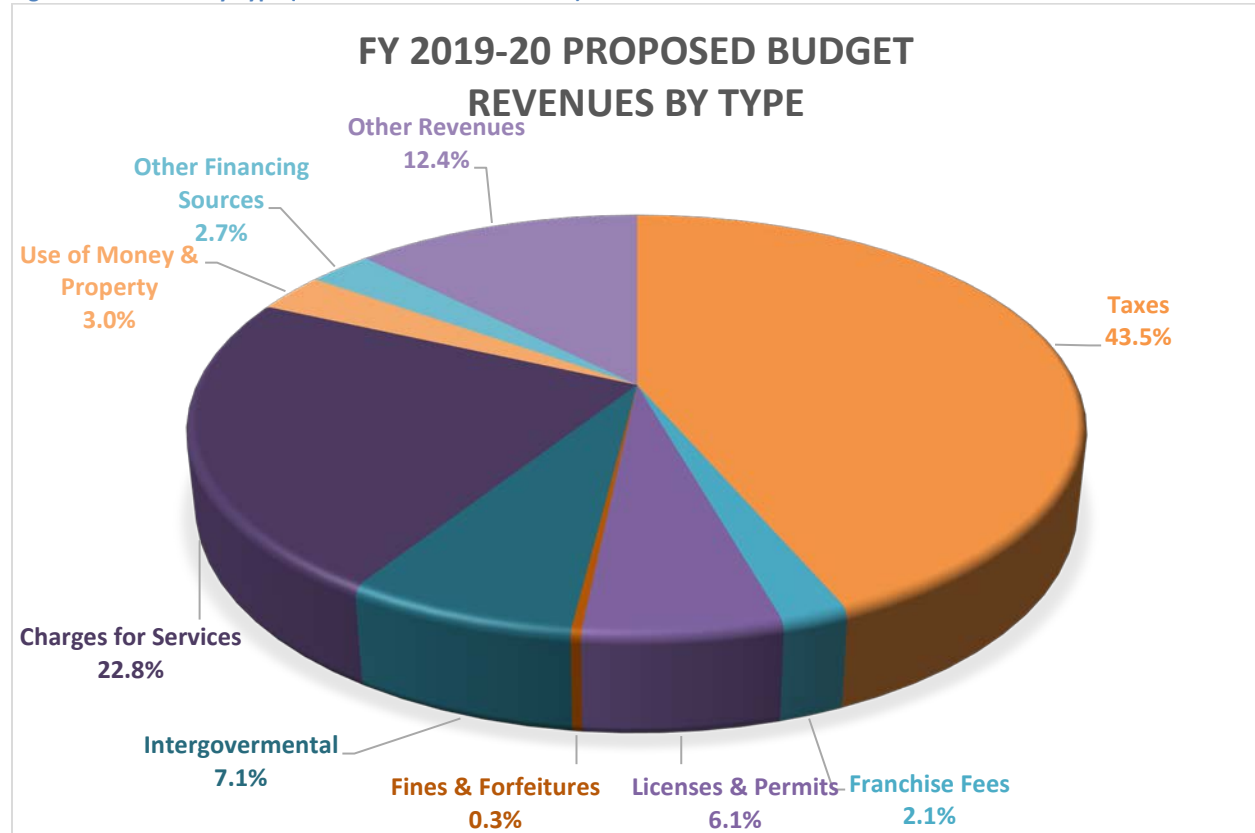
**Intergovernmental:** Revenues are expected to increase by \$2.5 million, largely due to reduction in grants in CIP projects in FY 2019-20 compared to FY 2018-19 and the addition of \$8.5 million in funding from Caltrans for the Orange Memorial Park storm water trash capture capital improvement project.

**Other Financing Sources:** In FY 2019-20 the City anticipates to issue \$115 million in bonds as part of the financing of the Community Civic Campus. Revenues from other financing sources are increasing 90 percent to \$5.5 million, the estimated use of bonds for the Community Civic Campus in FY 2019-20.



## OPERATING FUNDS SUMMARY

Figure 1: Revenues by Type (includes all revenue sources)



# OPERATING FUNDS SUMMARY

## REVENUES BY FUND

Schedule 5: Citywide Revenues by Fund Excluding Transfers In

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change of 2019-20 from 2018-19 Adopted
<b>Revenues:</b>						
General Fund	\$ 111,700,656	\$ 106,066,589	\$ 109,233,580	\$ 112,621,224	\$ 114,394,505	6%
Measure W	11,162,238	9,731,450	12,158,000	12,370,000	12,708,000	27%
Affordable Housing Trust Fund	3,373	-	-	-	-	0%
Park In-Lieu Fees Fund	1,857	-	-	-	-	0%
Gas Tax Fund	1,532,329	1,715,688	1,715,688	1,970,116	2,004,358	15%
Measure A Fund	1,480,711	1,493,995	1,493,995	1,523,375	1,552,755	2%
Road Maintenance & Rehab (SB1)	301,079	1,109,449	1,109,449	1,185,966	1,209,685	7%
SMC Measure W Fund	-	-	-	300,000	600,000	0%
Federal Aviation Grant	6,225	4,000	4,000	4,000	4,000	0%
Community Development Block Grant	840,857	495,000	495,000	582,000	570,000	18%
Common Greens	1,846,016	1,730,539	1,730,539	1,754,248	1,798,633	1%
City Housing Fund	585,163	307,000	307,000	307,000	307,000	0%
Solid Waste Reduction	195,059	180,000	180,000	180,000	180,000	0%
Supplemental Law Enforcement Services	139,787	100,000	100,000	100,000	100,000	0%
Dvlpr Funded Planning & Eng	2,515,490	-	-	-	-	0%
City Programs Special Rev Fund	783,481	1,000,000	1,000,000	-	-	-100%
Transit Station Enhancement In-Lieu	600,621	-	-	-	-	0%
Capital Improvements	3,079,247	8,831,160	24,307,963	6,009,118	76,218,390	-32%
Capital Infrastructure Reserve Fund	14,864	-	-	-	-	0%
Oyster Point Development	503,827	-	-	-	-	0%
Sewer Enterprise Fund	28,287,489	34,239,108	89,081,971	33,781,135	31,472,244	-1%
Parking District Fund	1,186,401	905,000	905,000	905,000	905,000	0%
Sewer Capacity Charge	5,565,334	200,000	200,000	200,000	200,000	0%
Storm Water Fund	658,259	415,000	415,000	8,915,000	415,000	2048%
City Service Fund	1,650,712	1,650,000	1,650,000	1,707,770	1,741,923	4%
Self Insurance Fund	4,280,851	4,634,604	4,634,604	4,634,604	4,634,604	0%
Benefits Fund	13,703,416	13,335,490	13,335,490	13,729,264	14,437,572	3%
Equipment Replacement	1,854,799	2,541,503	2,541,503	1,601,903	1,533,573	-37%
Information Technology	2,642,448	2,724,676	2,724,676	3,291,560	3,699,259	21%
PEG Equipment & Access	175,200	130,000	130,000	130,000	130,000	0%
Consolidated Impact Fees	12,609,366	-	-	-	-	0%
<b>Total</b>	<b>\$ 209,907,153</b>	<b>\$ 193,540,250</b>	<b>\$ 269,453,457</b>	<b>\$ 207,803,283</b>	<b>\$ 270,816,501</b>	<b>7%</b>

## OPERATING FUNDS SUMMARY

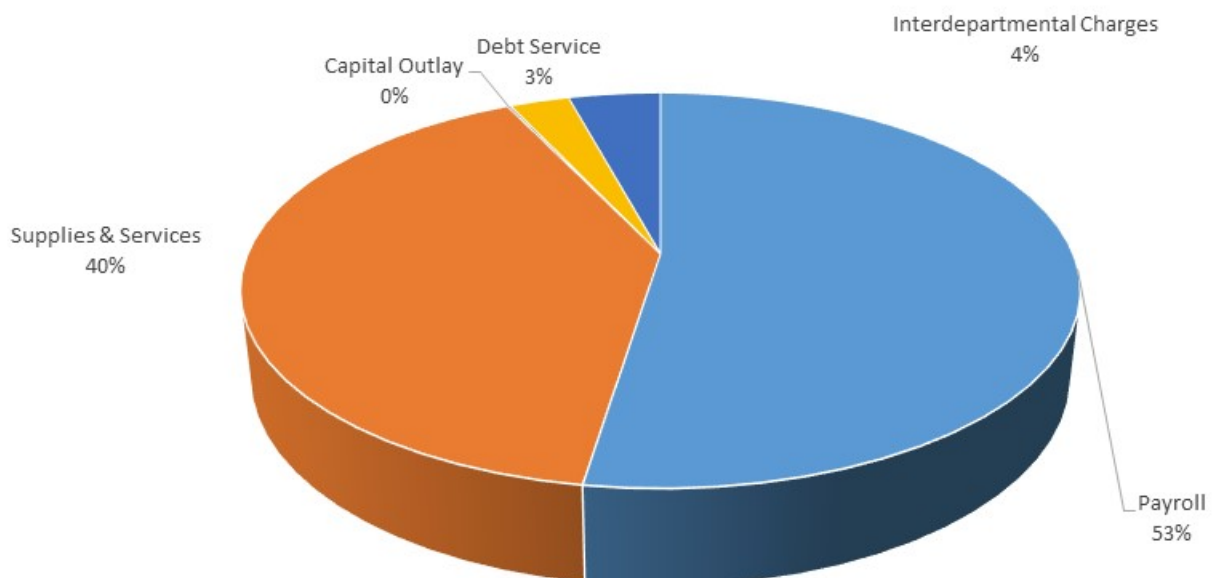
### EXPENDITURES

Overall, the City's expenditures, excluding transfers to other funds, are projected to increase by 7 percent, or \$13.8 million, compared to the FY 2018-19 Adopted Budget. This includes Capital Improvement Program expenditures.

Schedule 6: Citywide Expenditures by Type

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of 2019-20 from 2018-19 Adopted
Expenditures	Actual	Adopted	Projected	Proposed	Plan	
Payroll	\$ 103,285,949	\$ 109,377,102	\$ 111,126,470	\$ 115,000,359	\$ 117,804,107	5%
Supplies & Services	58,844,634	79,806,608	204,505,086	88,575,647	148,704,731	11%
Capital Outlay	661,100	1,526,000	4,365,755	350,000	735,000	-77%
Debt Service	3,932,203	6,231,292	6,231,292	5,989,095	5,922,341	-4%
Interdepartmental Charges	8,637,318	8,839,149	8,839,149	9,278,331	9,683,875	5%
<b>Total Expenditures</b>	<b>\$ 175,361,204</b>	<b>\$ 205,780,151</b>	<b>\$ 335,067,752</b>	<b>\$ 219,193,432</b>	<b>\$ 282,850,054</b>	<b>7%</b>

Figure 2: Citywide Expenditures by Type



## OPERATING FUNDS SUMMARY

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### **DISCUSSION OF MAJOR EXPENDITURE CHANGES**

The increase in salaries and benefits is primarily attributed to salary increases as part of the City's labor negotiations and increases in pension contribution rates for both safety and miscellaneous employees, reflecting CalPERS' discount rate reduction from 7.5 percent to 7.0 percent.

Supplies and services are projected to increase by \$9.3 million, which reflects the City's robust Capital Improvement Plan (CIP).

Interdepartmental charges have been increased in Information Technology and City Administration, accounting for increases in employee costs and various hardware/software costs.

## OPERATING FUNDS SUMMARY

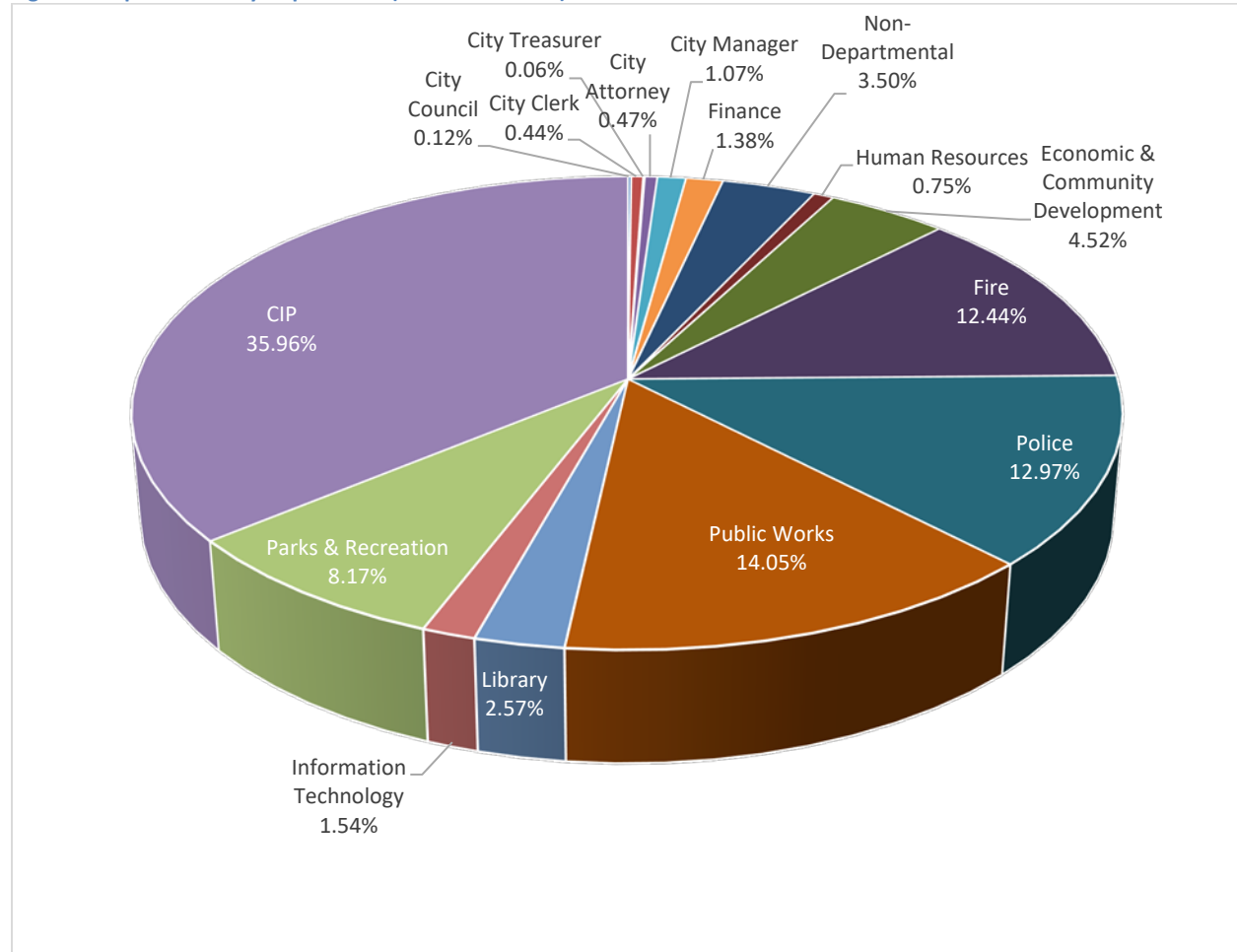
### EXPENDITURES BY FUND

Schedule 7: Citywide Expenditures by Fund Excluding Transfers Out

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change of 2019-20 from 2018-19 Adopted
<b>Expenditures:</b>						
General Fund	103,809,270	105,164,037	114,698,204	110,610,212	112,416,313	5%
Measure W Fund	22,350	-	53,650	-	-	0%
Federal Aviation Grant Fund	6,225	6,226	6,227	-	-	-100%
Community Development Block Grant	1,050,395	578,485	892,030	407,650	404,959	-30%
Common Greens	1,266,280	1,573,836	1,623,776	1,715,872	1,742,462	9%
City Housing Fund	(534,907)	543,105	543,404	543,291	543,400	0%
Solid Waste Reduction	87,196	130,944	202,024	131,672	132,102	1%
Supplemental Law Enforcement Services	139,787	-	-	-	-	0%
Dvlpr Funded Planning & Enginr	382,194	-	97,670	-	-	0%
City Programs Special Rev Fund	447,729	3,000	3,000	-	-	-100%
Capital Improvements	13,010,892	32,191,147	73,316,425	33,046,434	104,276,240	3%
Genentech Prepaid Capital Projects	69,513	-	-	-	-	0%
Capital Infrastructure Reserve Fund	-	-	1,000,000	-	-	0%
Oyster Point Redevelopment	4,420,044	-	-	-	-	0%
Sewer Enterprise Fund	24,452,337	36,867,183	108,866,075	36,877,561	33,182,197	0%
Parking District Fund	1,301,809	1,430,564	1,823,602	742,699	681,273	-48%
Sewer Capacity Charges	2,011	2,652	2,652	2,745	2,800	4%
Storm Water Fund	1,035,153	1,212,208	2,879,123	9,808,422	2,194,591	709%
City Service Fund	1,592,010	1,631,244	1,631,244	1,691,642	1,715,262	4%
Self Insurance Fund	4,529,638	4,559,596	4,559,596	4,559,596	4,559,596	0%
Benefits Fund	12,918,261	14,918,907	14,918,907	14,537,884	15,142,891	-3%
Equipment Replacement	723,512	1,900,610	3,926,651	784,167	950,837	-59%
Information Technology	2,235,181	3,064,676	3,795,933	3,662,401	3,696,731	20%
PEG Equipment & Access	4,585	-	68,891	-	-	0%
Consolidated Impact Fees	2,389,737	7,956	164,897	71,183	8,399	795%
<b>Total</b>	<b>175,361,204</b>	<b>205,786,377</b>	<b>335,073,979</b>	<b>219,193,431</b>	<b>281,650,054</b>	<b>7%</b>

## OPERATING FUNDS SUMMARY

Figure 3: Expenditures by Department (All Fund Sources)



# GENERAL FUND

## GENERAL FUND

### GENERAL FUND SUMMARY

The General Fund is the main fund of the City's operating budget. The fund accounts for public services delivered by departments such as Police, Fire, Library, Parks & Recreation, Economic & Community Development, and City Administration.

#### Schedule 8: General Fund Summary

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Increase/ (Decrease) FY18-19 Adopted
<b>Revenues</b>						
Property Taxes	\$ 31,594,035	\$ 32,006,068	\$ 32,506,068	\$ 34,189,133	\$ 34,866,116	6.8%
ERAF Refund from County	2,549,591	2,549,591	3,339,676	3,000,000	3,000,000	17.7%
Sales Tax	17,567,674	17,203,726	17,203,726	18,763,000	19,553,400	9.1%
Transient Occupancy Tax	13,978,533	15,834,000	15,834,000	16,855,297	17,023,850	6.5%
Business License	1,579,099	1,503,455	1,503,455	1,548,559	1,595,015	3.0%
Commercial Parking Tax	3,248,569	3,829,573	3,829,573	3,979,573	4,129,573	3.9%
Franchise Fees	4,403,493	4,000,000	4,000,000	4,000,000	4,000,000	0.0%
Building and Fire Permits	14,674,810	12,072,049	12,072,049	12,131,018	11,756,018	0.5%
Revenue from Other Agencies	2,610,231	1,473,470	3,233,851	1,626,854	2,485,604	10.4%
Charges for Services	9,518,743	7,550,726	7,890,726	8,929,713	8,354,830	18.3%
Administrative Charges	1,405,923	1,437,801	1,437,801	1,488,124	1,517,887	3.5%
Fines	423,604	618,500	618,500	618,500	618,500	0.0%
Interest & Rent	6,837,571	5,309,459	5,598,630	5,491,453	5,493,713	3.4%
<b>Revenues</b>	<b>\$ 110,391,876</b>	<b>\$ 105,388,418</b>	<b>\$ 109,068,054</b>	<b>\$ 112,621,224</b>	<b>\$ 114,394,508</b>	<b>6.9%</b>
<i>Plus committed reserves from prior year</i>			6,800,262	-		
Transfers In	10,018,903	3,665,276	5,564,404	1,261,591	1,373,855	-65.6%
<b>Total Revenues</b>	<b>\$ 120,410,779</b>	<b>\$ 109,053,694</b>	<b>\$ 121,432,720</b>	<b>\$ 113,882,815</b>	<b>\$ 115,768,363</b>	<b>4.4%</b>

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Increase/ (Decrease) FY18-19 Adopted
<b>Expenditures</b>						
City Council	\$ 239,260	\$ 280,694	\$ 280,694	\$ 290,291	\$ 300,645	3.4%
City Clerk	660,306	817,567	817,567	1,056,761	1,083,974	29.3%
City Treasurer	135,218	132,900	132,900	143,137	144,834	7.7%
City Attorney	996,380	1,063,691	1,063,691	1,115,935	1,067,549	4.9%
City Manager	2,668,716	2,958,815	5,684,184	2,542,579	2,540,584	-14.1%
Finance	3,080,770	3,022,116	3,384,365	3,294,240	3,160,481	9.0%
Non-Departmental	1,034,800	1,072,087	1,130,087	997,844	997,844	-6.9%
Human Resources	1,555,907	1,535,163	1,727,597	1,794,862	1,723,847	16.9%
Economic & Community Development	7,722,681	9,009,367	12,443,981	9,925,951	9,593,179	10.2%
Fire	26,059,068	27,711,586	28,859,581	29,608,967	30,185,088	6.8%
Police	26,639,005	29,174,475	29,254,475	30,926,920	31,655,272	6.0%
Public Works	5,014,342	6,284,775	6,530,146	5,018,087	6,333,456	-20.2%
Library	5,379,836	5,806,294	6,117,300	6,132,137	6,243,097	5.6%
Parks & Recreation	15,468,353	16,294,509	16,954,659	17,762,501	17,589,124	9.0%
CIP	921,818	2,383,001	4,932,057	200,000	-	-91.6%
Transfers Out	19,965,646	500,000	705,000	753,453	500,000	50.7%
<b>Total Expenditures</b>	<b>\$ 117,542,108</b>	<b>\$ 108,047,038</b>	<b>\$ 120,018,284</b>	<b>\$ 111,563,666</b>	<b>\$ 113,118,975</b>	<b>3.3%</b>

<b>Surplus/(Deficit)</b>		<b>\$ 1,414,436</b>	<b>\$ 2,319,149</b>	<b>\$ 2,649,388</b>
<i>Estimated Reserve Contribution</i>				
Reserve 20% of Operating Revenues	\$ 22,013,133	\$ 21,813,611	\$ 22,524,245	\$ 22,878,902
Beginning Balance	\$ 18,624,955	\$ 22,013,133	\$ 22,013,133	\$ 22,524,245
Amount needed to fully fund reserves	\$ 3,388,178	\$ -	\$ 511,112	\$ 354,657
<b>Net Unassigned Surplus/(Deficit)</b>		<b>\$ 1,414,436</b>	<b>\$ 1,808,037</b>	<b>\$ 2,294,731</b>

<b>Designate to Infrastructure Reserves</b>	<b>\$ 1,414,436</b>	<b>\$ 1,808,037</b>	<b>\$ -</b>
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## GENERAL FUND

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### GENERAL FUND RESERVES

#### GENERAL FUND RESERVE POLICIES

##### **Purpose:**

The Reserves Policy is designed to provide budget flexibility to the 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.

##### **Government Finance Officers' Association (GFOA) Best Practices Recommendation for General Fund Reserves:**

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, information technology, 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, which is between 15 and 20 percent.

The FY 2019-21 Proposed Biennial Operating Budget meets this target, with projected General Fund Reserves at \$22.4 million, or 20% of revenues. Funds in excess of these requirements will continue to be earmarked for paying down long term liabilities, such as pension liabilities or for Infrastructure and Facilities Replacement needs (which are also considered liabilities in accounting). The City's Reserve Policy is also consistent with an April 2014 survey of California cities. In accordance with governmental accounting standards, these types of liabilities (OPEB, Infrastructure) are often recorded in funds other than the General Fund, and excess funds accumulated in the General Fund are earmarked in other dedicated funds to comply with accompanying accounting principles.

##### **General Fund Reserve for Emergencies:**

The City's reserves policy includes a reserves target of 2% of General Fund operating budget revenues for a Reserve for Emergencies. This level will cover approximately one week of operations. The Reserve for Emergencies would be used to cover unanticipated costs due to catastrophic losses from natural disasters or accidents such as earthquakes, fires, pipeline explosions, flooding or other major calamities that require activation of the Emergency Operations Center.

##### **General Fund Reserve for Economic Contingencies:**

The Reserves Policy provides for a reserve of 7% of General Fund revenues. This figure was arrived at in the early 2000's by considering the loss of a large sales tax generator that was susceptible to relocation, due to the type of business operation, and by considering the

## GENERAL FUND

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proportion of business to business and cyclical sales taxes that comprise South San Francisco's revenue base.

### Policy

A Reserves Policy should address local fluctuations in revenue and revenue shifts by the State, which would negatively impact the City's revenue base. Due to the passage of Proposition 1A in 2004, revenue shifts by the State are no longer as critical a risk as economic downturns.

Given vulnerability to local economic conditions, as well as susceptibility to business relocations, this reserve would cover the City's operations in times of economic downturn for a period of one year (or more), or to support the City in between major business relocations. An example of the latter is if a major sales tax generator left town, which occurred in the 2000s. By setting aside reserves for revenue fluctuations, services would not be immediately cut while a more comprehensive budget strategy can be put together, or until a new sales tax generator comes to town.

### Excess Funds

Funds in excess of the General Reserves Policy above should be earmarked for paying down liabilities. Given that liabilities are expenses that have been deferred, it is important to set aside surplus funds to pay down these liabilities over time, which are no different than debt from a financial standpoint. Two liabilities in need of continued funding are:

### Pension Volatility

The California Public Employees' Retirement System (CalPERS) has over 3,000 employers, 1.8 million members, and \$323 billion in assets, making it the largest public pension trust fund in the United States. CalPERS has adjusted a number of its actuarial assumptions in recent years that adversely impacted the pension contribution rate, including demographic, mortality, and most recently, return on investment.

In the prior year, the CalPERS Board of Administration adopted a Risk Mitigation Policy that addressed investment return volatility and lowered the investment portfolio risk. The long-term policy serves to gradually reduce CalPERS' discount rate from 7.5 to 6.5 percent (long-term return on investment). For every four percent above the expected rate of return, the discount rate would be lowered by five basis points (0.05 percent). In order for the discount rate to reach 6.5 percent under the Risk Mitigation Policy, actual return on investment will be required to exceed the discount rate by four percent for 20 years.

In December 2016, faced with a mature pension system, a diminishing active to retiree ratio, low interest rate environment and mounting political pressure, the CalPERS Board approved a discount rate reduction from 7.5 to 7.0 percent over a three year period beginning FY 2017-18. CalPERS amortizes its actuarial changes over a 20 year period, using a five year ramp up, 10 year plateau and five year ramp down methodology. As such, the full impact of the discount rate reduction will take eight years. At full impact, the discount rate reduction is projected to increase normal cost by five percent, and the Unfunded Accrued Liability (UAL) by 40 percent.

## GENERAL FUND

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In recognition of the challenges that the City faces with CalPERS' pension volatility, the City Council established a CalPERS Stabilization Reserve at the end of FY 2015-16.

### Infrastructure Liability

During hard economic times, not only have services and programs been scaled back, but the ongoing investment in infrastructure maintenance and replacement needed to keep City facilities well-functioning for the public have been deferred. Ongoing investment in the City's parks, buildings, and facilities, streets, and storm water facilities is needed over the next five years.

Reserves for retiree health, workers' compensation and general liabilities have long been established in the City. Beginning in the 2014-15 fiscal year, the Council set aside reserves to address the City's critical infrastructure needs through the adopted reserves policy. Those reserves are still under Council's purview, and could be tapped for any valid City budgeting purpose.

## GENERAL FUND REVENUES

The City's General Fund receives its revenue from taxes, permit fees, charges for services, grants and other sources. Taxes account for 66 percent of total revenues, which include: property taxes, sales taxes, transient occupancy tax (TOT), parking tax and business license tax.

Total General Fund revenues are projected to be \$112.6 million in FY 2019-20. Revenues from property tax are expected to be 6.8 percent more than the FY 2018-19 Adopted Budget. Sales tax revenues are projected to increase \$1.5 million.

The following data metrics serve as primary indicators for Transient Occupancy Tax (TOT) revenues:

- Passenger traffic at San Francisco International Airport;
- Average room rate; and
- Average occupancy rate.

As such, TOT revenues are forecast to increase by 6.5 percent in 2019-20 compared to the prior year adopted budget.

The above indicators continue to sustain at high levels, reflective of vibrant tourism in the San Francisco Bay Area. However, the primary drivers of the projected increase in TOT is the addition of a new hotel that opened June 2019.

The following is a description of the City's four main revenue sources that help gauge the fiscal outlook of the City's General Fund: Property Tax, Sales & Use Tax, TOT, and Building and Planning permits.

## GENERAL FUND

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### **PROPERTY TAXES**

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

Property taxes are administered through the County of San Mateo, which collects and distributes the payments. Property taxes paid by South San Francisco residents are allocated as follows: 17% to the General Fund<sup>1</sup>, 45% to public schools, 22% to the County of San Mateo, 7% to the Former Redevelopment Agency and the remainder is allocated to special districts.

The City's Redevelopment Agency (RDA) was dissolved in accordance with ABx1 26 as of January 31, 2012. Any property tax increment generated in the former RDA project areas is distributed by the County of San Mateo to the local taxing entities.

### **Budgeting Property Taxes:**

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

### **SALES & USE TAX**

Sales & Use taxes are collected by businesses on purchases and submitted to the State of California, which distributes sales tax revenues back to cities. Starting on July 1, 2019 the local tax rate for South San Francisco will increase from 9.25% to 9.75%. The sales tax is comprised of the State levy of 7.25% (of which the City receives 1.0%) the remaining 2.5% is as follows:

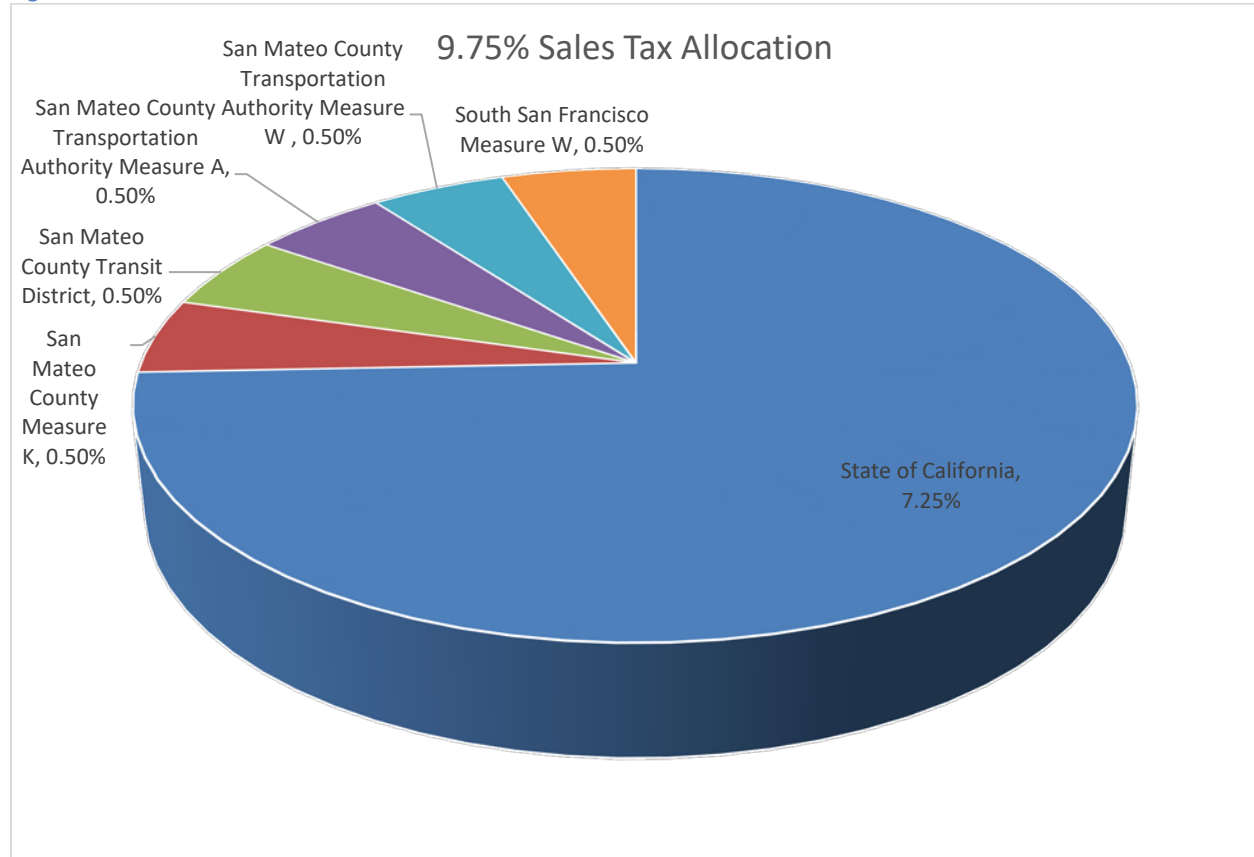
- San Mateo County – Measure K 0.5% for county essential services
- San Mateo County Transit District – 0.5% for transportation
- San Mateo County Transportation Authority – Measure A 0.5% for street and transportation improvements
- San Mateo County Transportation Authority – Measure W 0.5% for congestion relief and road repair
- South San Francisco - Measure W 0.5% for city essential services

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<sup>1</sup> San Mateo County Treasurer Tax Collector. <http://www.sanmateocountytaxcollector.org/whereYourTaxesGo.html>

## GENERAL FUND

Figure 4: Sales Tax Allocation



### Budgeting Sales & Use Tax:

The City contracts with a professional consultant that provides quarterly updates of sales tax revenue and future year forecasts. Their projections are based on current and prior year data, assumptions on growth or decline and any known adjustments by the State. The City uses forecast data for the budget and works with the consultant to make adjustments.

### TRANSIENT OCCUPANCY TAX (TOT)

This is also referred to as the tourist tax, given that local residents do not typically stay in local hotels. In November 2018, the South San Francisco voters approved Measure FF, a measure that will gradually increase the Transient Occupancy Tax (TOT) from 10 percent to 14 percent. On January 1, 2019, the TOT increased to 12 percent. The next increase to 13 percent will take effect January 2020, followed by an increase to 14 percent January 2021. Current trends indicate vibrant tourism and passenger traffic at San Francisco International Airport (SFO), high average hotel room rates occupancy rates, and strong hotel demand. These factors, In addition to the opening of a new hotel in South San Francisco in 2019, contribute to the increasing TOT revenues. In FY 2019-20 the TOT is expected to increase by \$1.1 million to \$16.8 million compared to the FY2018-19 adopted budget.

## GENERAL FUND

### Budgeting Transient Occupancy Tax:

The City closely monitors TOT returns, including occupancy and average room rates. To develop the budget, the City uses prior year actual data, discusses any future booking trends with the South San Francisco Conference Center, and monitors San Francisco International Airport passenger traffic trends.

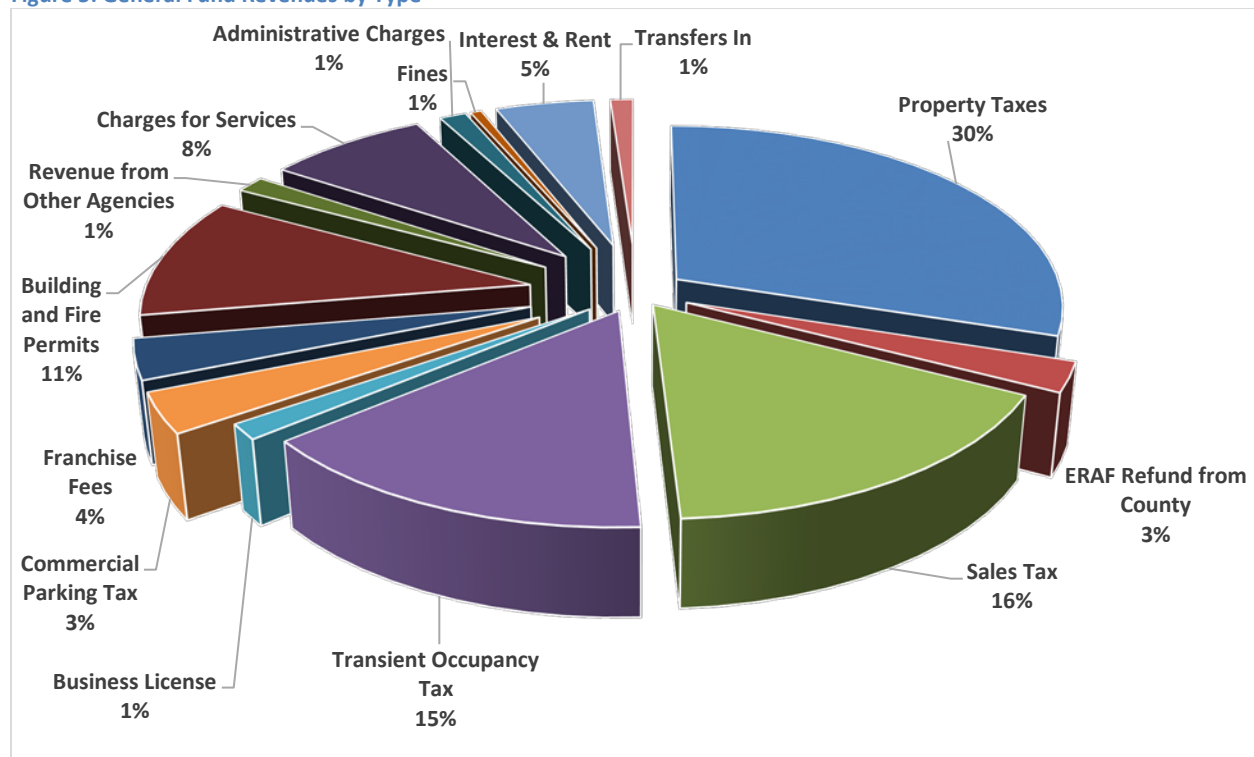
### BUILDING & FIRE PERMITS

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

### Budgeting Building & Fire Permits:

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

Figure 5: General Fund Revenues by Type

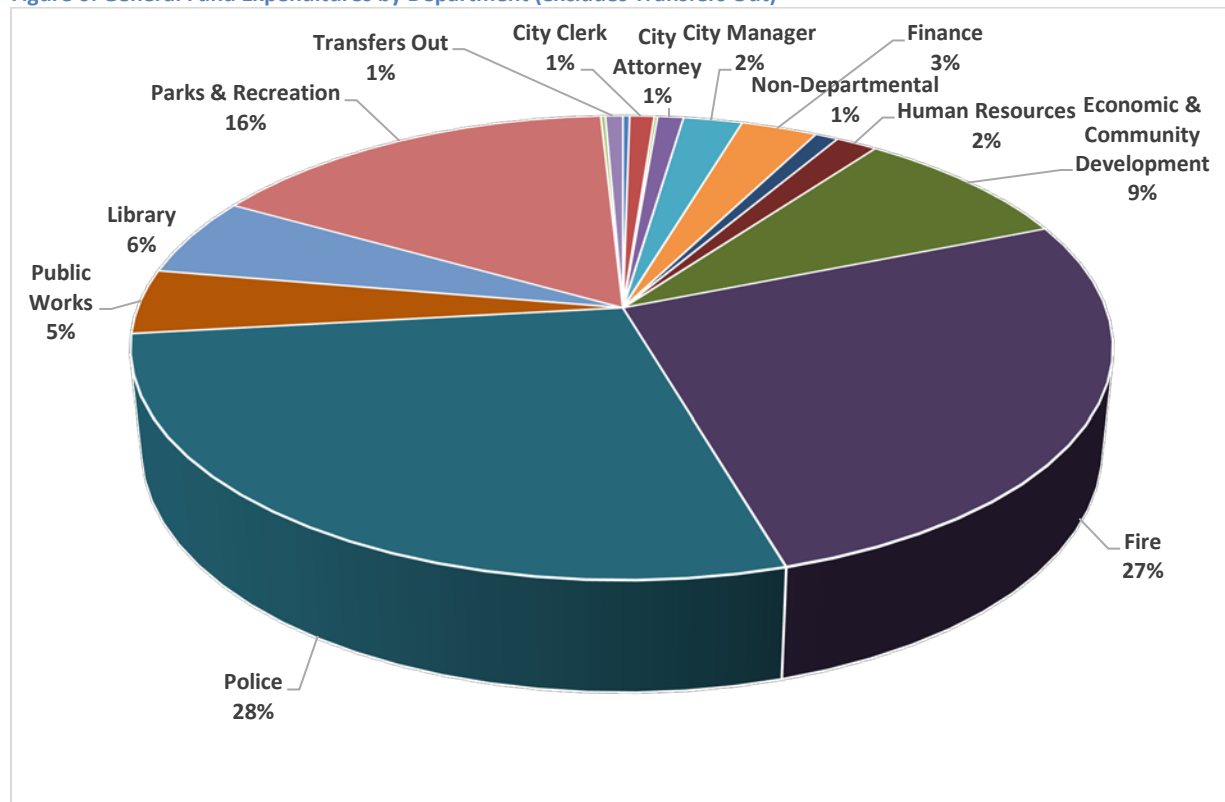


## GENERAL FUND

### GENERAL FUND EXPENDITURES

General Fund expenditures are monitored and tracked at the line item level. Public safety activities (Police and Fire) account for 55 percent of all General Fund Expenditures. Administrative departments such as Finance, Human Resources and the City Manager account for 9 percent of all General Fund Expenditures.

Figure 6: General Fund Expenditures by Department (excludes Transfers Out)



## GENERAL FUND

Schedule 9: General Fund Expenditures by Department (excludes Transfers Out)

Departments	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Increase/ (decrease) FY18-19 Adopted
City Council	\$ 239,260	\$ 280,694	\$ 280,694	\$ 290,291	\$ 300,645	3.4%
City Clerk	660,306	817,567	817,567	1,056,761	1,083,974	29.3%
City Treasurer	135,218	132,900	132,900	143,137	144,834	7.7%
City Attorney	996,380	1,063,691	1,063,691	1,115,935	1,067,549	4.9%
City Manager	2,668,716	2,958,815	5,684,184	2,542,579	2,540,584	-14.1%
Finance	3,080,770	3,022,116	3,384,365	3,294,240	3,160,481	9.0%
Non-Departmental	1,034,800	1,072,087	1,130,087	997,844	1,071,877	-6.9%
Human Resources	1,541,521	1,535,163	1,727,597	1,794,862	1,723,847	16.9%
Economic & Community Development	7,722,681	9,009,367	12,443,981	9,925,951	9,777,231	10.2%
Fire	26,059,068	27,711,586	28,959,533	29,608,967	29,964,391	6.8%
Police	26,639,005	29,174,475	29,254,475	30,926,920	31,935,228	6.0%
Public Works	5,014,342	6,284,775	6,530,146	5,018,087	6,260,593	-20.2%
Library	5,379,836	5,806,294	6,133,300	6,132,137	6,243,097	5.6%
Parks & Recreation	15,468,353	16,294,509	17,103,184	17,762,501	17,141,982	9.0%
<b>Total Expenditures</b>	<b>\$ 96,640,256</b>	<b>\$ 105,164,039</b>	<b>\$ 114,645,704</b>	<b>110,610,212</b>	<b>\$ 112,416,313</b>	<b>0.3%</b>



## GENERAL FUND

### ADMINISTRATIVE ALLOCATIONS

General Fund staff time and resources are used to administer the other funds that the City manages. The City charges an administrative allocation to other funds to cover the costs associated with managing the funds.

Schedule 10: General Fund Administrative Allocations

Fund	2019-20	
	Proposed	2020-21 Plan
<b><i>Common Greens Maintenance Districts</i></b>		
West Park 1 & 2	99,482	101,472
West Park 3	152,736	155,791
Stonegate	49,741	50,736
Willow Gardens	9,003	9,184
City Housing Fund	5,491	5,600
Solid Waste Reduction	21,522	21,952
<b><i>Sewer Enterprise Fund</i></b>		
Sewer Maintenance Division	78,148	79,711
Water Quality Control Plant	933,759	952,435
Parking District Fund	110,792	113,007
Sewer Capacity Charges	2,745	2,800
Storm Water Fund	16,471	16,800
E. Of 101 Sewer Impact Fees Fund	2,745	2,800
E. Of 101 Traffic Impact Fees	2,745	2,800
Child Care Impact Fees Fund	2,745	2,800
<b>Total</b>	<b>\$ 1,488,125</b>	<b>\$ 1,517,888</b>

## GENERAL FUND

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### **PERSONNEL COSTS**

In FY 2019-20, General Fund personnel costs are projected to be \$86 million, and represent over 78 percent of total General Fund expenditures. The increase of personnel costs over the FY 2018-19 Adopted Budget reflects the three percent salary increase, increase to the minimum wage to \$15 an hour for South San Francisco employees, and increase in CalPERS pension contributions.

The City's Other Post-Employment Benefits (OPEB) actuary indicates in their most recent Government Accounting Standards Board (GASB) Statement No. 45 Actuarial Valuation that healthcare premiums are projected to continue to steadily increase over the next five years, although the rate of increase is projected to incrementally decline due to the impact of the Affordable Care Act (ACA). In the event that the federal government repeals the ACA, healthcare premiums will most likely increase significantly due to the reduction in market competition.

In March 2010, as a long-term budget balancing solution, the City restructured its benefits plan to include a second tier for new employees. In that tier, pensions are calculated at 2.0% at 60 for miscellaneous employees and 3.0% at 55 for safety employees. Instead of the City committing to pay retiree's medical premiums, the City contributes 1.5% into a fund for employees to keep for retirement medical costs.

In January 2013, the State of California Public Employees' Pension Reform Act (PEPRA) took effect, which created additional pension tiers for those hired on or after January 1, 2013. The new tiers were 2.0% at 62 for miscellaneous employees and 2.7% at 57 for safety employees.

The impact of the reduced benefit tiers on the City's long term liabilities for pension and retiree medical benefits are expected to come to fruition in approximately 20 years, as the employees under these new benefit tiers begin to retire.

In December 2016, the California Public Employees' Retirement System (CalPERS) Board of Administration approved a reduction of its discount rate from 7.0 to 7.5 percent. The reduction phased in over a three year period beginning in FY 2018-19. Given CalPERS' methodology for amortizing changes in actuarial assumptions, it will take eight years for the full impact of the discount rate reduction to take effect.

### **NON-SUSTAINABLE REDUCTIONS**

As part of budget realignment in prior years, departments took large budget reductions through funding shifts, supplies and services cuts, and planned vacancies. The City has gradually begun addressing these reductions in staffing for building, parks, and public works maintenance to make sure the City is adequately preserving community facilities and services. Accordingly, as the ten-year forecast is updated and revised, the City Council and City Manager will be continuing discussions with department heads to balance the need for core services with available funding.

## GENERAL FUND

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In prior years, the City reduced its investment in infrastructure and facility maintenance to mitigate the impact of the Great Recession. The FY 2019-20 Proposed Biennial Operating Budget includes \$200,000 in General Fund support for the annual capital improvement program.

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

The City's most recent actuarial study estimates the City's total OPEB liability at \$59.3 million, which reflects ongoing investment into the California Employers' Retirement Benefit Trust (CERBT). The FY 2019-21 Proposed Biennial Operating Budget includes \$250,000 as an ongoing contribution from the General Fund to CERBT to further reduce the City's OPEB liability.

# DEPARTMENTAL PAGES

## **DEPARTMENTS OVERVIEW**

### **BUDGETED CITY DEPARTMENTS**

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

#### **Administrative Departments**

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

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

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

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

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

**Finance** – This department accounts for the City’s finances, prepares the budget, 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** – This department is responsible for the recruitment of employees, maintenance of benefits, succession development, employee training, and labor negotiations.

**Information Technology** – This department is in charge of purchasing and maintaining City computers, phones, fax machines, etc. This department maintains the City’s network and intranet.

## **Operating Departments**

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

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

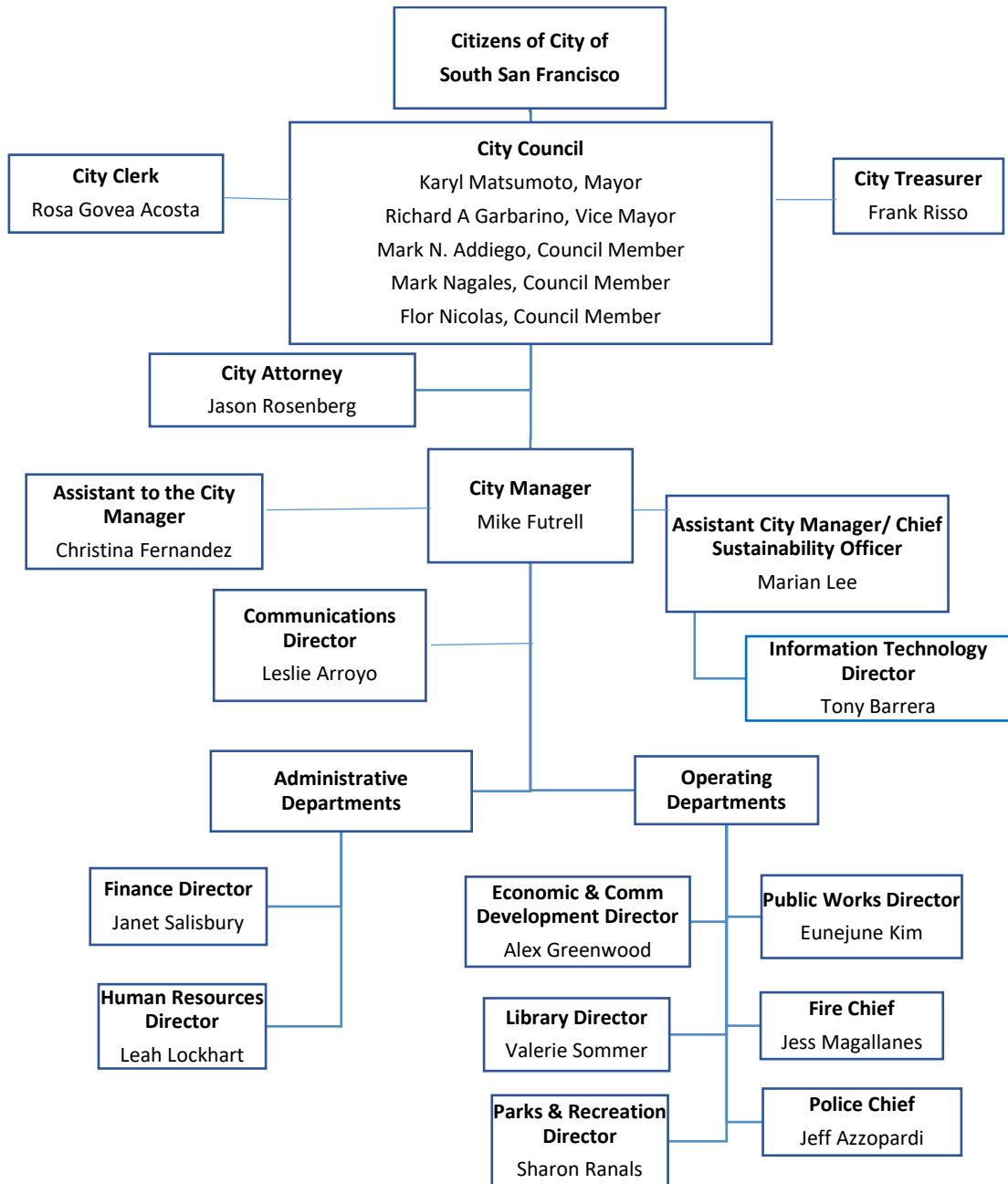
**Police** – This department is responsible for public safety and quality of life in the City.

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

**Public Works** – This department maintains the City infrastructure, runs the Water Quality Control Plant, provides maintenance for the City's 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** – This department 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.

**ORGANIZATION CHART 1: CITY OF SOUTH SAN FRANCISCO**



**FULL TIME EQUIVALENT SUMMARY BY DEPARTMENTS FISCAL YEAR 2019-2021**

<b>Department</b>	<b>Elected</b>	<b>Full Time</b>	<b>PT Regular</b>	<b>Hourly</b>	<b>Total FTE</b>
City Council	5.00	-	-	-	5.00
City Treasurer	1.00	-	-	-	1.00
City Clerk	1.00	4.00	-	-	5.00
City Manager	-	8.00	-	-	8.00
Finance	-	13.00	-	0.60	13.60
Human Resources	-	7.00	-	-	7.00
ECD	-	31.00	-	0.40	31.40
Fire	-	87.00	-	4.68	91.68
Police	-	117.00	-	4.87	121.87
Public Works	-	93.00	-	0.50	93.50
Library	-	22.00	2.40	17.09	41.49
IT	-	7.00	-	-	7.00
Parks & Rec	-	80.00	2.87	68.88	151.75
<b>Total</b>	<b>7.00</b>	<b>469.00</b>	<b>5.27</b>	<b>97.02</b>	<b>578.29</b>



## CITY COUNCIL



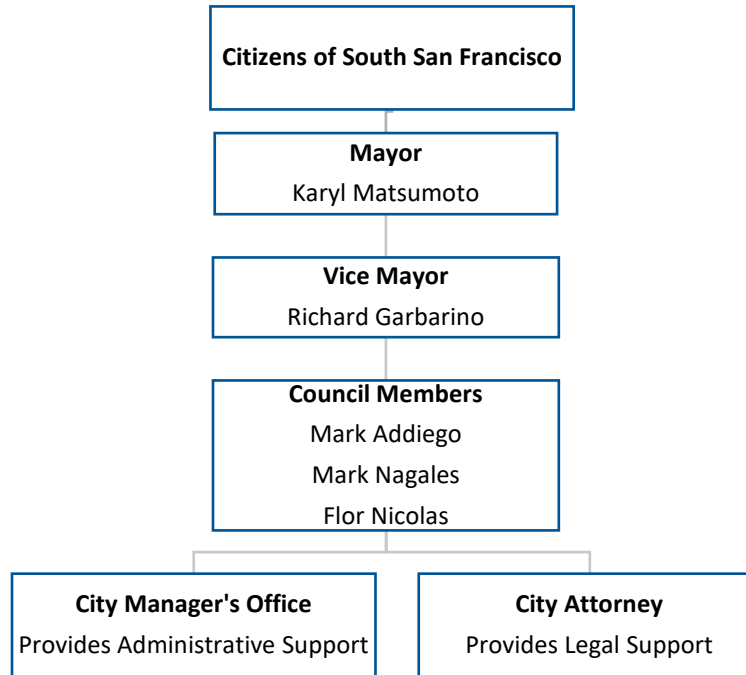
### **MISSION STATEMENT:**

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

### **ELECTIONS:**

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

**ORGANIZATION CHART 2: CITY COUNCIL**



**CITY COUNCIL POSITION LISTING**

City Council	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Elected	E110	Elected City Council Member	5.00	5.00	5.00	0.00
<b>TOTAL FTE- City Council</b>			<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>

**CITY COUNCIL EXPENDITURE SUMMARY**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease) FY18-19
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	Adopted
Payroll	\$ 163,265	\$ 195,619	\$ 195,619	\$ 199,332	\$ 205,454	1.9%
Supplies & Services	46,896	54,419	54,419	51,419	51,419	-5.5%
Interdepartmental Charges	32,565	33,656	33,656	39,540	43,772	17.5%
<b>Total Expenditures</b>	<b>\$ 242,727</b>	<b>\$ 283,694</b>	<b>\$ 283,694</b>	<b>\$ 290,291</b>	<b>\$ 300,645</b>	<b>2.3%</b>

**DEPARTMENTAL CHANGES & HIGHLIGHTS:****Expenditures FY2019-20:**

\* None

**Expenditures FY2020-21:**

\* None

## CITY TREASURER



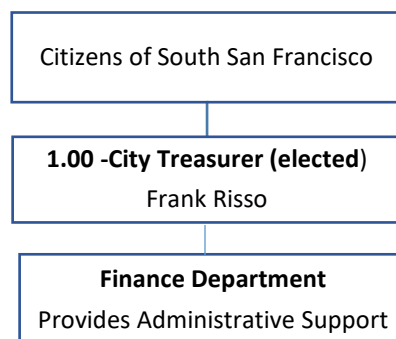
### MISSION STATEMENT:

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

### RESPONSIBILITIES:

- Investing City funds to achieve the maximum return on deposits;
- Producing quarterly reports to identify amounts and types of investment instruments;
- Coordinating financial transactions in cooperation with the Director of Finance.

### ORGANIZATION CHART 3: CITY TREASURER



1.00 Elected FTE

## DEPARTMENTAL PAGES

### CITY TREASURER POSITION LISTING

City Treasurer	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Elected	E105	Elected City Treasurer	1.00	1.00	1.00	0.00
<b>TOTAL FTE- City Treasurer</b>			<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>

### CITY TREASURER EXPENDITURE SUMMARY

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Increase/ (decrease) FY18-19 Adopted
<b>All Operating Funds</b>						
Payroll	49,284	48,539	48,539	58,353	59,745	20.2%
Supplies & Services	83,856	82,200	82,200	82,200	82,200	0.0%
Interdepartmental Charges	2,078	2,160	2,160	2,584	2,889	19.6%
<b>Total Expenditures</b>	<b>135,218</b>	<b>132,900</b>	<b>132,900</b>	<b>143,137</b>	<b>144,834</b>	<b>7.7%</b>

### DEPARTMENTAL CHANGES & HIGHLIGHTS:

#### Expenditures FY2019-20:

\* None

#### Expenditures FY2020-21:

\* None

## CITY CLERK



### MISSION STATEMENT:

The City Clerk's office serves as the conduit between the residents of the City of South San Francisco and local government legislative agencies, including the South San Francisco City Council and its eleven (11) Standing Committees, the South San Francisco Successor Agency to the former Redevelopment Agency and the Oversight Board to the Successor Agency. The Clerk's Office strives to provide exceptional service by maintaining and preserving the City's legislative history, administering fair and impartial municipal election services in accordance with Federal, State, and local laws, performing statutory and administrative duties in support of City Council goals and objectives, and providing open access to the legislative process for all stakeholders.

The City Clerk's office is responsible for scheduling City Council meetings and preparing agenda packets, producing the official records of Council decisions, maximizing public access to municipal government ensuring transparency to the public and is the official custodian of the records of the City. The City Clerk acts as a Compliance Officer for federal, state and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act. The Office strives to meet these duties efficiently, courteously, neutrally and in a manner that is above all else, in the best interests of the Citizens of South San Francisco.

### THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH AND BY:

- Performing all legislative duties for the legislative bodies identified above pursuant to state and local government requirements, including: (1) Managing projected agenda items; (2) Noticing public hearings; (3) Preparing and publishing the agendas; (4) Finalizing and retaining resolutions and ordinances; (5) Preparing minutes for presentation to the legislative agency at issue.
- Maintaining relationships with staff for the legislative agencies identified above, which includes day-to-day meetings and interactions permitting information flow in a regular and consistent manner.
- Managing Citywide Records Management Program, legislative history, contracts, archives, and election activities in a variety of forms (paper and electronic).

- Managing Elections and Fair Political Practices Commission (FPPC) matters for the City including Statement of Economic Interests and Campaign Disclosure for candidates.
- Ensuring compliance with Fair Political Practices Commission (FPPC) Conflict of Interest filings for all designated employees.
- Coordinating citywide Board and Commission recruitments, maintaining member records pursuant to the Maddy Act, maintaining policies/procedures and resources, and communicating with staff liaisons and the public.
- Acting as a Service Agent for the City regarding subpoenas and summons.
- Administering the City's Public Records Act Program.
- Attesting City and local documents.
- Representing the City on City Clerk and Election related Boards.
- Representing the City at Public Events.

**ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2018-2019:**

- Completed preliminary staffing plan for the City Clerk's Office to meet increased workflow and enhanced record of Office Policies and Procedures
- Continued to oversee and coordinate the placement of City's inactive records at a secure records storage facility to achieve security, safety and efficiency related goals.
- Conducted 2018 Municipal Election in accordance with the California Elections Code including candidate orientations and processing of eight (8) candidates and two initiative measures (Measure FF and LL), election results and Annual Reorganization.
- Continued to evaluate impact of automated efficiencies against City Clerk staff plan.

**OBJECTIVES FOR FISCAL YEAR 2019-20:**

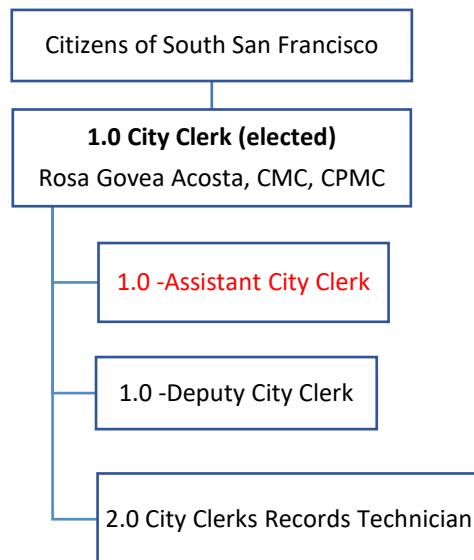
- Provide accurate and timely minutes for all City Council meetings.
- Implement Electronic Portal for FPPC Filings of Form 700 for designated filers.
- Implement Electronic Portal for FPPC Filings of Campaign Disclosure Statements.
- Update the Boards and Commission Handbook
- Assist Council with audit and update of the City Council Handbook.
- Audit Records Retention Schedule to assist Departments with conversion to electronic records retention. Continue to work with Departments to convert records retained in physical storage at the Corporation Yard to electronic format in line with the statewide movement towards electronic availability of records.
- Update the Records Retention Schedule
- Assess impact of automated efficiencies against City Clerk Staffing Plan.

**BUDGET HIGHLIGHTS FOR FISCAL YEAR 2019-20:**

- \$8,000 for implementation of FPPC Campaign document (Form 460) electronic filing portal with SouthTech, to allow for the electronic filing of FPPC Form 460 for candidates and elected officials.

- \$9,000 for implementation of FPPC Statement of Economic Interest (Form 700) electronic filing portal with SouthTech, to allow for the electronic filing of the Annual Statement of Economic Interest Form (Form 700) for the City’s designated filers.
- \$30,000 for the City Clerk’s Office Reconfiguration including new workstations and office equipment replacement.
- \$6,000 for staff training and professional development to obtain designations as Certified Municipal Clerk (CMC) and advance certification as a Master Municipal Clerk (MMC).
- \$7,000 for yearly maintenance of WebQA, the City’s Automated Public Records Act Program.
- \$8,814 for yearly maintenance of Legistar, the City’s Automated Agenda Management System
- \$7,000 for yearly maintenance of Southtech, the City’s electronic financial disclosure software, to allow for the electronic filing of Form 460 and Form 700.

#### ORGANIZATION CHART 4: CITY CLERK



1.00 Elected FTE

4.00 FTE

\* Existing Filled Position(s)

\* Existing Upgraded Position(s)

\* Newly Requested Position(s)



## DEPARTMENTAL PAGES

### CITY CLERK POSITION LISTING

			2018-19	2019-20	2020-21	Change of 2019-20 from 2018-19
City Clerk	Job Code	Position Title	Amended	Proposed	Plan	
Elected-FT	E100	Elected City Clerk	1.00	1.00	1.00	0.00
<b>SUBTOTAL Elected</b>			<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
Full Time	MX1	Assistant City Clerk	0.00	1.00	1.00	1.00
Full Time	O320	Deputy City Clerk	1.00	1.00	1.00	0.00
Full Time	O415	City Clerk Records Technician	2.00	2.00	2.00	0.00
<b>SUBTOTAL Full Time</b>			<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>1.00</b>
<b>TOTAL FTE- City Clerk</b>			<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>1.00</b>

### CITY CLERK EXPENDITURE SUMMARY

						% Increase/ (decrease) FY18-19 Adopted
City Clerk	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	
Payroll	\$ 564,834	\$ 579,133	\$ 579,133	\$ 811,300	\$ 833,458	40.1%
Supplies & Services	61,293	202,003	202,003	202,003	202,003	0.0%
Interdepartmental Charges	35,080	36,430	36,430	43,459	48,513	19.3%
<b>Total Expenditures</b>	<b>\$ 661,207</b>	<b>\$ 817,567</b>	<b>\$ 817,567</b>	<b>\$ 1,056,761</b>	<b>\$ 1,083,974</b>	<b>29.3%</b>

### DEPARTMENTAL CHANGES & HIGHLIGHTS:

#### Position:

\* \$160,000 Assistant City Clerk

#### Expenditures FY2019-20:

\* None

#### Expenditures FY2020-21:

\* None

## **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 HIGHLIGHTS IN FISCAL YEAR 2018-19:**

- Assisted City staff with finalizing design, negotiating a Project Labor Agreement, supporting fundraising efforts, and bond market preparation activities for the proposed Civic Campus Project.
- Assisted City staff with the negotiation and purchase of two open space properties on Sign Hill, totaling 21 acres.
- Assisted City staff with the developer selection process for the PUC Site and the negotiation and execution of an Exclusive Negotiating Rights Agreement for the PUC Site.
- Assisted City staff with the procurement process for a General Plan consultant, drafting bylaws for the Citizens Advisory Committee, and providing applicable ethics training for Committee members.
- Assisted City staff with the implementation of the Long Range Property Management Plan and the disposition of Successor Agency properties, including 938 Linden Avenue and 201-219 Grand Avenue.
- Assisted City staff with responding to a California Voting Rights Act challenge, including compliance with the safe harbor provisions and drafting and approval of an ordinance adopting a district election map and successful transition to district elections.
- Assisted City staff with successful voter passage of Measure FF (transient occupancy tax increase) and Measure LL (cannabis business license tax), including drafting and approval of associated ordinances.
- Assisted City staff with drafting a commercial cannabis operation agreement and associated entitlements for commercial cannabis operators permits.
- Assisted City staff with the negotiation and drafting of a Purchase and Sale Agreement and the related environmental review and entitlements for the mixed-use Residential Development Project at 200 Linden Avenue and 212-216 Baden Avenue (Hisense REIUS, LLC) for 97 condominium units and 6,500 sq. ft. of ground floor commercial space.

- Assisted City staff with the preparation, implementation and approval of an affordable housing commercial linkage fee ordinance, density bonus ordinance, and inclusionary housing ordinance.
- Assisted City staff negotiate and draft a 15 year agreement with the Harbor District to operate Oyster Point Marina.
- Assisted Planning Division with the preparation and processing of a Zoning Ordinance Amendment, Zoning Map Amendment, Development Agreement Amendment, associated entitlements, and/or environmental review for various development projects,
- Assisted City staff with the preparation, drafting and adoption of ordinance updating the City's water efficiency landscape ordinance and open trench ordinance to ensure compliance with federal law.
- Assisted Planning Division with the preparation and processing of entitlements and environmental review for several projects, including the following:
  - Phase 2 and Phase 3 of the Gateway of Pacific project in the Gateway Business Park Master Plan;
  - Cadence Phase 2 (Sares Regis Group)
  - 201 Haskins Way and 400-450 East Jamie Court (ARE Development).
  - 22 unit residential development at Westborough Boulevard and Oakmont Drive;
  - The amenity building at 685 Gateway Boulevard;
- Assisted City staff with the preparation, drafting and adoption of ordinance regulating small cell wireless communication facilities, including negotiating and drafting Master License Agreements for right-of way pole usage and reimbursement for costs incurred.
- Provided continuing support and advice to the South San Francisco Conference Center Authority.
- Manage and oversee outside counsel in the defense of litigation against the City.
- Updated administrative instructions regarding email retention, electronic communication equipment, and data retention policies.
- Provided citywide staff trainings on contract formation procedures and best practices in coordination with the Finance Department.
- Provided support to Police Department through the prosecution of Municipal Code violations, abatement of deadly weapons through court proceedings, and protection of confidential police records, including responding to public records requests pursuant to SB 1421 (2018).

**OBJECTIVES FOR FISCAL YEAR 2019-20:**

- Continue to assist City Council with downtown and business development initiatives.
- 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 implementation of objective design review criteria and compliance with SB 35 and Housing Accountability Act.
- Continue to assist City with implementation of ordinances implementing a City-wide minimum wage, prohibiting flavored tobacco and e-cigarettes, and prohibiting plastic food ware and plastic straws.
- Assist City staff with General Plan update and East of 101 traffic mitigation measure efforts.
- Assist City staff with updates to internal city policies and provide training on implementation.

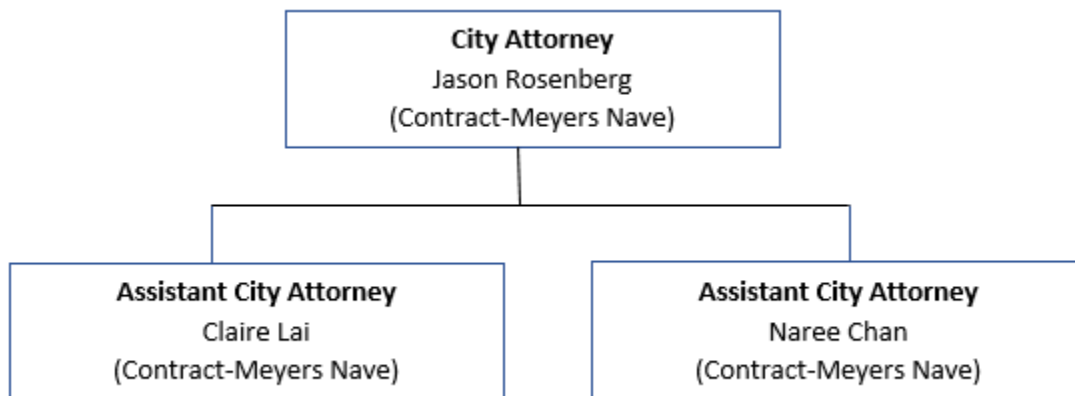
## DEPARTMENTAL PAGES

- 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.

### BUDGET HIGHLIGHTS FOR FISCAL YEAR 2018-19

No significant resource level changes are included.

### ORGANIZATION CHART 5: CITY ATTORNEY



### CITY ATTORNEY EXPENDITURE SUMMARY

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease) FY18-19
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	Adopted
Supplies & Services	\$ 983,938	\$ 1,050,650	\$ 1,050,650	\$ 1,100,650	\$ 1,050,650	4.8%
Interdepartmental Charges	12,442	13,041	13,041	15,285	16,899	17.2%
<b>Total Expenditures</b>	<b>\$ 996,380</b>	<b>\$ 1,063,691</b>	<b>\$ 1,063,691</b>	<b>\$ 1,115,935</b>	<b>\$ 1,067,549</b>	<b>4.9%</b>

### DEPARTMENTAL CHANGES & HIGHLIGHTS:

#### Expenditures FY2019-20:

\* \$50,000 CFD Formation Legal Services

#### Expenditures FY2020-21:

\* None

## 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 is responsible for implementation of City Council policy, programs and activities, community relations, ombudsmanship, numerous special projects, lobbying activities, interagency coordination and other duties as determined by the City Council. The City Manager's office also provides a resource for general information for the citizens of South San Francisco. City personnel report to the City Manager.

### ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2018-19

- Began development of a new General Plan, providing the City's vision for the next twenty years
- Moved forward with design of a new Police Operations Center, 911 Dispatch Center, Main Library and Discovery Center, Parks and Recreation Headquarters, Council Chamber/Community Theatre, and new park setting, in the new Civic Campus
- Acquired 21 acres on Sign Hill from developers, now dedicated as permanent open space
- Successful voter passage of Measures FF (hotel tax increase) and Measure LL (cannabis business license tax) strengthening City finances
- Successfully instituted District Elections following multiple public outreach efforts

- Ramped up community outreach, with multiple neighborhood town halls, six City Newsletters, and weekly email news bulletins to over 10,000 subscribers
- Widely promoted and supported the Airport Noise Improvement Program (ANIP) resulting in over 300 SSF residents applying for airport noise home improvements
- Completed a new 15 year Operating Agreement with the San Mateo County Harbor District
- Internally launched *Envisio*, a program aimed at supporting staff to operate more efficiently, effectively, and economically, leading to higher buy-in from Department Heads and stronger follow-through reporting
- Started the Youth Advisory Council Pilot Project
- Welcomed two new Department Heads to Team SSF

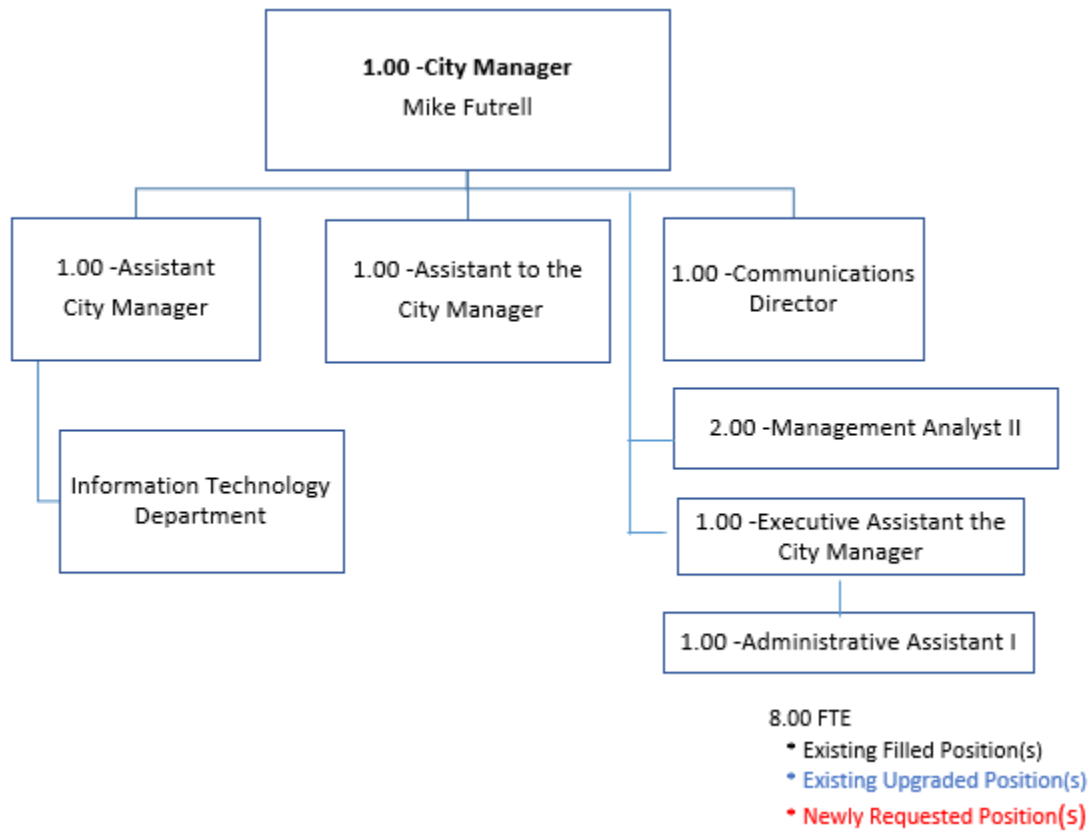
**OBJECTIVES FOR FISCAL YEAR 2019-20:**

- Graduate the first class of City Staff Leadership Academy, supporting a High Performance Team
- Complete design of the new Civic Campus, and begin construction
- Complete a Financial Sustainability Plan for city government
- Develop a Community Facilities District to address transportation
- Successfully move the new General Plan through outreach and initial development
- Successfully complete negotiations with city employee labor groups

**BUDGET HIGHLIGHTS FOR FISCAL YEAR 2019-20**

- Provide funding for training of executive staff
- Provide funding for biennial resident satisfaction survey

**ORGANIZATION CHART 6: CITY MANAGER**



## DEPARTMENTAL PAGES

### CITY MANAGER POSITION LISTING

			2018-19	2019-20	2020-21	Change of 2019-20 from 2018-19
City Manager	Job Code	Position Title	Amended	Proposed	Plan	
Full Time	N115	City Manager	1.00	1.00	1.00	0.00
Full Time	N100	Assistant City Manager	1.00	1.00	1.00	0.00
Full Time	N180	Assistant to the City Manager	1.00	1.00	1.00	0.00
Full Time	N190	Communications Director	1.00	1.00	1.00	0.00
Full Time	M560	Management Analyst II	2.00	2.00	2.00	0.00
Full Time	O310	Executive Assistant to the City Manager (O410)	1.00	1.00	1.00	0.00
Full Time	O315	Administrative Assistant I	1.00	1.00	1.00	0.00
<b>SUBTOTAL Full Time</b>			<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>TOTAL FTE- City Manager</b>			<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>

### CITY MANAGER EXPENDITURE SUMMARY

						% Increase/ (decrease) FY18-19 Adopted
All Operating Funds	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	
Payroll	\$ 1,527,947	\$ 1,557,500	\$ 1,652,553	\$ 2,061,712	\$ 2,131,050	32.4%
Supplies & Services	1,130,559	1,365,390	4,049,356	440,390	365,390	-67.7%
Interdepartmental Charges	34,759	35,925	35,925	40,477	44,144	12.7%
<b>Total Expenditures</b>	<b>\$ 2,693,265</b>	<b>\$ 2,958,815</b>	<b>\$ 5,737,834</b>	<b>\$ 2,542,579</b>	<b>\$ 2,540,584</b>	<b>-14.1%</b>

### DEPARTMENTAL CHANGES & HIGHLIGHTS:

#### Expenditures FY2019-20:

- \* \$12,500 Executive Team Training
- \* \$12,500 Citywide Community Survey
- \* \$50,000 Census support
- \* \$1M remove General Plan update - FY18-19 "one time" item only

#### Expenditures FY2020-21:

- \* None



## FINANCE DEPARTMENT



### **MISSION STATEMENT:**

The Finance Department provides financial and risk management services to City departments, including financial planning and analysis, accounts payable, payroll, accounting and risk mitigation. The department leads fiscal accountability efforts and ensures stewardship of the use of City funds and appropriations through the creation and implementation of policies and procedures. The department ensures timely and accurate collection of Transient Occupancy Taxes and Business Licenses Taxes.

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

- Budgeting and accounting for financial transactions;
- Preparing ten year financial forecasts;
- Paying vendors and City employees;
- Monitoring cash flow for City needs in order to support prudent investment of City funds by City Treasurer.

### **ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2018-19**

- Continued to implement phases of the Human Capital Management System;
- Identified potential mitigating solutions to address the long term impact of pension costs; and
- Initiated Finance Department office refresh including new carpet, paint, and furniture of the lower level of City Hall.

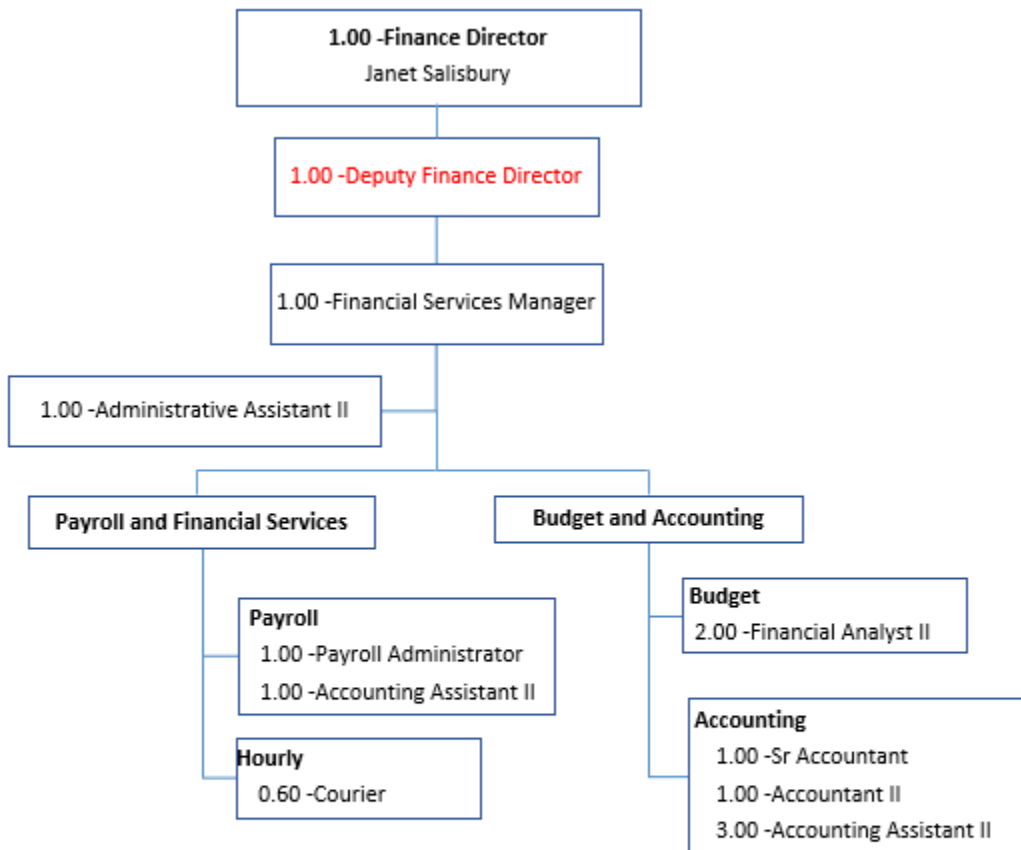
**OBJECTIVES FOR FISCAL YEAR 2019-20:**

- Develop a fiscal sustainability plan to support the City's long term financial health;
- Issue bonds to secure financing for the construction of the new Community Civic Campus program;
- Conduct a Master Fee Study to ensure that citywide fees align appropriately with economic trends; and
- Complete a request for proposals and identify new enterprise resource planning software to enhance the City's financial and accounting functions.

**BUDGET HIGHLIGHTS FOR FISCAL YEAR 2019-20**

- No significant resource level changes are included.

**ORGANIZATION CHART 7: FINANCE**



13.00 Full Time  
 0.60 Hourly  
 • Existing Filled Position(s)  
 • Existing Upgraded Position(s)  
 • Newly Requested Position(s)

## DEPARTMENTAL PAGES

### FINANCE POSITION LISTING

						Change of 2019-20 from 2018-19
Finance	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	
Full Time	N145	Director of Finance	1.00	1.00	1.00	0.00
Full Time	M770	Financial Services Manager	2.00	1.00	1.00	-1.00
Full Time	MXX3	Deputy Finance Director	0.00	1.00	1.00	1.00
Full Time	M610	Financial Analyst II	2.00	2.00	2.00	0.00
Full Time	M625	Senior Accountant	1.00	1.00	1.00	0.00
Full Time	M620	Accountant II	1.00	1.00	1.00	0.00
Full Time	M785	Payroll Administrator	1.00	1.00	1.00	0.00
Full Time	A225	Accounting Assistant II	4.00	4.00	4.00	0.00
Full Time	O310	Administrative Assistant II	1.00	1.00	1.00	0.00
<b>SUBTOTAL Full Time</b>			<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>0.00</b>
Hourly	X370	Mail Courier	0.60	0.60	0.60	0.00
<b>SUBTOTAL Hourly</b>			<b>0.60</b>	<b>0.60</b>	<b>0.60</b>	<b>0.00</b>
<b>TOTAL FTE- Finance</b>			<b>13.60</b>	<b>13.60</b>	<b>13.60</b>	<b>0.00</b>

### FINANCE EXPENDITURE SUMMARY

						% Increase/ (decrease) FY18-19 Adopted
All Operating Funds	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	
Payroll	\$ 2,017,699	\$ 2,283,361	\$ 2,208,361	\$ 2,312,981	\$ 2,330,538	1.3%
Supplies & Services	801,447	483,398	920,646	671,168	483,398	38.8%
Interdepartmental Charges	246,724	255,358	255,358	310,091	346,545	21.4%
<b>Total Expenditures</b>	<b>\$ 3,065,870</b>	<b>\$ 3,022,116</b>	<b>\$ 3,384,365</b>	<b>\$ 3,294,240</b>	<b>\$ 3,160,481</b>	<b>9.0%</b>

### DEPARTMENTAL CHANGES & HIGHLIGHTS:

#### Position:

\* \$27,360 Upgrade FSM to Deputy Finance Director

#### Expenditures FY2019-20:

- \* \$18,200 Citywide postage machine replacement
- \* \$50,000 Special Tax Consultant- DTA
- \* \$85,000 Master Fee Study
- \* \$30,000 Technical support for payroll- PDS
- \* \$4,570 Postage machine meter rental and maintenance

#### Expenditures FY2020-21:

- \* \$30,000 Technical support for payroll- PDS
- \* \$4,500 Postage machine meter rental and maintenance

**NON-DEPARTMENTAL**

Non-Departmental are General Fund expenditures that benefit the City as a whole, and that do not fit into one particular department.

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease)
General Fund Expenditures	Actual	Adopted	Projected	Proposed	Plan	FY18-19 Adopted
<b>Payroll</b>						
Salaries	\$ 5,758	\$ 6,970	\$ 6,970	\$ 6,760	\$ 6,760	-3.0%
	\$ 5,758	\$ 6,970	\$ 6,970	\$ 6,760	\$ 6,760	
<b>Contractual Services</b>						0.0%
Animal Control	558,265	564,151	564,151	615,118	689,151	9.0%
Safety Program	126,960	125,000	125,000	-	-	-100.0%
C/CAG	57,845	57,845	57,845	57,845	57,845	0.0%
C/CAG Congestion Relief	158,677	159,755	159,755	159,755	159,755	0.0%
<b>Subtotal Contractual Services</b>	\$ 901,747	\$ 906,751	\$ 906,751	\$ 832,718	\$ 906,751	-8.2%
<b>Dues, Meetings</b>						
ABAG		13,024	13,024	13,024	13,024	0.0%
Airport Roundtable	750	750	750	750	750	0.0%
International City/County Mngmnt Assoc.		1,400	1,400	4,200	4,200	200.0%
Joint Venture Silicon Valley	-	-	-	7,500	7,500	0.0%
LAFCO	11,093	10,727	10,727	10,727	10,727	0.0%
League of CA Cities	19,182	18,438	18,438	18,438	18,438	0.0%
National League of Cities		5,400	5,400	5,400	5,400	0.0%
Peninsula Conflict Resolution Contract	20,467	19,492	19,492	19,492	19,492	0.0%
Sister Cities International		765	765	765	765	0.0%
SMC Sustainable Book	5,000	4,000	4,000	4,000	4,000	0.0%
SSF Chamber of Commerce		2,520	2,520	2,520	2,520	0.0%
Peninsula TV		20,000	20,000	9,700	9,700	-51.5%
American Planning Assoc	759	-	-	-	-	0.0%
<b>Subtotal Dues, Meetings</b>	\$ 57,251	\$ 96,516	\$ 96,516	\$ 96,516	\$ 96,516	0.0%
<b>Other Expenditures</b>						
Postage -Printing	8,124	200	200	200	200	0.0%
Phone	872	800	800	800	800	0.0%
Promotional/Operating Supplies	10,834	850	850	850	850	0.0%
<b>Subtotal Other Expenditures</b>	\$ 19,830	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	0.0%
<b>Special Program Expenditure</b>						
Grant Consulting	50,214	60,000	118,000	60,000	60,000	0.0%
<b>Subtotal Special Program Expenditures</b>	\$ 50,214	\$ 60,000	\$ 118,000	\$ 60,000	\$ 60,000	0.0%
<b>Total Expenditures</b>	<b>\$1,034,800</b>	<b>\$ 1,072,087</b>	<b>\$ 1,130,087</b>	<b>\$ 997,844</b>	<b>\$ 1,071,877</b>	<b>-6.9%</b>

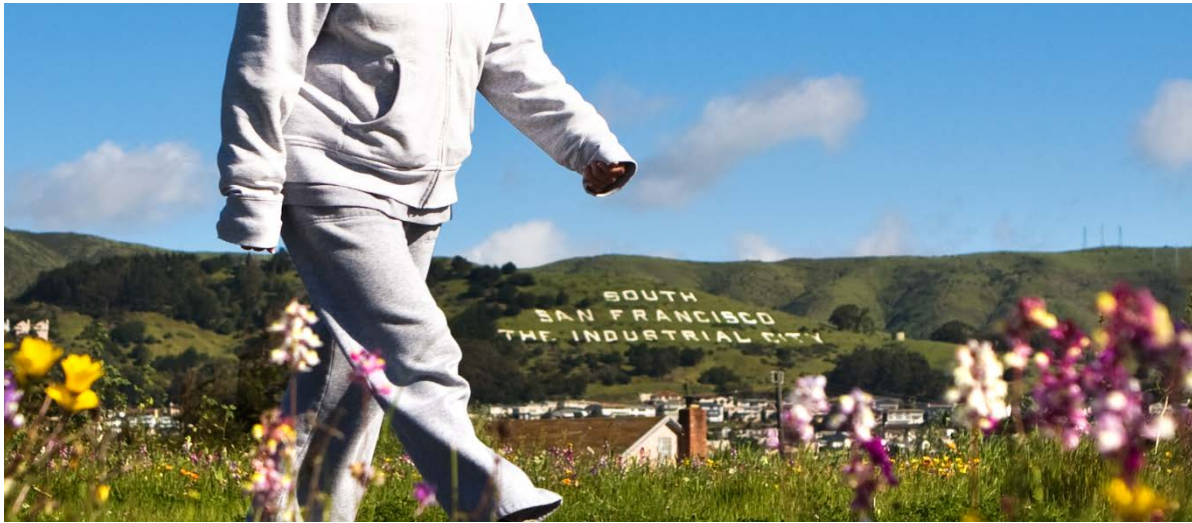
**DEPARTMENTAL CHANGES & HIGHLIGHTS:****Expenditures FY2019-20:**

\* None

**Expenditures FY2020-21:**

\* None

## HUMAN RESOURCES



### MISSION STATEMENT:

The Human Resources Department serves as a cooperative and engaged partner in supporting the City's goals and values. We are committed to working strategically and mutually with departments to provide programs and services that create a work environment of achievement, continuous improvement, employee empowerment and teamwork.

### HUMAN RESOURCES WILL SUPPORT ITS MISSION TO THE CITY THROUGH:

- Benefits and Wellness Programs
- Classification and Compensation
- Employee and Labor Relations
- Information Management and Regulatory Compliance
- Employee Development and Engagement
- Recruitment and Selection
- Safety Workers Compensation and Safety

### ACCOMPLISHMENT HIGHLIGHTS IN FISCAL YEAR 2018-2019:

- Recruitment & Retention
  - Completed 52 recruitments, including key positions such as Finance Director and Information Technology Director
  - 56 new hires (projected)
  - 30 promotions
  - Developed 14 summer internships (2019), in collaboration with the Next Generation Silicon Valley Regional Internship Program
  - Maintained regular employee turnover rate under 7%

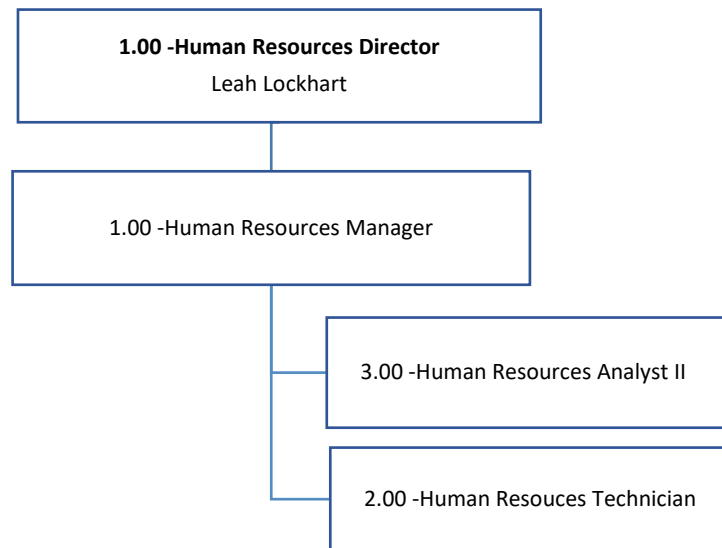
- Succession Development Program Initiative:
  - Implemented a City-wide Leadership Academy
  - Continued LEAP All-Star program and ICMA Coaching series
  - Developed and Conducted Updated Development Needs Assessment Survey
- Employee Development - Other
  - Continued participation in San Mateo County Regional Training and Development Consortium (49 unique participants)
  - Continued participation in the Liebert Cassidy Whitmore Employee Relations Training Consortium (22 unique participants)
  - Ethics In Public Service Training
  - DOT Reasonable Suspicion Training
  - Expanded Sexual Harassment Prevention Training for Managers (June, 2019)
- Human Capital Management (HCM) System:
  - Implemented human resources, benefits, payroll and timekeeping systems
  - Implemented employee online self-service module and system upgrades
- Safety Program Initiative:
  - Expanded Safety Training Curriculum
  - Completed Emergency Action Plans (EAP) for City facilities
  - Conducted Safety Perception Survey for all City Employees
  - Safety Observation Training for Department Heads and Senior Managers

**OBJECTIVES FOR FISCAL YEAR 2019-2020:**

- Complete Labor Negotiations for successor MOUs (non-safety groups)
- Implement Phase 3 HCM payroll and human resources system (electronic workflow)
- Continue to support the LEAP succession development program in all departments
- Implement expanded employee on-boarding program
- Implement expanded Sexual Harassment Prevention Training for all City employees
- Explore student loan assistance benefits and financial wellness programs for employees
- Implement safety observation program City-wide

**BUDGET HIGHLIGHTS FOR FISCAL YEAR 2019-2020:**

- Labor Relations & Compensation Consulting
- Succession Development Program Initiative – Leadership Academy Overview and 360 Degree Assessments
- HR Departmental Assessment and Strategic Plan
- Expanded Sexual Harassment Prevention Training

**ORGANIZATION CHART 8: HUMAN RESOURCES**

7.00 Full Time

\* Existing Filled Position(s)

\* Existing Upgraded Position(s)

\* Newly Requested Position(s)

**HUMAN RESOURCES POSITION LISTING**

Human Resources	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Full Time	N130	Director of Human Resources	1.00	1.00	1.00	0.00
Full Time	M270	Human Resources Analyst II	3.00	3.00	3.00	0.00
Full Time	O265	Human Resources Technician	2.00	2.00	2.00	0.00
Full Time	M775	Human Resources Manager	1.00	1.00	1.00	0.00
<b>SUBTOTAL Full Time</b>			<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
<b>TOTAL FTE- Human Resources</b>			<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>



**HUMAN RESOURCES EXPENDITURE SUMMARY**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease) FY18-19
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	Adopted
Payroll	\$ 1,185,508	\$ 1,276,705	\$ 1,289,205	\$ 1,389,927	\$ 1,437,922	8.9%
Supplies & Services	279,413	177,461	357,395	307,961	177,461	73.5%
Interdepartmental Charges	78,068	80,997	80,997	96,974	108,465	19.7%
<b>Total Expenditures</b>	<b>\$ 1,542,988</b>	<b>\$ 1,535,163</b>	<b>\$ 1,727,597</b>	<b>\$ 1,794,862</b>	<b>\$ 1,723,847</b>	<b>16.9%</b>

**DEPARTMENTAL CHANGES & HIGHLIGHTS:****Expenditures FY2019-20:**

- \* \$70,000 Consultant- Labor negotiations
- \* \$7,000 Sexual Harassment Training
- \* \$28,500 Leadership Academy Overview and 360 Assessment
- \* \$25,000 Strategic Planning & HR Assessment Consultant

**Expenditures FY2020-21:**

- \* None

## ECONOMIC AND COMMUNITY DEVELOPMENT

### VISION AND MISSION STATEMENT:

- Promote and maintain quality development and economic vitality.
- Build a beautiful city and foster high-quality urban design through the management of the General Plan and other land use plans, regulations, and initiatives.
- Oversee the regulatory functions in a way that assures balanced, high-quality development and safeguards life, property, and public welfare in buildings. Ensure that projects conform to plans and conditions when they are built.
- Support local businesses and foster a vibrant, balanced source of jobs for local residents.
- Achieve the highest level of customer service through teamwork, dedication, initiative, innovation, and continuous learning, training and adoption of best practices.
- Maintain a work culture that is professional, supportive, trusting, honest, fast-paced, fun, genuine, and respectful.

### ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2018-2019

- **Permit Center:** Electronic plan submittal implemented. Online Permitting in production for all over the counter type permits. 2,082 Building permits issued. 11,059 total inspections completed. 306 projects submitted and processed. 3,349 plan-checks completed. 4,974 business licenses processed.
- **City Revenue:** In FY 17-18, ECD facilitated major projects that generated \$991,876,000 in new construction. These projects generated \$16.6/per year in property tax revenue, \$600,000/year in sales tax revenue, and \$1.9million in TOT. One-time building permit revenue was \$39,717,971.98.
- **Major Projects & Initiatives:**
  - ECD successfully facilitated major projects that are now under construction, such as: Caltrain Plaza, Oyster Point - Phase 1, 200 Linden, HCP Cove, Gateway of Pacific – Phase 1, 213 E. Grand, Genentech B40, Cadence - Phase 1, and 150 Airport.
  - Completed projects include: Rotary Senior Housing, Costco Business Center, Genesis North Tower, Hilton Home2 Suites, and Verily Life Sciences.
  - Successfully approved initiatives included: commercial cannabis, accessory dwelling units (ADUs), ECR/C Area Plan Update, commercial linkage fee, and revised in lieu affordable housing requirements.
  - ECD is managing (or supporting) projects that will shape the next wave of development, including: the General Plan Update, PUC Site, East-of-101 Community Facilities District (CFD), Grand & Linden Project, Genentech 10 Year Master Plan Update, Oyster Point, Civic Community Campus, Oyster Point Hotel, 938 Linden, Old Firehouse.
- **Job Creation & Business Attraction/Retention:** Approximately 1,600 net new jobs created as a result of ECD-facilitated projects. Very successful BIO Convention, including 23 meetings held and 201 contacts made. Continued partnerships with San Francisco State University, San Mateo County SBDC, MANEX, SF Made, and the SSF Chamber of Commerce to support local business. Launched a new Business Retention & Expansion initiative and deployed a new customer relationship management (CRM) software to more systematically track local business issues and City services to local businesses.
- **Housing & CDBG:** Over 90 housing calls received and referred to services and housing. 2 new BMR condos sold and 4 existing BMR condos resold to income-qualifying buyers. Over 46 public sidewalk

ramps retrofitted with ADA-compliant curb cuts. Approximately 1,080 households served by programs funded by CDBG. City received recognition from HUD for administration of its CDBG program.

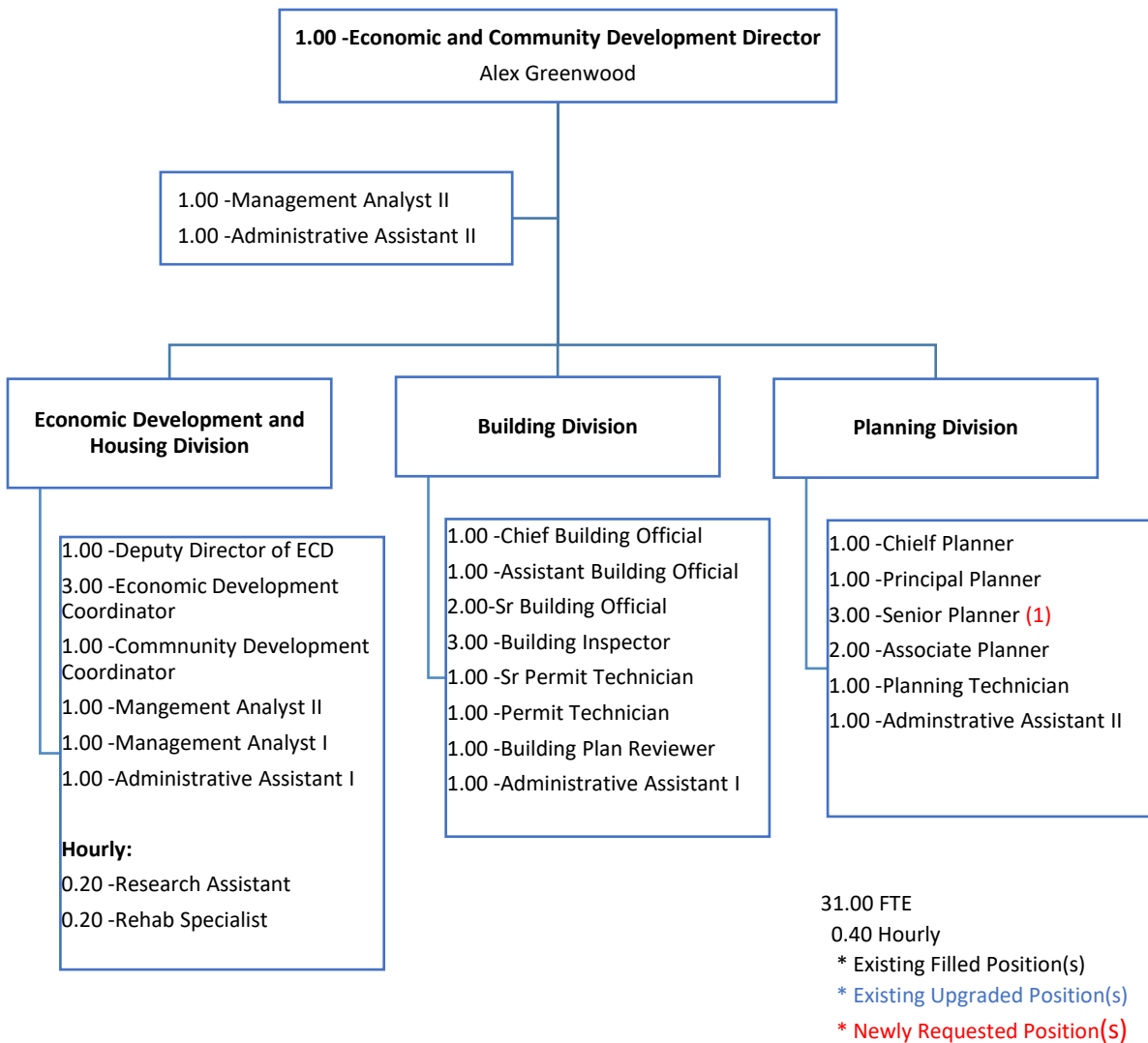
- **Department Work Environment, Staff Development & "Back of House":** During 2018-19, ECD achieved several successes with staff training/development: Four key managerial positions were filled – all of which were internal promotions: Assistant Building Official, Principal Planner, and two Sr. Building Inspectors. Staff attended the SMC Leadership Academy, CALED, ICSC, ULI, MMANC and APA events. Building staff obtained 6 ICC certifications. Department morale & stability is improving. However, staff retention remained a concern, with one staff retiring and two staff relocating to the East Bay.
- **Marketing & Community Engagement:** During 2018-19, ECD organized more than 20 community meetings (e.g., PUC Site, etc.); participated in all City Council, Planning Commission & BPAC meetings; provided content for one City resident newsletter; updated the ECD website; increased viewership of ECD's Facebook page by 10.9% to 5,470 "likes"; facilitated the City's construction coordination committee; created 52 weekly ECD Updates; and championed several efforts to improve cross-divisional communication/coordination.

#### **OBJECTIVES FOR FISCAL YEAR 2019-2020**

- Staffing: Achieve full staffing for the first time in more than five years.
- Continue with further training and education for staff. Obtain new staff certifications.
- Increase customer satisfaction.
- Efficiency Improvements:
  - Procure and implement remainder of online permitting software to reach the department goal of providing a 100% paperless environment.
  - Key Issue Checklist for TAG Meeting Agenda Discussion
  - Online Impact Fee Calculator for Public
  - Zoning Administrator Role Expansion
  - Staff Training (CEQA, Conferences)
  - Preliminary Deposit for All Divisions – Update in Fee Study
- General Plan Update:
  - Initiate technical analysis & planning initiatives that feed into the GPU: Bike & Pedestrian Master Plan, E-101 Transportation Plan, Planning for ECR/Chestnut, Measure W & PUC Site, Civic Center/City Hall Master Plan effort, Brentwood Shopping Center traffic calming and planning, Downtown Station Area Plan (zoning updates)
  - Present to community groups
  - Form Council sub-committee (Ad Hoc or Housing) & Staff Project Team
  - Prepare Draft RFP for GPU consultant
  - Start developing an Economic Development Strategy
- Housing Policy: Minimum Lot Size ZTA; Affordable/Inclusionary Housing ZTA
- Continue to process preliminary and active entitlement applications
- Caltrain Station Improvements and Coordination
- East of 101 Multi-Modal Study
- CEQA LOS to VMT transition and guidelines analysis

- Parking Policy Analysis
- Coordination with ECD/H Bicycle and Pedestrian efforts
- Downtown:
  - Continue the Downtown Development Coordination Team Outreach
  - Streetscape Design (Active CIP Project with Engineering)
  - Business Recruitment and streetscape activation
  - Weekday/Evening Farmers Market Pilot Program
  - Food Truck Pilot Program
- CDBG, Housing and Housing Successor:
  - Spend CDBG funds in a timely manner.
  - BMR Ordinance cleanup; consider amending inclusionary housing requirements.
  - Clean up portfolio of BMR properties and loans.
  - Establish policies and procedures for administering City's BMR program.
- Business Attraction and Retention:
  - Kick off business retention and expansion strategy.
  - Consider business incentives and/or grants.
  - Increase and improve coordination and collaboration with the Chamber.
  - Gather and maintain fresh economic data.
- Solicit and contract with new on-call consultants and solicit bench of qualified brokers.
- Improve cost recovery process (provide metric for cost recovery).
- Lunch and learns: business retention and expansion programs; pro forma analysis; and other topics as needed.
- Work toward a more digital workplace (less printing, copying, storing paper files).
- Continue implementing LRPMP and Housing Investment Plan (HIP).

**ORGANIZATION CHART 9: ECONOMIC AND COMMUNITY DEVELOPMENT**



# DEPARTMENTAL PAGES

## ECONOMIC & COMMUNITY DEVELOPMENT POSITION LISTING

			2018-19	2019-20	2020-21	Change of
			Amended	Proposed	Plan	2019-20 from 2018-19
ECD	Job Code	Position Title				
Full Time	N140	Director of ECD	1.00	1.00	1.00	0.00
Full Time	M145	ECD Deputy Dir/ Manager of ECD & H	1.00	1.00	1.00	0.00
Full Time	M125	Associate Planner	2.00	2.00	2.00	0.00
Full Time	M210	Chief Building Official	1.00	1.00	1.00	0.00
Full Time	M155	Chief Planner	1.00	1.00	1.00	0.00
Full Time	M185	Economic Development Coordinator	3.00	3.00	3.00	0.00
Full Time	M725	Community Development Coordinato	1.00	1.00	1.00	0.00
Full Time	M215	Assistant Building Official	1.00	1.00	1.00	0.00
Full Time	M590	Principal Planner	1.00	1.00	1.00	0.00
Full Time	M335	Senior Planner	2.00	3.00	3.00	1.00
Full Time	M570	Management Analyst I	1.00	1.00	1.00	0.00
Full Time	M560	Management Analyst II	2.00	2.00	2.00	0.00
Full Time	A462	Planning Technician	1.00	1.00	1.00	0.00
Full Time	A700	Senior Permit Technician	1.00	1.00	1.00	0.00
Full Time	A460	Permit Technician	1.00	1.00	1.00	0.00
Full Time	A400	Senior Building Inspector	2.00	2.00	2.00	0.00
Full Time	A135	Building Inspector	3.00	3.00	3.00	0.00
Full Time	A690	Building Plan Reviewer	1.00	1.00	1.00	0.00
Full Time	O315	Administrative Assistant I	2.00	2.00	2.00	0.00
Full Time	O310	Administrative Assistant II	2.00	2.00	2.00	0.00
<b>SUBTOTAL Full Time</b>			<b>30.00</b>	<b>31.00</b>	<b>31.00</b>	<b>1.00</b>
Hourly	X280	Miscellaneous Hourly-Research Assi	0.20	0.20	0.20	0.00
Hourly	X280	Miscellaneous Hourly-Rehab Special	0.20	0.20	0.20	0.00
<b>SUBTOTAL Hourly</b>			<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.00</b>
<b>TOTAL FTE- ECD</b>			<b>30.40</b>	<b>31.40</b>	<b>31.40</b>	<b>1.00</b>

**ECONOMIC & COMMUNITY DEVELOPMENT EXPENDITURE SUMMARY**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease)
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	FY18-19 Adopted
Payroll	\$ 4,920,980	\$ 5,211,192	\$ 5,530,144	\$ 5,483,580	\$ 5,746,107	5.2%
Supplies & Services	4,180,547	4,663,358	7,440,534	4,145,608	3,703,608	-11.1%
Capital Outlay	283,885	-	750,000	-	-	0.0%
Interdepartmental Charges	248,093	256,407	256,407	296,763	327,516	15.7%
<b>Total Expenditures</b>	<b>\$ 9,633,505</b>	<b>\$ 10,130,957</b>	<b>\$ 13,977,084</b>	<b>9,925,951</b>	<b>\$ 9,777,231</b>	<b>-2.0%</b>

**DEPARTMENTAL CHANGES & HIGHLIGHTS:****Position:**

\* \$92,026 Senior Planning - Half Fiscal Year funded

**Expenditures FY2019-20:**

- \* \$6,000 Planning Commission Minutes Transcription
- \* \$130,000 Planning Consultant Staff Augment
- \* \$300,000 West of 101 Transportation Master Plan; Offset \$150,000 from Gen Plan Maint fees. Net cost \$150K.
- \* \$135,000 TDM monitoring and Nexus study; Offset \$25,000 revenue from the developer's deposit. Net cost \$110K
- \* \$21,000 Holiday Decorations

**Expenditures FY2020-21:**

- \* \$135,000 TDM monitoring and Nexus study; Offset \$25,000 revenue from the developer's deposit. Net cost \$110K
- \* \$6,000 Planning Commission Minutes Transcription
- \* \$21,000 Holiday Decorations

## FIRE DEPARTMENT

### MISSION STATEMENT:

The South San Francisco Fire Department exists to protect the members of our residential and business communities, our neighbors and visitors, their property and our environment. We will work to prevent injury and damage through education, fire prevention and municipal code enforcement; and to respond to the impact of fire, medical emergencies, natural and human-caused disasters and the release of hazardous materials.

### THE DEPARTMENT SUPPORTS ITS MISSION TO OUR COMMUNITY THROUGH:

- Education
- Fire Prevention
- Code Enforcement
- Emergency Response
- Emergency Medical Services
- Disaster Preparedness
- Fire Administration



### ACCOMPLISHMENT HIGHLIGHTS:

- Calendar Year 2018
  - Fire personnel responded to 7,341 incidents, a 0.61% decrease over CY 2017. Incidents included 134 fires, 5,072 emergency medical calls, 135 hazardous conditions and more than 2,000 various incidents ranging from simple to complex.
  - SSFFD ambulances transported 3,696 patients.
  - Addressed 901 new Municipal Code complaints and closed 884 Code Enforcement cases.
  - Conducted 157 renewable permit inspections.
  - Completed a total of 13,166 hours of training.
  - Over 8,500 CERT volunteer and training hours.
- Promoted Fire Chief, Deputy Fire Chief, Battalion chief, Captain, two Engineers, Fire Marshal, and hired five Paramedic/Firefighter, Safety Inspector and an Administrative Assistant I.
- More than \$6 million in FY17-18 and \$4.5 million in FY18-19 in revenue collected for Ambulance Transport, Fire Prevention Inspections, Code Enforcement, Plan Check and safety classes.

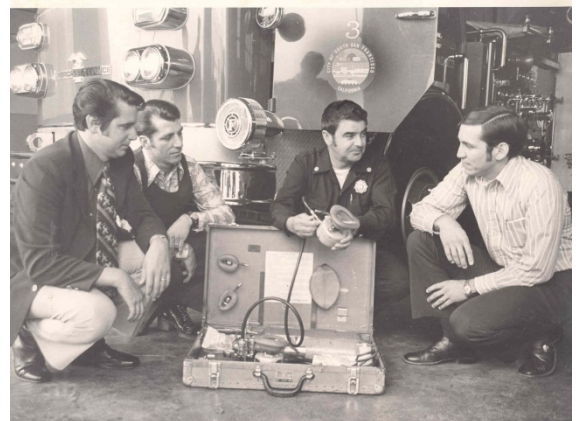


- Completed the Fire Department study including standards of cover and deployment evaluation, risk assessment and review of ambulance service alternatives.
- Completed installation of Fire Station Alerting System at 5 stations.
- Installation of Personal Protective Equipment dryer at station 61 and station 63.
- Implementation of a new tracking inventory system for fire apparatus, tools, and equipment.
- Over 85 certified training course requests fulfilled.
- Provided safe return to duty for employees with extended injury leaves.
- Verified 2500 commercial business addresses with ArcGIS Collector application.
- Participated in active shooter / violent intruder drill at Capuchino High School
- Participated in various training and Emergency Operations Center (EOC) exercises, such as:
  - Hosted site for two technical rope rescue classes for the region.
  - Participated in the annual disaster drill at SFO.
  - Participated in the National Association of State Boating Law Administrators
  - Participated in San Francisco Bay Fleet Week.
  - Participated in Bay Area Urban Shield Marine technical rescue, hazardous materials, and EOC exercises.
  - Participated in Bay Area Regional UASI Rescue Boat Operator Course.
  - Incident Command System training for City staff.
  - Delivered CERT Academy to community members.
- SSFFD staff conducted CPR, AED and fire safety training for South San Francisco residential and business community members.
- Provided Hands Only CPR and Bleeding Control training to more than 1500 students at El Camino, South San Francisco and Baden high schools.



### **OBJECTIVES FOR FISCAL YEARS 2019-20 and 2020-21:**

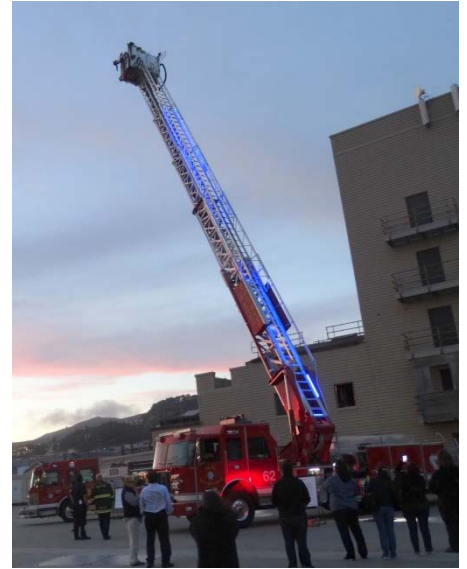
- Continue to work toward accreditation of the Fire Department, Emergency Medical Services, and Emergency Preparedness, through;
  - Revising and adopting department policies and procedures.
  - Evaluating current and future department services.
  - Promoting professional development training and education.
- Utilize regional opportunities and develop in-house exercises to reinforce EOC staff training and demonstrate communications and logistics capabilities.



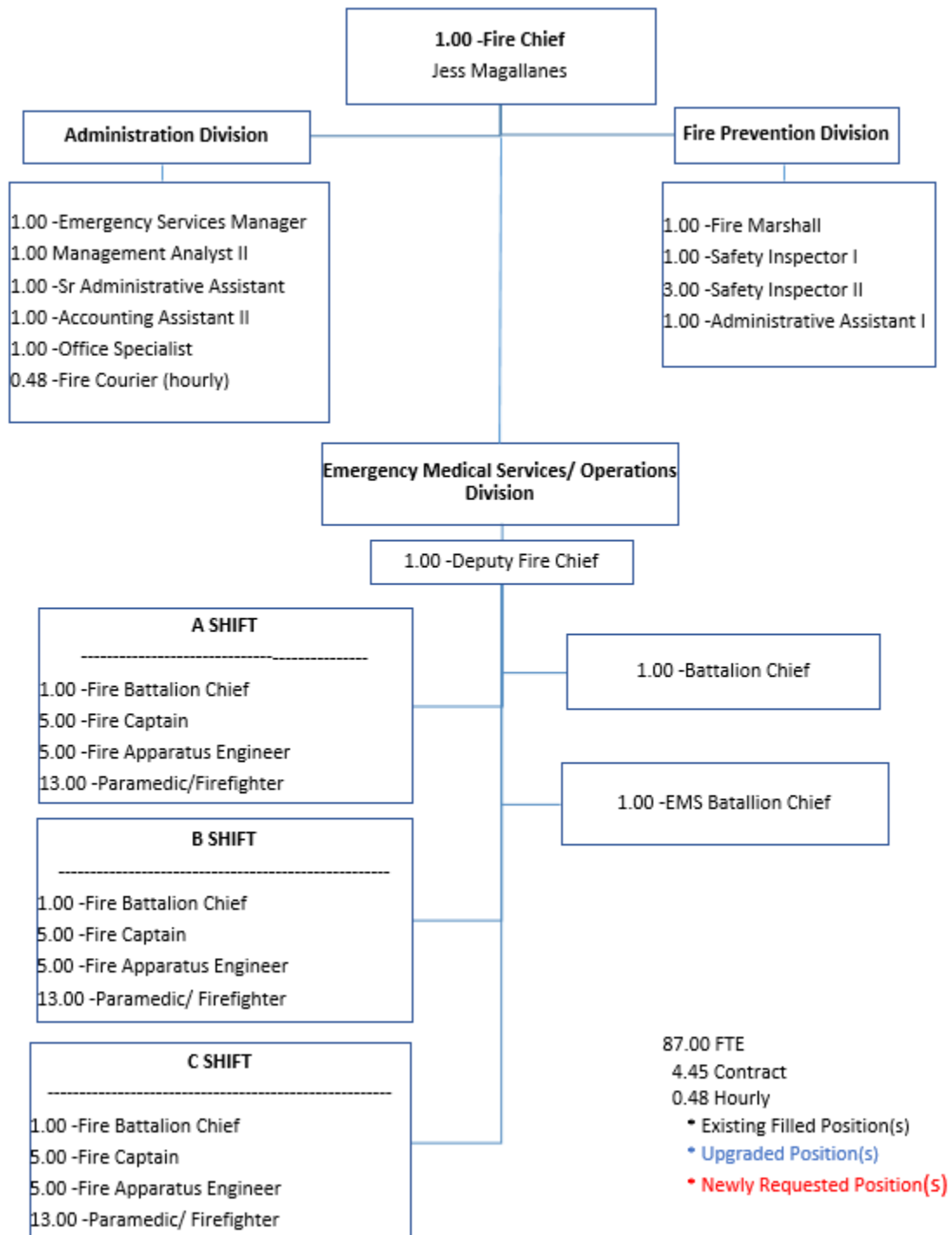
- Work with IT to implement additional technology in Incident Management and EMS processes.
- Ongoing digitizing of final Fire Prevention plans for a more expedited retrieval process.
- Develop and implement a policy for SSFFD and SSFPD response to violent incidents/multi-casualty incidents.
- Continue working toward a program aimed at reducing chronic exposure of carcinogens for our members, both in the station environment and on emergency scenes.
- Develop specifications for and order a new fire engine to replace the department's oldest apparatus

**BUDGET HIGHLIGHTS FOR FISCAL YEAR 2019-20 and 2020-21:**

- Expand local recruiting and hiring efforts, including reconfiguring fire department youth programs and outreach opportunities.
- Participate in citywide Safety and Leadership programs.
- Focus on firefighter wellness and injury prevention.
- Participate in Measure W project activities.
- Increase training and career development through training and education of Fire employees.
- Revise the City's Emergency Operations Plan to align with new FEMA incident management system structures and terminology.
- Emergency Management exercises will continue that involve citywide staff and their Emergency Operations Center responsibilities.
- Work with Fleet Management to develop specifications for replacement fire apparatus.
- Collaborate with Economic and Community Development to begin planning for relocation and replacement of Fire Station 62.
- Increase number of Urban Search and Rescue (USAR) certified personnel.
- Continued recruitment and development of CERT members.
- Conduct Health and Safety CPR / First Aid training
- Raise Fire Prevention Awareness for SSF elementary schools (2019-20) and conduct First Aid training for SSF high schools during Fire Prevention Month (2020-21).
- Conduct emergency response training and exercises focused on high-rise, hazardous material and "L" (laboratory) occupancies.
- Verification and inspection of R2 occupancy and commercial occupancy buildings, detailing earthquake sustainability of at-risk buildings (Phase II).
- Work with Information Technology Department to modernize Fire Inspection processes, including metrics and explore the potential for a new database system.
- Design a City Drone Policy



**ORGANIZATION CHART 10: FIRE**



DEPARTMENTAL PAGES

**FIRE POSITION LISTING**

						Change of 2019-20 from 2018-19
Fire	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	
Full Time	N150	Fire Chief	1.00	1.00	1.00	0.00
Full Time	M110	Deputy Fire Chief	1.00	1.00	1.00	0.00
Full Time	M780	Emergency and Safety Manager	1.00	1.00	1.00	0.00
Full Time	M560	Management Analyst II	1.00	1.00	1.00	0.00
Full Time	M410	Fire Marshal	1.00	1.00	1.00	0.00
Full Time	M390	Fire Battalion Chief (56 Hours)	3.00	3.00	3.00	0.00
Full Time	M205	Fire Battalion Chief (40 Hours)	2.00	2.00	2.00	0.00
Full Time	B120	Fire Apparatus Engineer	15.00	15.00	15.00	0.00
Full Time	B100	Fire Captain	15.00	15.00	15.00	0.00
Full Time	B130	Paramedic Firefighter	39.00	39.00	39.00	0.00
Full Time	B200	Safety Inspector I	1.00	1.00	1.00	0.00
Full Time	B195	Safety Inspector II**	3.00	3.00	2.00	0.00
Full Time	O315	Administrative Assistant I	1.00	1.00	1.00	0.00
Full Time	O340	Sr Administrative Assistant	1.00	1.00	1.00	0.00
Full Time	A225	Accounting Assistant II	1.00	1.00	1.00	0.00
Full Time	A295	Office Specialist	1.00	1.00	1.00	0.00
Full Time	MXX5	Deputy Fire Marshal	0.00	0.00	1.00	0.00
<b>SUBTOTAL Full Time</b>			<b>87.00</b>	<b>87.00</b>	<b>87.00</b>	<b>0.00</b>
Hourly	X181	Safety Inspector	0.25	0.00	0.00	-0.25
Hourly	X281	Emergency Medical Technician	4.20	4.20	4.20	0.00
Hourly	X540	Fire Courier	0.48	0.48	0.48	0.00
<b>SUBTOTAL Hourly</b>			<b>4.93</b>	<b>4.68</b>	<b>4.68</b>	<b>-0.25</b>
<b>Total FTE- Fire</b>			<b>91.93</b>	<b>91.68</b>	<b>91.68</b>	<b>-0.25</b>

**FIRE EXPENDITURE SUMMARY**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease)
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	FY18-19 Adopted
Payroll	\$ 22,918,691	\$ 23,998,668	\$ 24,367,230	\$ 25,393,091	\$ 26,172,672	5.8%
Supplies & Services	1,363,843	1,896,443	2,675,876	2,366,051	1,926,143	24.8%
Capital Outlay	411,590	-	1,450,000	-	-	0.0%
Interdepartmental Charges	1,776,534	1,816,475	1,816,475	1,849,825	1,865,577	1.8%
<b>Total Expenditures</b>	<b>\$ 26,470,658</b>	<b>\$ 27,711,586</b>	<b>\$ 30,309,581</b>	<b>29,608,967</b>	<b>\$ 29,964,391</b>	<b>6.8%</b>

**DEPARTMENTAL CHANGES & HIGHLIGHTS:****Expenditures FY2019-20:**

- \* \$7,500 Staff Development
- \* \$38,000 Data Analytics Package
- \* \$96,893 Purchase of Lucas device- Cardiac arrest compression device, offset by PSIF \$24,805
- \* \$22,686 Purchase of Multigas Detection Equipment, offset by developer contributions \$22,686
- \* \$124,000 Diesel Exhaust Capture System, offset by PSIF \$31,744
- \* \$11,244 Ballistic Vests
- \* \$12,708 Station Alerting System Annual Maintenance
- \* \$25,000 Vehicle Based Wireless Location Routers, offset by PSIF \$6,400
- \* \$8,300 Thermal Imaging Camera, offset by developer contributions \$8,300
- \* \$25,800 Rescue Systems 3 training; (\$21,000 OT and \$5,000 staff development)
- \* \$23,115 County Communications and County HazMat/OES contribution increase
- \* \$4,000 postage increase- HIPAA Compliance
- \* \$50,500 Ambulance Billing Services; \$300,000 EMS revenue increase.
- \* \$4,150 Inventory tracking software maintenance
- \* \$300,000 EMS Revenue increase

**Expenditures FY2020-21:**

- \* \$7,500 Staff Development
- \* \$12,708 Station Alerting System Annual Maintenance
- \* \$23,115 County Communications and County HazMat/OES contribution increase
- \* \$4,000 postage increase- HIPAA Compliance
- \* \$50,500 Ambulance Billing Services; \$300,000 EMS revenue increase.
- \* \$4,150 Inventory tracking software maintenance
- \* \$8,600 Data Analytics Package Maintenance
- \* \$5,000 Training Tower Storage Improvements
- \* \$23,700 Rope Rescue Systems Training (\$19,000 OT and \$4,000 staff development)
- \* \$5,000 Station Mattress Upgrade

## 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 in order to make a better South San Francisco.

### VISION:

We will 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:

- Citizen's Academy program, presented since 1998
- Community Academy program in Spanish, presented since 2000
- Youth Academy program for children, 10 to 14, presented since 2015
- Gatepath Academy program, presented since 2017
- Established Summer Youth Academy-2018
- Providing more than 40 community outreach programs and services to our community
- Gang Resistance Education and Training (GREAT) for 450 5<sup>th</sup> grade students
- Numerous Middle School / High School classes on cyber-bullying / digital safety
- Over 30 juveniles participated in Neighborhood Enhancement Action Team (Project NEAT)
- High school juniors and seniors participated in the Every 15 Minutes DUI education program
- Police Explorer program 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 allow community members to interact with police officers

### ACCOMPLISHMENT / INITIATIVE HIGHLIGHTS IN FISCAL YEARS 2018-2019:

- Hosted sessions of the Citizens' Police Academy, Hispanic Community Academy, Youth Police Academy, Gatepath Academy, and Summer Youth Academy

- Neighborhood Response Team (Sergeant / Corporal / 2 Officers)
  - Continued mission – enforcement, intelligence, community relationship building
  - 225 arrests (36 gang related arrests)
  - 983 Field Contacts
- Downtown Bike Patrol (2 Officers)
  - Continued mission – addressing quality of life issues in the Downtown area
  - Worked extensively with the Homeless Outreach Team to assist transient / less-fortunate individuals to find housing and obtain social services
- Created a 3<sup>rd</sup> Captain's position.
- Office of Traffic Safety traffic and DUI enforcement grants. The grant for the 2018 / 2019 year was \$80,000. This is the 11<sup>th</sup> year of the OTS grant partnership – we have received \$1,339,806 to date.
- Awards received:
  - Elena Brennan- Meritorious- FBI/NCRIC
  - Rebecca Dabney - Barbara Hammerman Award - Domestic violence prevention
  - Anthony Pappas - Meritorious - Peninsula Police Officers Association
  - Department received the Sonitrol Award for alarm response times
- Created 4 Part-time Police Service Technicians (PST) and added 2 PST trucks
- Instituted a language line system for the hearing impaired (iPad)
- Placed Narcan in all police vehicles
- Instituted the permit process for Commercial Cannabis
- Sent 23 officers through Crisis Intervention Training

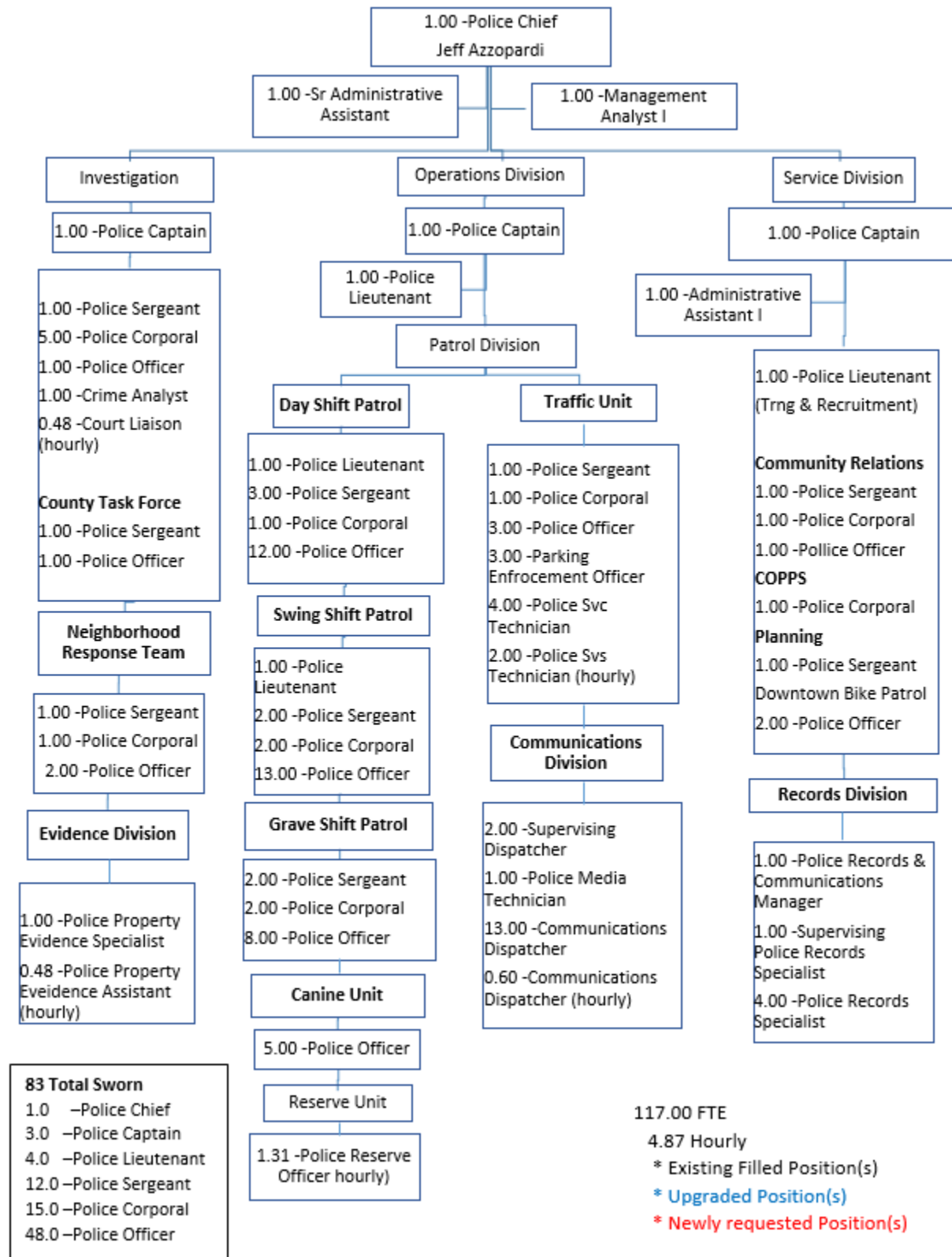
**OBJECTIVES FOR FISCAL YEARS 2019-2020:**

- Maintain full staffing levels and retain high quality employees
- Ongoing planning for future Police Operations Center
- Continue partnership with the Drug Enforcement Agency (DEA) Task Force
- Finalize Public Records Act (PRA) request protocol
- Involvement in community meetings to educate citizens on immigration enforcement issues
- Administer the Alcohol Beverage Control (ABC) grant
- Gain compliance with SB 978 by placing all policies on city website

**BUDGET HIGHLIGHTS FOR FISCAL YEARS 2019-2021:**

- Department Firearm replacement purchase valued at \$67,000;
- Develop emergency contingency dispatch program with San Mateo County Police Dispatch.



**ORGANIZATION CHART 11: POLICE**



DEPARTMENTAL PAGES

**POLICE POSITION LISTING**

						Change of 2019-20 from 2018-19
Police	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	
Full Time	N155	Police Chief	1.00	1.00	1.00	0.00
Full Time	M280	Police Captain	3.00	3.00	3.00	0.00
Full Time	M275	Police Lieutenant	4.00	4.00	4.00	0.00
Full Time	C165	Police Sergeant	13.00	13.00	13.00	0.00
Full Time	C100	Police Corporal	14.00	14.00	14.00	0.00
Full Time	C115	Police Officer	48.00	48.00	48.00	0.00
Full Time	M285	Police Records & Comm. Manager	1.00	1.00	1.00	0.00
Full Time	C200	Supervising Police Records	1.00	1.00	1.00	0.00
Full Time	C110	Police Property/ Evidence Specialist	1.00	1.00	1.00	0.00
Full Time	C105	Police Records Specialist	4.00	4.00	4.00	0.00
Full Time	C210	Crime Analyst	1.00	1.00	1.00	0.00
Full Time	A365	Supervising Dispatcher	2.00	2.00	2.00	0.00
Full Time	A150	Communications Dispatcher	13.00	13.00	13.00	0.00
Full Time	C175	Parking Enforcement Officer	3.00	3.00	3.00	0.00
Full Time	C125	Police Service Technician	4.00	4.00	4.00	0.00
Full Time	C220	Police Media Technician	1.00	1.00	1.00	0.00
Full Time	O340	Senior Administrative Assistant	1.00	1.00	1.00	0.00
Full Time	M570	Management Analyst I	1.00	1.00	1.00	0.00
Full Time	O315	Administrative Assistant I	1.00	1.00	1.00	0.00
<b>SUBTOTAL Full Time</b>			<b>117.00</b>	<b>117.00</b>	<b>117.00</b>	<b>0.00</b>
Hourly	X445	Communications Dispatcher	0.60	0.60	0.60	0.00
Hourly	X125	Police Service Technician	2.00	2.00	2.00	0.00
Hourly	X190	Police Property/ Evidence Assistant	0.48	0.48	0.48	0.00
Hourly	X193	Police Court Liaison	0.48	0.48	0.48	0.00
Hourly	X325	Police Reserve Officer	1.31	1.31	1.31	0.00
<b>SUBTOTAL Hourly</b>			<b>4.87</b>	<b>4.87</b>	<b>4.87</b>	<b>0.00</b>
<b>TOTAL FTE- Police</b>			<b>121.87</b>	<b>121.87</b>	<b>121.87</b>	<b>0.00</b>

## DEPARTMENTAL PAGES

### POLICE EXPENDITURE SUMMARY

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease) FY18-19 Adopted
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	
Payroll	\$ 23,405,280	\$ 25,806,216	\$ 25,833,216	\$ 27,515,501	\$ 28,397,418	6.6%
Supplies & Services	1,440,215	1,460,157	1,513,157	1,520,157	1,567,157	4.1%
Capital Outlay	-	50,000	50,000	-	-	-100.0%
Interdepartmental Charges	1,793,510	1,858,102	1,858,102	1,891,262	1,970,653	1.8%
<b>Total Expenditures</b>	<b>\$ 26,639,005</b>	<b>\$ 29,174,475</b>	<b>\$ 29,254,475</b>	<b>30,926,920</b>	<b>\$ 31,935,228</b>	<b>6.0%</b>

### DEPARTMENTAL CHANGES & HIGHLIGHTS:

#### Expenditures FY2019-20:

\* \$60,000 Yearly Ammunition Supply; Offset by Police Asset Seizure Fund

#### Expenditures FY2020-21:

\* \$67,000 Replacement of Duty Handguns w/ Accessories; Offset by Police Asset Seizure Fund and Public Safety Impact Fee

\* \$40,000 Increase recruitment budget

## **PUBLIC WORKS**

### **MISSION STATEMENT:**

The Public Works Department maintains the City infrastructure, runs the Water Quality Control Plant, provides maintenance for the City's vehicles and large equipment, and oversees the Parking District.

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:

- Responding to service requests and resolving infrastructure maintenance issues as they arise in a timely manner;
- Ensuring the City's physical assets are in operable condition 24/7;
- Enforcing environmental regulations through the Environmental Compliance program; and
- Rehabilitating and improving the City's infrastructure through the Capital Improvement Program.

### **ACCOMPLISHMENTS/INITIATIVE HIGHLIGHTS IN FISCAL YEAR 2018-2019:**

#### **Administration Division**

- Launched operation of overflow shuttle for Free South City Shuttle.
- Launched counterclockwise route for Free South City Shuttle.
- Implementation/transition to online payroll system for PW staff.
- Uploaded departmental strategic plans in Envisio.
- Awarded additional \$836,000 in SMC Transportation Authority funds for two years of South City Shuttle operations.
- Continuation of bike sharing pilot program with Lime citywide (16 mos. as of December).
- Secured \$53,403,000 in low interest state revolving funds loan for WQCP Wet Weather and Digester Improvements Project.
- Launched pilot car share program with Getaround, leasing 5 spaces in the Miller Avenue Parking Garage.
- Negotiated license agreement with EVgo to provide 4 high powered electric vehicle chargers at the Miller Avenue Parking Garage.
- Implemented new project management software for the CIP program facilitating communication and project delivery between project managers and staff.
- Installed new wayfinding signage and counting systems for the Miller Avenue Parking Garage.

#### **Engineering Division**

- Completed the following projects:
  - Replacement of the City Hall roof.
  - Storm drain emergency repair at Junipero Serra at Westborough Boulevard.

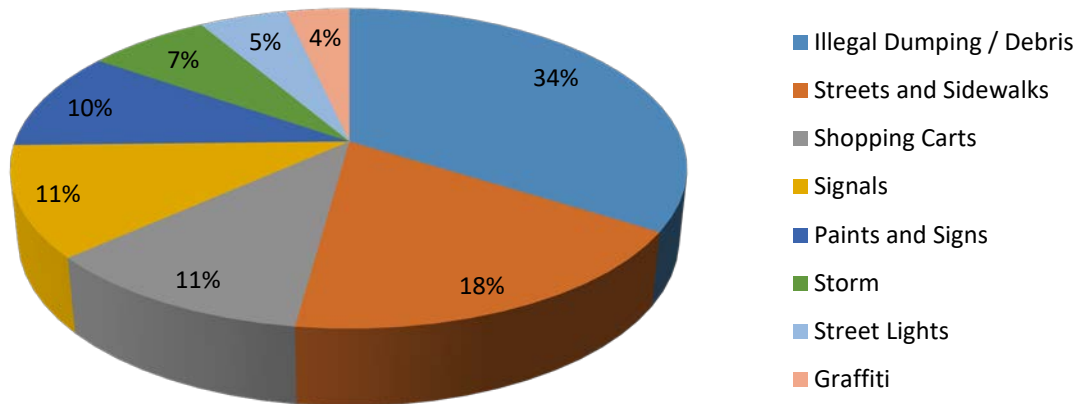
- Emergency repair and replacement of the South Airport Boulevard Bridge.
- Junipero Serra Boulevard – King Drive Intersection Improvement Project.
- Renovation and upgrade of Sign Hill communication hub.
- Haskin Sidewalk Gap Closure Project.
- Design of the Linden Avenue Traffic Calming Improvement.
- Construction of 8.3 miles of the 2018 Street Surface Seal Project.
- Design of 1.5 miles of the Street Rehabilitation Project (construction begins in 2019).
- Alta Loma Park Renovation Project.
- City's first implementation of a comprehensive neighborhood traffic calming plan in the Avalon-Brentwood Neighborhood.
- Design of the Antoinette Lane Underground Utility District.
- Pavement delineation work at Magnolia Senior Center and Siebecker Preschool parking lots.
- Francisco Terrace Storm Drain Flood Improvement Project.
- South Airport Bridge replacement
- Awarded a design/construction grant from Bay Area Air Quality Management District for the South San Francisco Bicycle Connectivity Project: South.
- Issued 767 transportation permits.
- Issued 15 grading and hauling permits.
- Issued 607 encroachment permits.
- Issued 30 On-Call Agreements with various engineering firms.
- Issued 80 task orders for various engineering work.
- Advertised 10 CIP construction projects on eBidboard.
- Advertised 15 RFP/RFQs on eBidboard.
- Studied, discussed and responded to 143 traffic related Traffic Advisory Committee requests.
- Performed 120 planning and 1,000 Building plan check reviews.
- Provided coordination and inspection services for major development projects including; 988 El Camino Real, 213 East Grand Avenue, 201 Haskins Way, 1000 Gateway Boulevard, The Cove, and Genesis Towers 1 and 2.
- Hosted various community meetings to address resident concerns: Linden-Spruce (2/7/18), Sunshine Gardens (7/2/18 and 11/26/18), Hillside/Sister Cities (7/24/18 and 11/27/18), Caltrain Grade Separation Project (7/10/18), FEMA Flood Insurance Rate Maps (10/2/18), and US 101/Produce Avenue Interchange Project (10/9/18).
- Projects in progress:
  - Gateway Sign Implementation Project (installation and activation of two monuments signs completed).
  - Sanitary Sewer & Manhole Replacement & Rehabilitation Project.
  - Sewer Master Plan.
  - Environmental phase of the US 101 Produce Avenue Interchange Project.
  - Design of Fire Station 64 Dormitory and Bathroom Remodel.

- Working with PG&E on installing electric vehicle charging stations throughout the City.
- Electric Vehicle Master Plan.
- Traffic Impact Fee Study.
- Early design study for Caltrain South Linden Grade Separation Project.
- Construction of Caltrain Station Improvement Project.
- Design and master plan of the Grand Avenue Streetscape Project.
- Construction on Phase I and II of the Grand Boulevard Initiative Project.
- Design work for a new traffic signal at Spruce Avenue and Commercial Avenue.
- Adaptive Traffic Signal System project
- Orange Memorial Park Stormwater Capture Project
- Filed an application for funding with MTC for 3<sup>rd</sup> Avenue Rail Extension Feasibility Study.
- Established the Mission Street Underground Utility District.
- Awarded Innovation Deployments to Enhance Arterials (IDEA) grant for \$532,000 by the Metropolitan Transportation Commission.
- Started to update the City's Bicycle and Pedestrian Master Plans and Infrastructure.
- Started the design of bicycle improvements for the South San Francisco Bicycle Connectivity Project: North.

#### **Maintenance Division**

- 12 Mile Creek at Antoinette Avenue – raised the level of the creek walls to minimize flooding impacts to surrounding housing developments.
- Avalon neighborhood (359 Valverde Drive): Increased efficiency of receiving storm water into neighborhood. A dedicated 12" storm main was installed to capture and drain local storm water. The existing 48" storm main receiving storm water west of 280 was lined to decrease static water flow and increase the life of the infrastructure.
- Storm drain improvements in the Francisco Terrace neighborhood to minimize localized flooding during heavy rain events.
- Installed digital real-time parking counter/wayfinding signs for Miller Parking Garage at 4 locations in the downtown area.
- Constructed foundations for new Parks & Recreation sculpture installations at several locations.
- Coordinated emergency repair of failed storm line segment at Junipero Serra Boulevard and Westborough Boulevard.
- Street lighting improvements in Pecks Lot neighborhood based upon community survey.
- Hickey Boulevard and Longford Drive intersection signal timing/phasing.
- Installed remote manhole monitors to alert Public Works of potential sewer issues before an overflow occurs.
- Pipe lining of 100 lineal feet of city sewer main.
- Storm main pipe lining of 100 lineal feet at Mission Road and Grand Avenue.
- Installation of 14 backflow preventers in Francisco Terrace neighborhood.

- Addressed a total of 3,815 requests for service from the public.



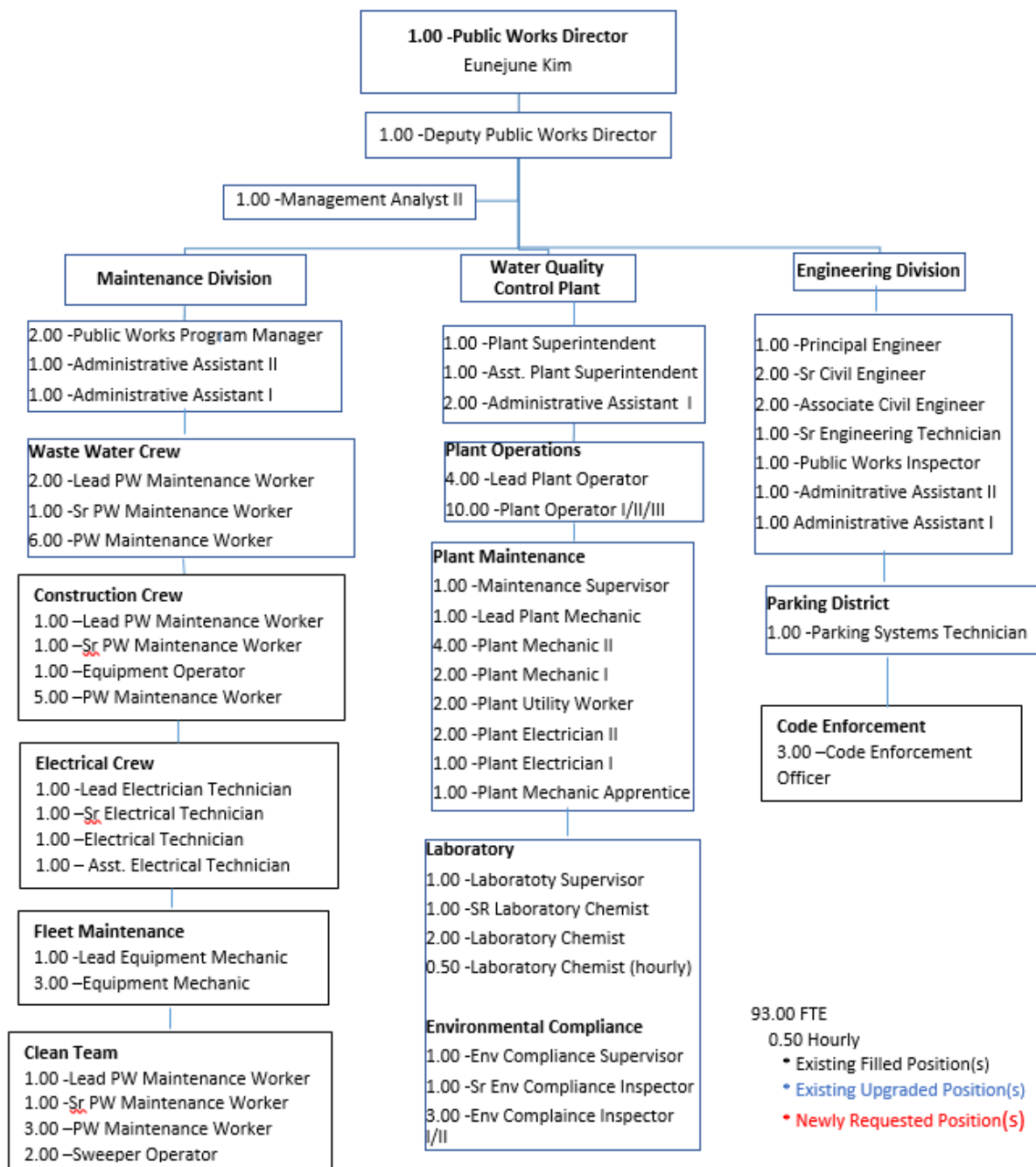
#### Water Quality Control Plant (WQCP) Division

- Refurbishment of all Sanitary Sewer pump station sewer grinders
- Continued Community Outreach
  - Plant Tours
  - Farmers Market
  - Citizens Academy
- Phosphorus & ammonia partnership study with Genentech
- Demonstration testing of Huber primary sludge screening technology
- Updated and upgraded Operations Control Center technology to improve plant process monitoring capabilities.
- Improved landscaping at plant entrance – coordinated appropriate native drought tolerant plant selection with Parks Department.
- Bayworks & SFPUC Partnership for Training and Resource Exchange Program
- Plant Wide implementation of ammonia and PH monitoring meters
- SSF Environmental Compliance staff hosted clean up events
  - National Rivers Day Colma Creek Cleanup event in coordination with San Mateo County staff and collected 234 gallons of trash
  - Coastal Cleanup 950 gallons of trash 100 volunteers
- Successfully passed National Pollution Discharge Elimination System (NPDES) state inspection
- Supervisory control (SCADA) monitoring upgrade to WQCP and pump stations
- Coordinated Wonderware Smart Glance monitoring application with IT – allows staff to monitor plant processes in real-time from a connected tablet or smart phone.
- Updated WQCP conference room technology to improve meeting facilitation
- Installed GEOS satellite uplink for NOAA flood warning monitoring at Upper Colma Creek

- Replaced plant utility cart vehicles
- Authored and implement low-income sewer rebate program
- WQCP capacity and reliability improvement under construction - \$50 million

**DEPARTMENT GOALS FISCAL YEAR 2019-2020:**

- Completion of phases I and III of Grand Boulevard Initiative project.
- Completion of Gateway Monument signs.
- Complete re-issuance of Sewer System Management Plan.
- Complete re-issuance of National Pollutant Discharge Elimination System.
- Implementation of East of 101 Adaptive Traffic Signal System.
- Adopt Green Infrastructure Plan.
- Select site and develop conceptual design of second parking garage.
- Kilroy Oyster Point Development new Marina Boulevard and related infrastructure.
- Fill and train all open positions department-wide in line with the City's succession plan.
- Continue encouraging staff development through training and growth assignments in line with the City's succession plan.
- Replacement of station alarm systems at the Water Quality Control Plant.

**ORGANIZATION CHART 12: PUBLIC WORKS**



# DEPARTMENTAL PAGES

## PUBLIC WORKS POSITION LISTING

Public Works	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Full Time	N160	Director Of Public Works/City Eng	1.00	1.00	1.00	0.00
Full Time	M795	Public Works Administrator **	1.00	0.00	1.00	-1.00
Full Time	M820	Deputy Public Works Director	1.00	1.00	1.00	0.00
Full Time	M760	Principal Engineer	1.00	1.00	1.00	0.00
Full Time	M340	Sr Civil Engineer	2.00	2.00	2.00	0.00
Full Time	M115	Associate Civil Engineer	2.00	2.00	2.00	0.00
Full Time	A168	Sr Engineering Technician	1.00	1.00	1.00	0.00
Full Time	M750	Public Works Program Manager	2.00	2.00	2.00	0.00
Full Time	M560	Management Analyst II	1.00	1.00	1.00	0.00
Full Time	A500	Sr Electrical Technician	1.00	1.00	1.00	0.00
Full Time	A370	Sweeper Operator	2.00	2.00	2.00	0.00
Full Time	A200	Lead Public Works Maintenance Wc	4.00	4.00	4.00	0.00
Full Time	A360	Sr Public Works Maintenance Work	3.00	3.00	3.00	0.00
Full Time	A275	Public Works Maintenance Worker	14.00	14.00	14.00	0.00
Full Time	A345	Lead Equipment Mechanic	1.00	1.00	1.00	0.00
Full Time	A335	Lead Electrical Technician	1.00	1.00	1.00	0.00
Full Time	A120	Assistant Electrical Technician	1.00	1.00	1.00	0.00
Full Time	A160	Electrical Technician	1.00	1.00	1.00	0.00
Full Time	A310	Public Works Inspector	1.00	1.00	1.00	0.00
Full Time	A175	Equipment Operator	1.00	1.00	1.00	0.00
Full Time	A170	Equipment Mechanic	3.00	3.00	3.00	0.00
Full Time	M355	Plant Superintendent	1.00	1.00	1.00	0.00
Full Time	M465	Assistant Plant Superintendent	1.00	1.00	1.00	0.00
Full Time	M745	WQCP Maintenance Supervisor	1.00	1.00	1.00	0.00
Full Time	M450	Environmental Compliance Supervis	1.00	1.00	1.00	0.00
Full Time	M220	Laboratory Supervisor	1.00	1.00	1.00	0.00
Full Time	D190	Lead Plant Operator	4.00	4.00	4.00	0.00
Full Time	D180	Lead Plant Mechanic	1.00	1.00	1.00	0.00
Full Time	D170	Sr Laboratory Chemist	1.00	1.00	1.00	0.00
Full Time	D160	Sr Environmental Compliance Inspe	1.00	1.00	1.00	0.00
Full Time	D155	Environmental Compliance Inspectc	3.00	3.00	3.00	0.00
Full Time	D200	Plant Operator III	8.00	8.00	8.00	0.00
Full Time	D145	Plant Operator I	2.00	2.00	2.00	0.00
Full Time	D140	Plant Electrician II	2.00	2.00	2.00	0.00
Full Time	D135	Plant Mechanic II	4.00	4.00	4.00	0.00
Full Time	D125	Plant Utility Worker	2.00	2.00	2.00	0.00
Full Time	D120	Laboratory Chemist	2.00	2.00	2.00	0.00
Full Time	D105	Plant Electrician I	1.00	1.00	1.00	0.00
Full Time	D130	Plant Mechanic I	2.00	2.00	2.00	0.00
Full Time	D220	Plant Mechanic, Apprentice	1.00	1.00	1.00	0.00
Full Time	O310	Administrative Assistant II	2.00	2.00	2.00	0.00
Full Time	O315	Administrative Assistant I	4.00	4.00	4.00	0.00
Full Time	A145	Code Enforcement Officer	3.00	3.00	3.00	0.00
Full Time	A245	Parking System Technician	1.00	1.00	1.00	0.00
<b>SUBTOTAL Full Time</b>			<b>94.00</b>	<b>93.00</b>	<b>94.00</b>	<b>-1.00</b>
Hourly	X545	Laboratory Chemist	0.50	0.50	0.50	0.00
<b>SUBTOTAL Hourly</b>			<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
<b>TOTAL - Public Works</b>			<b>94.50</b>	<b>93.50</b>	<b>94.50</b>	<b>-1.00</b>

\*\* Remove Public Works Administrator (M795) in FY19-20

## DEPARTMENTAL PAGES

### PUBLIC WORKS EXPENDITURE SUMMARY

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease) FY18-19 Adopted
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	
Payroll	\$ 13,432,973	\$ 14,179,589	\$ 14,731,352	\$ 14,066,237	\$ 14,489,814	-0.8%
Supplies & Services	10,361,158	11,897,377	12,449,356	10,905,077	11,927,077	-8.3%
Capital Outlay	4,459,791	276,000	276,000	-	-	-100.0%
Debt Service	964,352	5,707,526	5,707,526	5,704,928	5,216,941	0.0%
Interdepartmental Charges	2,776,215	2,804,382	2,804,382	2,960,165	2,971,748	5.6%
<b>Total Expenditures</b>	<b>\$ 31,994,488</b>	<b>\$ 34,864,874</b>	<b>\$ 35,968,616</b>	<b>\$ 33,636,407</b>	<b>\$ 34,605,580</b>	<b>-3.5%</b>

### DEPARTMENTAL CHANGES & HIGHLIGHTS:

#### Expenditures FY2019-20:

- \* \$3,000 New Bluebeam Revu Software
- \* \$25,000 Storm Water Consulting Service
- \* \$75,000 Parking District Professional Services
- \* \$20,000 Consulting Services for Code Enforcement

#### Expenditures FY2020-21:

- \* \$25,000 Storm Water Consulting Service
- \* \$75,000 Parking District Professional Services
- \* \$1,145,000 South City Shuttle 2020-2022

## 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 YEARS 2017-18 and 2018-19:

- Completed schematic design of new library and community center.
- In FY 2017-2018, the Library secured \$515,082 in grant funding, including \$70,000 for STEAM programming at the libraries and the Community Learning Center; in FY 2018-2019, the Library secured \$480,000 in grant funding, including \$75,000 for STEAM programming.
- Implemented grant-funded upgrade of wireless access points in both libraries: wireless network speeds increased to 189 – 220 Mbps and Apple MacBooks were added for expansion of digital literacy classes.

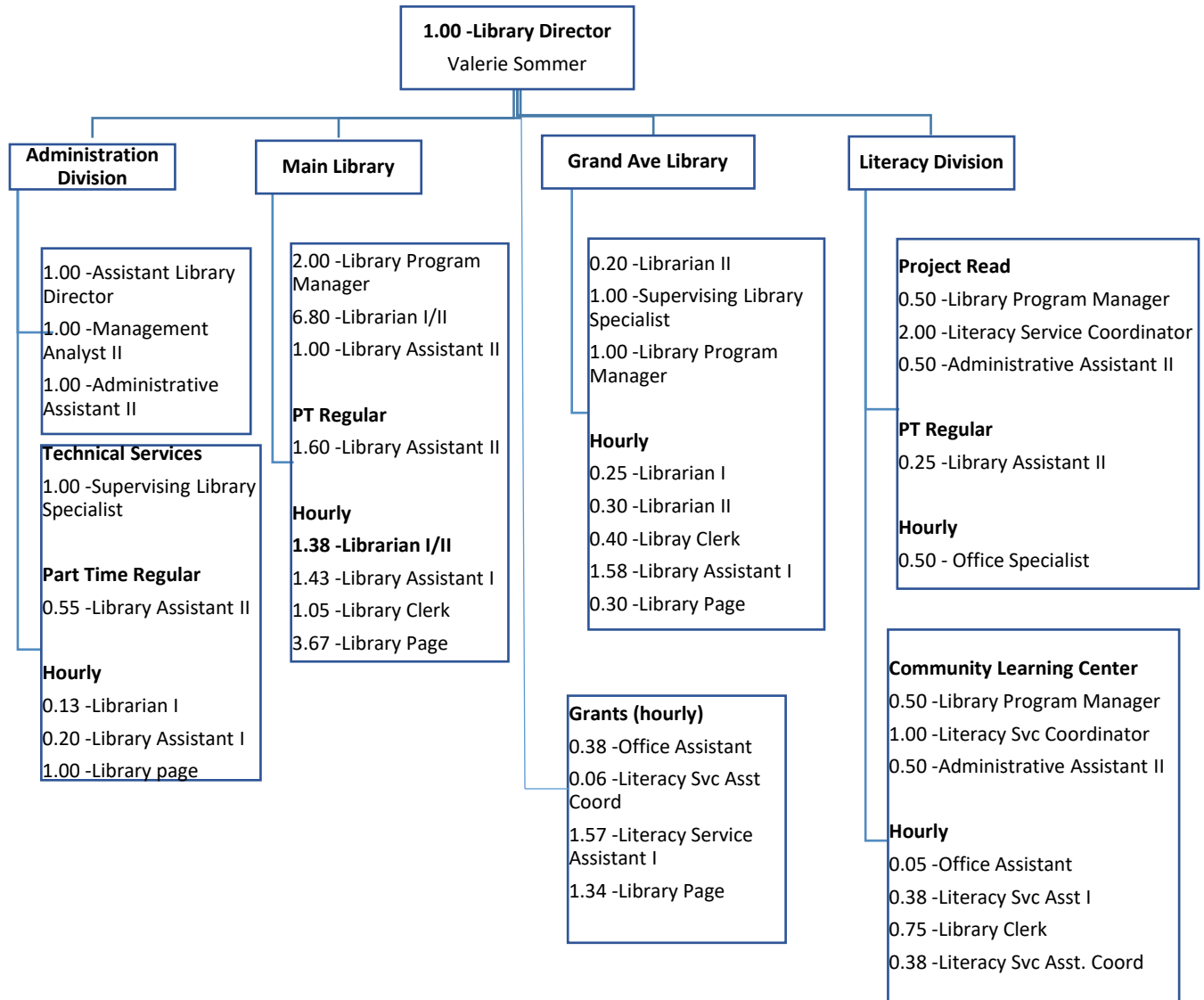
- By-the-numbers accomplishments for 2017-18 include: 542,230 items checked out; over 631,000 login sessions to computers and Wi-Fi; 64,141 attendees at 2,336 programs; 9,412 learning sessions at Tech Drop-In; and 14,000 volunteer hours, equal to 7 FTE.
- Established the Veterans Connect resource center at Main Library, a grant-funded program staffed by volunteers to connect Veterans with benefits and services
- Provided two site coaches for Big Lift Inspiring Summer camp each year at Spruce Elementary and Los Cerritos Elementary.
- Library services and facilities ranked #2 and #3 in satisfaction in the City's Resident Survey of 2017/18.
- Served as a San Mateo County Voting Center for 2018 mid-term elections, with 2,305 ballots cast in-person and large drop-off counts exceeding expectations.
- Received \$10,000 grant to makeover the Makerspace at the Main Library with modular furniture and equipment.
- Expanded services for at-risk youth, including establishment of Adult 101 classes, an afterschool teen gaming and activity zone at the Grand Ave. branch and a computer animation project for outgoing fifth-graders at the Community Learning Center.
- In a County-wide celebration of 20 years of First 5 San Mateo County, Project Read's Learning Wheels outreach van service received the 2018 *Spotlight on Excellence Award*.
- Implemented Auto-Renewal across the library system, a popular improvement to the user experience.
- Election of local educator Rue Randall Clifford to the California Library Association Hall of Fame for her role in establishing library services in South San Francisco.
- Completed initial phase of staff safety engagement of surveying employees, conducting safety engagement meetings, and generation of departmental Staff Safety Engagement Report with ten safety recommendations coming from employees; in addition, Assistant Library Director completed DuPont STOP Safety Observation Training.
- Project Read's 26th Annual Trivia Challenge on Friday, November 16, 2018 was a great success, with 30 teams, 350+ registrations and earning approximately \$39,000 to support adult and family literacy programs.
- Project Read's *I am a Writer* project participants published a book of 24 Tutor and Learner stories.
- Expanded foreign language collections, including a grant for children's books
- Established "Quick Picks", a collection of non-reservable high-demand books and DVDs - another improvement to customer service.
- Conducted local history walking tours and presentations on African American History Month, Alice Bulos, Rue Randall Clifford.
- Expanded local history collections to include additional digitized newspapers, 12 panoramic images and 47 oral history recordings.
- Thanks to support from the California State Library, our Library is providing free direct access to the New York Times from 1851 to present; check out our website at [www.ssf.net/library](http://www.ssf.net/library) to connect.
- Completed staff-wide training on public libraries, exploring history, values, trends
- Introduced two streaming video services to the library collection, consisting of award-winning arthouse, independent, international and non-fiction films and television
- Established robust weekly staff training and development program.
- Completed an Emergency Action Plan for Main and Grand libraries, including installation of panic buttons, camera, and alarm system at Main Library.

- Introduced *Kidz in Motion*, a popular “literacy through movement” program that has now expanded to two weekly sessions.

**OBJECTIVES FOR FISCAL YEARS 2018-19 and 2020-21:**

- Continue to plan the New Main Library and Community Center in collaboration with City staff. The timeline for 2019-20 includes completing the design phase, conducting a fundraising campaign, and breaking ground on construction.
- Collaborate on a celebration event for the 100 year anniversary of City Hall in November 2020.
- Conduct an employee engagement initiative, culminating in the review and updating of the library’s mission statement.
- Complete the department’s staff safety engagement project, implementing the report’s ten recommendations to improve workplace safety.
- Complete pilot of Student Success Initiative, a statewide project for enabling systematic registration of library cards at the school level.
- Update online collection of Local History with newly digitized images and oral history recordings.
- Complete the grant-funded update and refresh of the Makerspace at Main Library.
- Expand Project Read one-on-one tutoring and support services for families and incorporate group tutoring at the SSFUSD Adult School.
- Support City outreach and education for the upcoming 2020 Census.

**ORGANIZATION CHART 13: LIBRARY**



22.00 FTE

2.40 PT Regular

17.09 Hourly

\* Existing Filled Position(s)

\*Existing Upgraded Position(s)

\* Newly Requested Position(s)

## DEPARTMENTAL PAGES

## LIBRARY POSITION LISTING

						Change of 2019-20 from 2018-19
Library	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	
Full Time	N110	Library Director	1.00	1.00	1.00	0.00
Full Time	M640	Assistant Library Director	1.00	1.00	1.00	0.00
Full Time	M560	Management Analyst II	1.00	1.00	1.00	0.00
Full Time	M235	Library Program Manager	4.00	4.00	4.00	0.00
Full Time	A445	Literacy Services Coordinator	3.00	3.00	3.00	0.00
Full Time	A670	Supervising Library Assistant	2.00	2.00	2.00	0.00
Full Time	A240	Librarian II	6.00	6.00	6.00	0.00
Full Time	A215	Library Assistant II	1.00	1.00	1.00	0.00
Full Time	A210	Librarian I	1.00	1.00	1.00	0.00
Full Time	O310	Administrative Assistant II	2.00	2.00	2.00	0.00
<b>SUBTOTAL Full Time</b>			<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>
PT Regular	A215	Library Assistant II	2.40	2.40	2.40	0.00
<b>Full Time</b>	<b>SUBTOTAL PT Regular</b>		<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>0.00</b>
Hourly	X210	Librarian I	1.26	1.26	1.26	0.00
Hourly	X220	Library Assistant I	3.20	3.21	3.21	0.00
Hourly	X235	Library Clerk	2.20	2.20	2.20	0.00
Hourly	X250	Library Page	6.31	6.31	6.31	0.00
Hourly	X415	Office Specialist	0.50	0.50	0.50	0.00
Hourly	X440	Office Assistant	0.43	0.81	0.81	0.38
Hourly	X655	Literacy Services Asst. Coord.	0.44	0.44	0.44	0.00
Hourly	X665	Literacy Services Asst. I	1.95	1.57	1.57	-0.38
Hourly	X670	Librarian II	0.80	0.80	0.80	0.00
<b>SUBTOTAL Hourly</b>			<b>17.09</b>	<b>17.09</b>	<b>17.09</b>	<b>0.01</b>
<b>TOTAL FTE - Library</b>			<b>41.49</b>	<b>41.49</b>	<b>41.49</b>	<b>0.00</b>

**LIBRARY DEPARTMENT EXPENDITURE SUMMARY**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease) FY18-19
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	Adopted
Payroll	\$ 4,126,238	\$ 4,458,759	\$ 4,662,658	\$ 4,613,782	\$ 4,737,282	3.5%
Supplies & Services	801,998	867,500	974,608	944,375	867,500	8.9%
Interdepartmental Charges	464,041	480,034	480,034	573,980	638,314	19.6%
<b>Total Expenditures</b>	<b>\$ 5,392,277</b>	<b>\$ 5,806,294</b>	<b>\$ 6,117,300</b>	<b>\$ 6,132,137</b>	<b>\$ 6,243,097</b>	<b>5.6%</b>

**DEPARTMENTAL CHANGES & HIGHLIGHTS:****Expenditures FY2019-20:**

- \* \$7,000 Envisionware Manageware Consoles
- \* \$15,000 E-books (Overdrive)
- \* \$11,550 Internship
- \* \$15,000 Digital Resources
- \* \$10,325 Increase delivery cost for Library items
- \* \$16,000 RFID Equipment Warranty
- \* \$2,000 Book & video collections

**Expenditures FY2020-21:**

- \* \$15,000 E-books (Overdrive)
- \* \$11,550 Internship
- \* \$15,000 Digital Resources
- \* \$10,325 Increase delivery cost for Library items
- \* \$16,000 RFID Equipment Warranty



## INFORMATION TECHNOLOGY



### 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 for their particular unique technology needs.

### THE DEPARTMENT SUPPORT ITS MISSION TO THE CITY THROUGH:

- Training city staff on use of software
- Upgrading software applications to keep current
- Network security
- Using technology to advance the business processes
- Maintaining the backup of data and systems

### ACCOMPLISHMENT/INITIATIVE HIGHLIGHTS IN FISCAL YEARS 2017-2018 and 2018- 2019:

- Moved the IT department from 200 Linden to 329 Miller due to sale of existing building; and
- Installed surveillance cameras at City Hall to improve security; and
- Upgraded network switches in preparation for future phone system upgrade. Improved resiliency by redesigning the network to a fiber ring between core buildings. ; and
- Utilize Amazon cloud services for offsite backup and partnered with WAVE to build a disaster recovery site in Sacramento for server fail over; and
- Upgraded the City council chambers master control system; and
- Improved network bandwidth for Fire Station 62, 64, 65 ; and
- Collaborated with Public Works and Planning Division to develop an Open Trench Notification Ordinance requiring contractors to allow others to install conduit when the project is over 900 feet; and
- Completed the RFP and selection process for the City phone system replacement and started implementation to the new unified communication VoIP system; and

## DEPARTMENTAL PAGES

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- Installed Internet service and Wi-Fi at the Westborough Preschool and Social building; and
  - Continue day-to-day IT support for all departments, while maintaining and upgrading back-end software and hardware for operational stability; and
  - Completed a five year IT Strategic Plan
  - Hired a new systems administrator; and
  - Migrated the City external Domain Naming Services (DNS) to a new provider.
- Department Project Support
  - Collaborated with departments to develop interactive maps for analysis or inventory purposes; and
  - Assisted with departmental digitizing projects and importing into our document repository for easy searching; and
  - Collaborated with Human Resources and Finance Department to successfully implement the new payroll and digital timecard system; and
  - Successfully implemented phase 2 of the online permitting portal for plan submittals. This reduced the Building Department staff time creating permits, and reduction in paper drawings; and
  - Collaborated with police department to move toward utilizing the City Document Repository software. Phase 1 is to sign the contract with current ; and
  - Worked with the Water Quality Control Plant to upgrade the SCADA system to new a virtual environment; and
  - Migrated the Police department firewall to 2<sup>nd</sup> Generation model; and
  - Successfully upgraded and migrated the Finance cashiering software.
- Continued to provide technical support to The Town of Hillsborough

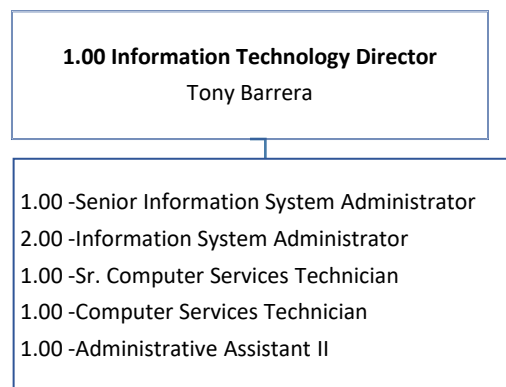
### **OBJECTIVES FOR FISCAL YEAR 2019-2020:**

- IT System
  - Partner with San Mateo County to provide free Wi-Fi to the downtown area; and
  - Expand Wi-Fi service at selected parks thorough-out the City; and
  - Implement a new contract management system with digital signatures; and
  - Coordinate implementation of upgraded permitting software; and
  - Create new ticketing system for IT support calls; and
  - Continue to explore Public Private Partnership opportunities; and
  - Complete the new phone system upgrade; and
  - Day-to-day IT support for all departments; and
  - Continue to assess existing IT costs for reduction and efficiencies; and
  - Hire system administrator to complete IT staffing; and
  - Collaborate with the City Civic Campus team to ensure a successfully project; and
- Department Project Support
  - Continue to expand Geographic Information System (GIS) functionality with open data layers, interactive maps; and
  - Continue to assist departments with digitizing documents.
- Continue to provide technical support to The Town of Hillsborough

**OBJECTIVES FOR FISCAL YEAR 2020-2021:**

- IT System
  - Move City email to cloud based Office 365 environment; and
  - Continue to expand Wi-Fi at selected City parks; and
  - Replace the City Video Management System; and
  - Expand surveillance cameras on the Centennial Trail.
- Department Project Support
  - Continue to expand Geographic Information System (GIS) functionality with open data layers and interactive maps; and
  - Continue to assist with departments with digitizing projects; and
  - Collaborate with the Police department to place surveillance cameras at the freeway entrances.
- Continue to provide technical support to The Town of Hillsborough

**ORGANIZATION CHART 14: INFORMATION TECHNOLOGY**



7.00 FTE

\* Existing Filled Position(s)

\* Existing Upgraded Position(s)

\* Newly Requested Position(s)

**INFORMATION TECHNOLOGY POSITION LISTING**

Information Technology	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Full Time	N165	Information Technology Director	1.00	1.00	1.00	0.00
Full Time	M650	Information Systems Administrator	2.00	2.00	2.00	0.00
Full Time	M790	Senior Information Systems Administ	1.00	1.00	1.00	0.00
Full Time	O310	Administrative Assistant II	1.00	1.00	1.00	0.00
Full Time	O525	Computer Services Technician	1.00	1.00	1.00	0.00
Full Time	O530	Senior Computer Services Technician	1.00	1.00	1.00	0.00
<b>SUBTOTAL Full Time</b>			<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
<b>TOTAL FTE- Information Technology</b>			<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>

\* 1 FTE removed- Computer Services Technician and upgrade to Senior Services Technician

\* 1 FTE removed- IT Manager and upgrade to Information Technology Director

**INFORMATION TECHNOLOGY EXPENDITURE SUMMARY**

All Operating Funds	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Increase/ (decrease) FY18-19 Adopted
Payroll	\$ 1,145,674	\$ 1,313,513	\$ 1,313,513	\$ 1,555,490	\$ 1,378,275	18.4%
Supplies & Services	1,078,430	1,739,317	2,470,574	2,096,467	2,094,317	20.5%
Interdepartmental Charges	11,077	11,845	11,845	10,444	10,469	-11.8%
<b>Total Expenditures</b>	<b>\$ 2,235,181</b>	<b>\$ 3,064,676</b>	<b>\$ 3,795,933</b>	<b>\$ 3,662,401</b>	<b>\$ 3,483,061</b>	<b>19.5%</b>

**DEPARTMENTAL CHANGES & HIGHLIGHTS:****Expenditures FY2019-20:**

- \* \$50,000 Trakit Permitting System Upgrade
- \* \$60,000 Digital Conversion of City Documents
- \* \$150,000 GIS Consultant Services
- \* \$30,000 Trakit Support and Maintenance
- \* \$8,000 Police Car Computers -Maintenance

**Expenditures FY2020-21:**

- \* \$150,000 GIS Consultant Services
- \* \$30,000 Trakit Support and Maintenance
- \* \$8,000 Police Car Computers -Maintenance
- \* \$220,000 Move email to the cloud
- \* \$80,000 New Surveillance System maintenance

## PARKS & RECREATION DEPARTMENT



### MISSION STATEMENT:

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

### THE DEPARTMENT SUPPORTS ITS MISSION TO THE CITY THROUGH THE ACTIVITIES OF THREE DIVISIONS:

- **Parks Division** - Creating and sustaining parks and open spaces that are safe, clean, and sustainable;
- **Facilities Division** - Managing and maintaining public buildings that are functional, active, and efficient; and
- **Recreation Division** - Sponsoring recreation and enrichment programs that meet community needs, 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 2017-18:

- Replaced the Department's twenty year old program registration and facility reservation software with CivicRec, a more intuitive and user-friendly system for staff and the public to navigate recreation offerings;
- Collected \$4,481,565 in revenue from Recreation Programs and \$543,667 in grant funds for a total of \$5,025,232;
- Expanded Concert in the Park to include a Family Fun Zone where over 1,200 children participated in free activities, and over 6,000 people attended the Concert;

- Installed three new sculptures: *Popsicles*, *Slices of Heaven*, and *Windswept*, with enhanced landscaping;
- Supported the Cultural Arts Commission in hosting two newly-themed art shows; Karaoke Night in conjunction with the annual General Art Show and a Dia de Los Muertos themed show in which over 300 people attended;
- Offered free Recreation Swim to veterans over the Veteran's Day Holiday weekend.
- Increased social offerings to Seniors including a redesigned Senior Holiday Boutique with over 30 vendors and 675 attendees;
- Hosted annual California Coastal Clean Up Day with over 250 volunteers in attendance;
- Collaborated with FutureLab Club at El Camino High School on a pilot science program for children participating in the after-school program;
- Piloted a lottery system for summer camp and After School Recreation Program registration;
- Hosted eight community meetings and neighborhood Town Halls to discuss future park plans, ballfields, the new Civic Campus;
- Received a two-year grant from San Mateo County Supervisor, Dave Pine for invasive weed removal on Sign Hill;
- Received a grant from Habitat Conservation Fund to host youth on a series of hiking trips and an overnight camping experience on San Bruno Mountain;
- Supported fundraising efforts of Friends of Parks and Recreation by hosting two successful paint night events;
- Began implementation of the Parks 11 program with a playground upgrade at Alta Loma Park, with over 200 people attended the ribbon cutting;
- Received a grant for up to 200 15-gallon trees and 200 3-gallon trees and funds for Circle 3.0 tree planting project;
- Acquired a 21-acre parcel of open space on the north side of Sign Hill, now known as Friends of Liberty Park, bringing the total acreage of protected open space to 65.6 acres;
- Purchase of slope mower to improve weed abatement efforts;
- Hired consultants to prepare a citywide Urban Forest Master Plan to care for and manage the City's urban forest;
- Completed improvements to the medians on Hickey Boulevard between Junipero Serra Boulevard and Hilton Avenue and Westborough at Camaritas Avenue;
- Striped two tennis courts at Buri Buri Park with pickleball court striping allowing the courts to be used for both sports;
- Upgraded the Westborough Recreation facility bathrooms; installed new flooring and appliances;
- Upgraded several City facilities with energy efficient lighting, sensors on bathroom fixtures, refreshed flooring, fresh paint and carpets;

- Implemented security and safety measures at City Hall;
- Implemented and standardized an access control system for City-owned and occupied properties;
- Expanded the energy management system for efficient operation of public buildings;
- Expanded cost reduction and sustainability efforts through renewable fiber paper products city-wide;
- Replaced the roof at City Hall;
- Planted 270 new trees city-wide;
- Began construction to renovate Oyster Point Marina Park; participated in planning for the improved beach and waterfront park; and
- Participated in planning and design of the new Community Civic Campus Center and surrounding open space.

**OBJECTIVES FOR FISCAL YEAR 2019-2020:**

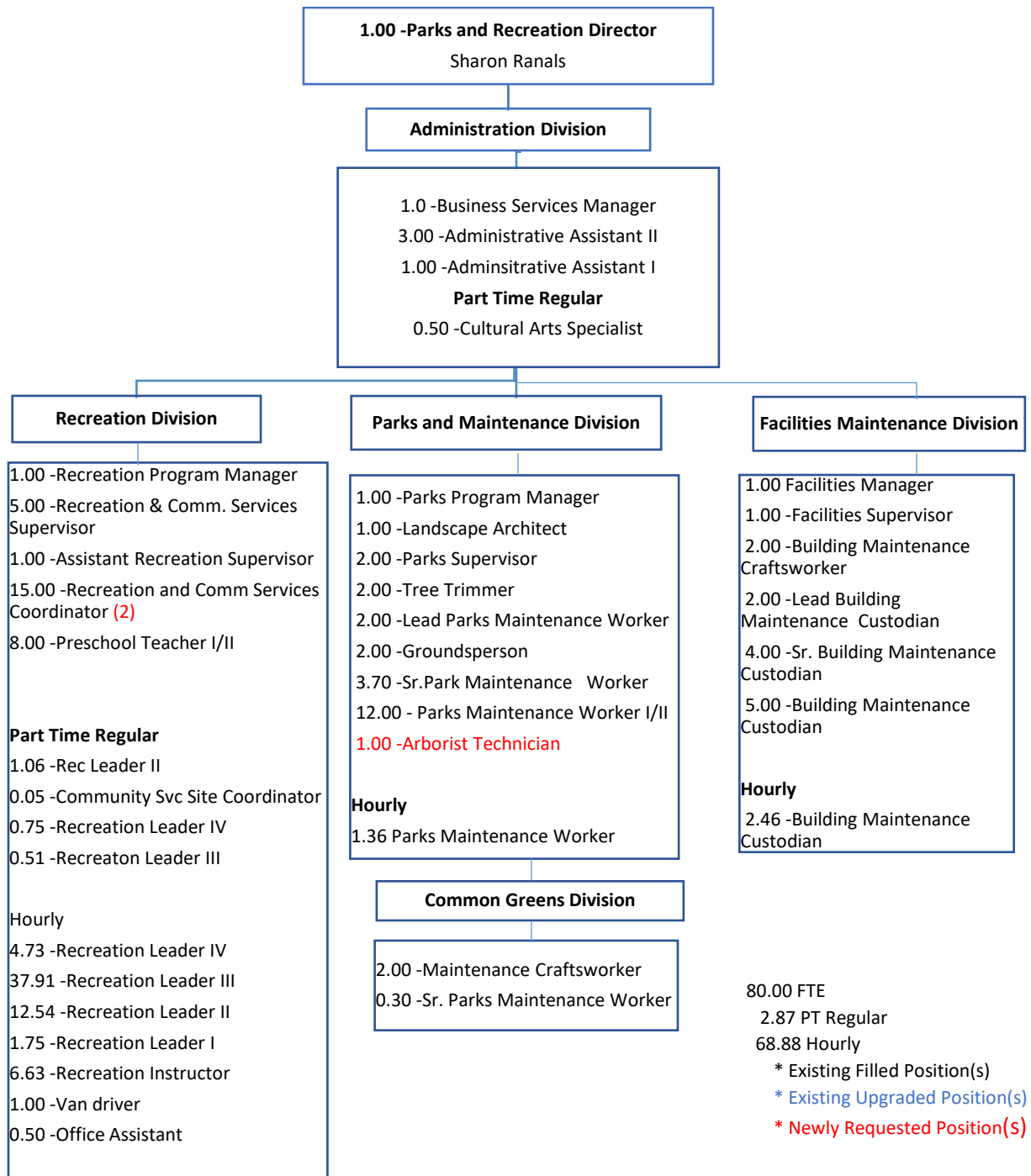
- Support development of the design and building specifications for the Community Civic Campus Center and surrounding open space;
- Seek funding sources to support the development of the Community Civic Campus and surrounding open space;
- Continue to participate in the planning and implementation of the public park and waterfront areas at Oyster Point Marina;
- Continue to expand offerings at the Magnolia Center that will benefit both the emerging baby boomer and traditional senior populations;
- Continue to implement new STEAM and enrichment programs for youth to support a culture of learning and innovation;
- Continue to implement changes to streamline child care registration process;
- Support Public Works in the development of the storm water capture project and reconstruction of the Orange Memorial Park baseball fields;
- Continue to implement the Parks 11 program by renovating Gardiner Park playground and updating the Orange Memorial Park Master Plan;
- Begin the process to digitize permanent records, building plans and specs and community master plans;
- Encourage and support citizen engagement and volunteer involvement in Parks and Recreation programs and facilities through the Parks and Recreation Commission, Cultural Arts Commission, Beautification Committee, Friends of Parks and Recreation, Improving Public Places, Senior Advisory Committee, AARP Tax Assistance Program, co-sponsored groups, and volunteers in various parks and recreation programs;
- Encourage staff development and build a more cohesive team environment, create a culture of innovation and continuous improvement, and actively participated in city-wide leadership and succession development initiatives;
- Expand robust recreation programs, with top tier public parks, facilities, art, and green

- spaces which distinguish South San Francisco locally and regionally; and
- Facilities Maintenance division will implement an annual maintenance plan for HVAC systems, fire sprinkler systems, and system replacements.

**BUDGET HIGHLIGHTS FOR FISCAL YEAR 2019-2020:**

- Upgrade Site Coordinator position to Recreation and Community Services Coordinator at Magnolia Center to assist with growing senior programs and supervision of activities;
- Reorganize existing part time positions to a full time coordinator to assist with planning, expanding and managing current and future recreation classes;
- Upgrade existing vacant Parks Maintenance Worker to Arborist Technician to support the City's Urban Forest Master Plan implementation, hazard assessment, storm preparation, tree crew scheduling and preventative maintenance and allow the Parks Supervisor to focus on maintenance and management of additional park areas;
- Improved programmed maintenance is planned for infrastructure in City facilities;
- Expansion of the After School Recreation Program at Buri Buri Elementary School by 50 children in order to meet the needs of families on the waiting list as requested by the school district; and
- Provide new extended day childcare program for the South San Francisco Unified School District's grant funded STEAM Summer School program with a capacity of 200 children (program overlaps 2018/19 and 2019/20 budget years).



**ORGANIZATION CHART 15: PARKS AND RECREATION**

DEPARTMENTAL PAGES

**PARKS & RECREATION POSITION LISTING**

						Change of 2019-20 from 2018-19
Parks & Recreation	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	
Full Time	N175	Director Of Parks & Recreation	1.00	1.00	1.00	0.00
Full Time	M750	Program Manager- Parks	1.00	1.00	1.00	0.00
Full Time	M750	Program Manager - Rec	1.00	1.00	1.00	0.00
Full Time	M750	Program Manager- Facilities	1.00	1.00	1.00	0.00
Full Time	M800	Assistant Recreation Supervisor	1.00	1.00	1.00	0.00
Full Time	M815	Landscape Architect	1.00	1.00	1.00	0.00
Full Time	M795	Business Services Manager	1.00	1.00	1.00	0.00
Full Time	M255	Parks & Recreation Supervisor- Parl	2.00	2.00	2.00	0.00
Full Time	M255	Parks & Recreation Supervisor- Faci	1.00	1.00	1.00	0.00
Full Time	M530	Rec & Comm Svcs Coordinator	11.00	15.00	15.00	4.00
Full Time	M295	Rec & Comm Svcs Supervisor	5.00	5.00	5.00	0.00
Full Time	A495	Preschool Teacher I	4.00	4.00	4.00	0.00
Full Time	A680	Preschool Teacher II	4.00	4.00	4.00	0.00
Full Time	A375	Tree Trimmer	2.00	2.00	2.00	0.00
Full Time	A280	Maintenance Craft worker	2.00	2.00	2.00	0.00
Full Time	A195	Lead Parks Maintenance Worker	2.00	2.00	2.00	0.00
Full Time	A350	Senior Parks Maintenance Worker	4.00	4.00	4.00	0.00
Full Time	A250	Parks Maintenance Worker I/II	13.00	12.00	12.00	-1.00
Full Time	AXXX	Arborist Technician	0.00	1.00	1.00	1.00
Full Time	A505	Groundsperson	2.00	2.00	2.00	0.00
Full Time	A465	Building Maintenance Craftworker	2.00	2.00	2.00	0.00
Full Time	A190	Lead Building Maintenance Custodi	2.00	2.00	2.00	0.00
Full Time	A320	Sr Building Maintenance Custodian	4.00	4.00	4.00	0.00
Full Time	A140	Building Maintenance Custodian I/I	5.00	5.00	5.00	0.00
Full Time	O315	Administrative Assistant I	1.00	1.00	1.00	0.00
Full Time	O310	Administrative Assistant II	3.00	3.00	3.00	0.00
<b>SUBTOTAL Full Time</b>			<b>76.00</b>	<b>80.00</b>	<b>80.00</b>	<b>4.00</b>
PT Regular	A295	Office Specialist	0.50	0.00	0.00	-0.50
PT Regular	A640	Community Services Site Coordinatc	0.80	0.05	0.05	-0.75
PT Regular	A650	Cultural Arts Specialist	0.50	0.50	0.50	0.00
PT Regular	A610	Recreation Leader II	1.25	1.06	1.06	-0.19
PT Regular	A630	Recreation Leader IV	0.00	0.75	0.75	0.75
PT Regular	A620	Recreation Leader III	1.82	0.51	0.51	-1.31
<b>SUBTOTAL PT Regular</b>			<b>4.87</b>	<b>2.87</b>	<b>2.87</b>	<b>-2.00</b>
Hourly	X555	Hourly, Van Driver	1.00	1.00	1.00	0.00
Hourly	X185	Hourly, Building Maintenance Custc	2.08	2.46	2.46	0.38
Hourly	X440	Hourly, Office Assistant	0.50	0.50	0.50	0.00
Hourly	X300	Hourly, Park Maintenance Worker	1.62	1.36	1.36	-0.26
Hourly	X350	Hourly, Recreation Instructor	6.16	6.63	6.63	0.47
Hourly	X360	Hourly, Recreation Leader I	1.75	1.75	1.75	0.00
Hourly	X365	Hourly, Recreation Leader II	12.54	12.54	12.54	0.00
Hourly	X370	Hourly, Recreation Leader III	33.54	37.91	37.91	4.37
Hourly	X375	Hourly, Recreation Leader IV	4.73	4.73	4.73	0.00
<b>SUBTOTAL Hourly</b>			<b>63.92</b>	<b>68.88</b>	<b>68.88</b>	<b>4.96</b>
<b>TOTAL FTE - Parks &amp; Recreation</b>			<b>144.79</b>	<b>151.75</b>	<b>151.75</b>	<b>6.96</b>

**PARKS AND RECREATION EXPENDITURE SUMMARY**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Increase/ (decrease) FY18-19
All Operating Funds	Actual	Adopted	Projected	Proposed	Plan	Adopted
Payroll	\$ 11,749,751	\$ 12,902,430	\$ 13,108,782	\$ 14,055,254	\$ 14,049,039	8.9%
Supplies & Services	3,867,999	3,814,231	4,222,561	3,991,735	3,814,231	4.7%
Capital Outlay	27,224		95,408	-	-	0.0%
Interdepartmental Charges	1,123,556	1,151,684	1,151,684	1,309,398	1,305,705	13.7%
<b>Total Expenditures</b>	<b>\$ 16,768,531</b>	<b>\$ 17,868,345</b>	<b>\$ 18,578,435</b>	<b>\$ 19,356,386</b>	<b>\$ 19,168,975</b>	<b>8.3%</b>

**DEPARTMENTAL CHANGES & HIGHLIGHTS:**

## Positions:

- \* Increase 2.0 FTE Recreation & Community Services Coordinator
- \* Upgrade 1.0 FTE Parks Maintenance Works to Arborist Technician
- \* Upgrade PT Regular Recreation Leader III to Recreation Leader IV
- \* Upgrade PT Reg Rec Leaders/ Site Coordinator to 2.0 FTE Recreation & Community Services Coordinator

**Expenditures FY2019-20:**

- \* \$231,301 Buri Buri After School Expansion; offset \$183K in Childcare revenue
- \* \$228,301 Ponderosa After School Expansion; offset \$143K in Childcare revenue
- \* \$12,117 SSFUSD Summer STEAM Expansion; offset \$12k in revenue
- \* \$50,000 Public Art Funding
- \* \$4,500 Music licenses at events and programs
- \* \$4,500 Upgrade Technology for Recreation Coordinators
- \* \$5,000 Activity Guide Increased Costs
- \* \$23,000 Increase Cost- Parks Staff Uniform budget
- \* \$41,246 Increased Water Rates
- \* \$19,680 Sunday Recreation Classes; offset \$24k in revenue

**Expenditures FY2020-21:**

- \* \$231,301 Buri Buri After School Expansion; offset \$183K in Childcare revenue
- \* \$228,301 Buri Buri After School Expansion; offset \$143K in Childcare revenue
- \* \$12,117 SSFUSD Summer STEAM Expansion; offset \$12k in revenue
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- \* \$4,500 Music licenses at events and programs
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- \* \$19,680 Sunday Recreation Classes; offset \$24k in revenue

# DEBT OBLIGATIONS

## DEBT OBLIGATIONS

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### DEBT SERVICE OBLIGATIONS

As of July 1, 2019, the City will have \$27.1 million of outstanding debt. Debt service is backed through revenue proceeds either through tax increment dollars from the former Redevelopment Agency or sewer usage charges from the Sewer Enterprise fund.

#### Schedule 26: Legal Debt Limit

Assessed Valuation [1]	\$	19,106,345,693
Bonded Debt Limit (3.75% of assessed value)	\$	716,487,963
Less Debt Subject to Limit	\$	-
Legal Bonded Debt Limit	\$	716,487,963

[1] Source: San Mateo County Assessor Office FY 2018-19 Combined Roll

[http://www.smcare.org/sites/main/files/file-attachments/2018\\_local\\_combined\\_roll\\_0.pdf](http://www.smcare.org/sites/main/files/file-attachments/2018_local_combined_roll_0.pdf)

*\*Current Year FY2019-20 not yet available*

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

### DEBT MANAGEMENT POLICY

This 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. This Debt Policy applies to the Issuer and all subordinate entities of the Issuer for which the City Council serves as the governing board.

#### 1. Findings

This 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.

#### 2. Policies

##### A. Purposes For Which Debt May Be Issued

## DEBT OBLIGATIONS

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(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.

### **B. Types of Debt**

The following types of debt are allowable under this 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

## DEBT OBLIGATIONS

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- 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.

### **C. 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.

### **D. 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.

## DEBT OBLIGATIONS

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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.

### **E. 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.

## DEBT OBLIGATIONS

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

- **1999, 2004, 2008 State Water Resources Control Board Loans** – Original debt: \$77,999,366, 2.4% to 3.0%, due 8/1/22, 4/30/26, 7/15/28. These loans were 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. Of the total, \$23.3 million of principal outstanding.
- **2005D Water and Wastewater Revenue Bonds** – Original debt: \$6,000,000, 2.75% to 5.0%, due April 30, 2026. 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, \$3.0 million of principal outstanding.

### **Capital Leases**



## DEBT OBLIGATIONS

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In addition to the bonds, notes, and loans, the City has also entered into long-term capital leases with various financing agencies. The capital leases are used to purchase vehicles and equipment when it makes more financial sense for the City to pay for these over time rather than using upfront cash. The purchases tend to be Fire apparatuses, Public Works vehicles and equipment. The lease proceeds, capital lease purchases, and debt service payment are reflected in the FY 2019-21 Proposed Biennial Operating Budget. Below is a list of the vehicles and equipment lease-purchased with remaining balances. The capital lease payments are made by the General Fund.

- **2010 Two Fire Engines** – Projected balance \$322,306, due 12/31/20.
- **2013 Fire Quint** – Projected balance \$686,698, due 5/23/23.

## DEBT OBLIGATIONS

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# GOVERNMENTAL FUNDS

## GOVERNMENTAL FUNDS

### GOVERNMENTAL FUNDS OVERVIEW

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

### CITY HOUSING FUND

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 thus abolished, 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 from the rental revenues received by the City for those occupied housing units. Any shortfall between the rents received and the operations and maintenance costs of those housing units are funded by either one time grants or by the General Fund.

Schedule 27: City Housing Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
	Actual	Adopted	Projected	Proposed	Projected	2019-20 from 2018-19 Adopted
<b>Revenues</b>						
Use of Money & Property	\$ 585,163	\$ 167,000	\$ 167,000	\$ 167,000	\$ 167,000	0%
Other Revenues	-	140,000	140,000	140,000	140,000	0%
<b>Total Revenues</b>	<b>\$ 585,163</b>	<b>\$ 307,000</b>	<b>\$ 307,000</b>	<b>\$ 307,000</b>	<b>\$ 307,000</b>	<b>0%</b>
<b>Expenditures</b>						
Payroll	\$ 62,757	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	0%
Supplies & Services	\$ (602,814)	\$ 462,800	\$ 463,099	\$ 462,800	\$ 462,800	0%
Interdepartmental Charges	\$ 5,150	\$ 5,305	\$ 5,305	\$ 5,491	\$ 5,600	4%
<b>Total Expenditures</b>	<b>\$ (534,907)</b>	<b>\$ 543,105</b>	<b>\$ 543,404</b>	<b>\$ 543,291</b>	<b>\$ 543,400</b>	<b>4%</b>
<b>Cash Balance</b>	<b>\$ 5,778,282</b>	<b>\$ 5,542,177</b>	<b>\$ 5,541,879</b>	<b>\$ 5,305,588</b>	<b>\$ 5,069,187</b>	

#### FY2019-20 CHANGES & HIGHLIGHTS:

\* None

#### FY2020-21 CHANGES & HIGHLIGHTS:

\* None

## GOVERNMENTAL FUNDS

### COMMON GREENS MAINTENANCE DISTRICT FUNDS

There are four Common Greens Maintenance Districts within the City: West Park 1&2, West Park 3, Stonegate Ridge, and Willow Gardens. The areas cover approximately 2,600 residential parcels. The funding for these maintenance districts comes from a portion of the 1% Property Tax levy on the assessed value paid by the parcel owners. The property tax that funds these maintenance districts is diverted from the City's portion of property taxes that would otherwise go to the General Fund.

The revenue from the property tax provides for sidewalk, parks and tree maintenance within each of the maintenance districts. Some CIP projects within the maintenance districts are funded through these funds.

**Schedule 28: Common Greens Maintenance District Funds Summary**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
Revenues	Actual	Adopted	Projected	Proposed	Plan	2019-20 from 2018-19
Taxes						
West Park Maint Dist 3	\$ 866,523	\$ 830,040	\$ 830,040	\$ 846,640	\$ 863,573	2%
Stonegate Ridge Maint	315,771	278,001	278,001	283,561	289,232	2%
Willow Gardens Maint	95,251	80,341	80,341	81,047	81,768	1%
West Park Maint Dist 1&2	568,471	542,157	542,157	543,000	564,060	0%
<b>Total Revenues</b>	<b>\$ 1,846,016</b>	<b>\$ 1,730,539</b>	<b>\$ 1,730,539</b>	<b>\$ 1,754,248</b>	<b>\$ 1,798,633</b>	<b>0%</b>
<b>Expenditures</b>						
Payroll	\$ 494,391	\$ 730,818	\$ 787,575	\$ 864,760	\$ 884,924	18%
Supplies & Services	452,554	514,148	547,488	514,148	514,148	0%
Interdepartmental Charges	319,335	328,870	329,812	336,964	343,389	2%
<b>Total Expenditures</b>	<b>\$ 1,266,280</b>	<b>\$ 1,573,836</b>	<b>\$ 1,664,875</b>	<b>\$ 1,715,872</b>	<b>\$ 1,742,461</b>	<b>21%</b>
<b>Cash Balance</b>	<b>\$ 3,154,914</b>	<b>\$ 3,311,618</b>	<b>\$ 3,220,579</b>	<b>\$ 3,258,955</b>	<b>\$ 3,315,128</b>	

#### **FY2019-20 CHANGES & HIGHLIGHTS:**

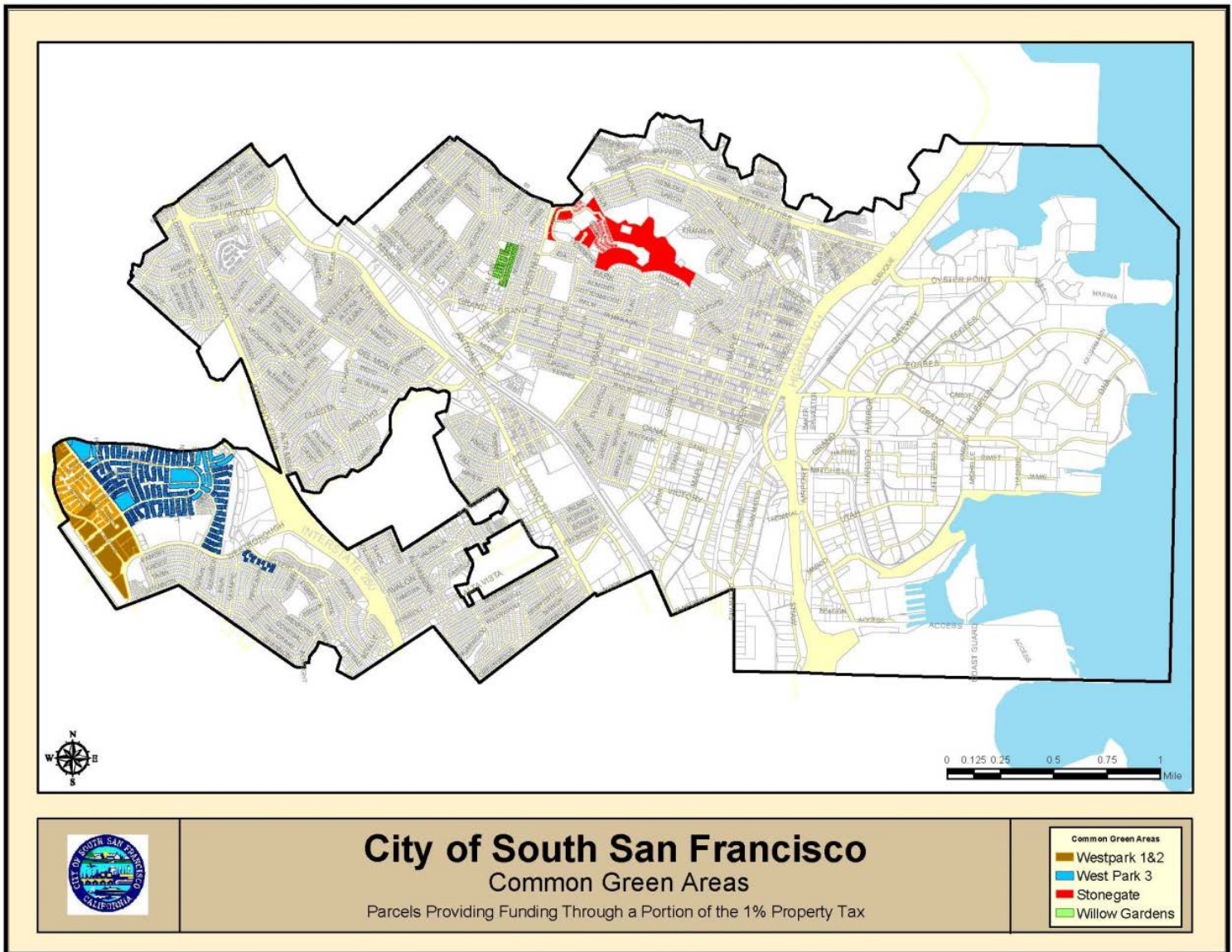
\* None

#### **FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## GOVERNMENTAL FUNDS

Figure 7: Common Greens Maintenance District Map



## GOVERNMENTAL FUNDS

### COMMUNITY DEVELOPMENT BLOCK GRANT

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

The City Council annually determines the allocation of the CDBG funds. On April 24, 2019, the City Council approved the following appropriations for the CDBG Program.

**Schedule 29: Community Development Block Grant Fund Summary**

	2017-18		2018-19		2019-20		2020-21		% Change of 2019-20 from 2018-19
Revenues	Actual		Adopted	Projected	Proposed		Plan		Adopted
Intergovernmental	\$	818,724	\$	415,000	\$	415,000	\$	462,000	\$ 450,000 11%
Use of Money & Property		22,133		80,000		80,000		120,000	120,000 50%
Transfers in						3,453			0%
<b>Total Revenues</b>	<b>\$</b>	<b>840,857</b>	<b>\$</b>	<b>495,000</b>	<b>\$</b>	<b>495,000</b>	<b>\$</b>	<b>585,453</b>	<b>\$ 570,000 61%</b>
<b>Expenditures</b>									
Payroll	\$	78,516	\$	81,535	\$	81,535	\$	61,535	\$ 61,535 -25%
Supplies & Services		971,879		496,950		810,495		343,424	343,424 -31%
Transfers		-		-		95,330		265,041	- 0.0%
<b>Total Expenditures</b>	<b>\$</b>	<b>1,050,395</b>	<b>\$</b>	<b>578,485</b>	<b>\$</b>	<b>987,360</b>	<b>\$</b>	<b>670,000</b>	<b>\$ 404,959 -55%</b>
<b>Cash Balance</b>	<b>\$</b>	<b>1,147,501</b>	<b>\$</b>	<b>1,064,016</b>	<b>\$</b>	<b>655,141</b>	<b>\$</b>	<b>570,594</b>	<b>\$ 735,635</b>

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* \$3,453 GF contribution for public service grants

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## GOVERNMENTAL FUNDS

### GAS TAX FUND

Gas Tax is the City's share of the state tax on gas purchases. The funding is distributed by the State of California and is used for street, storm, sidewalk maintenance, and other related improvements.

The Measure M San Mateo County Vehicle Registration Fee generates \$243,000 in annual revenues, which is transferred out to the Storm Water Fund to supplement the cost of increased storm water regulations.

Schedule 30: Gas Tax Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of 2019-20 from 2018-19
Revenues	Actual	Adopted	Projected	Proposed	Plan	Adopted
Tax Revenue						
HUTA 2103-2107 (Gas Tax)	\$ 1,412,205	\$ 1,457,688	\$ 1,457,688	\$ 1,712,116	\$ 1,746,358	17%
C/CAG -Cong Relief (Measure M)	119,577	243,000	243,000	243,000	243,000	0%
Use of Money & Property	547	15,000	15,000	15,000	15,000	0%
<b>Total Revenues</b>	<b>\$ 1,532,329</b>	<b>\$ 1,715,688</b>	<b>\$ 1,715,688</b>	<b>\$ 1,970,116</b>	<b>\$ 2,004,358</b>	<b>17%</b>
<b>Expenditures</b>						
Transfer to General Fund	\$ 920,605	\$ 921,301	\$ 921,301	\$ 921,301	\$ 921,301	0%
Transfer for CIP Projects	346,047	-	214,712	444,881	225,000	0%
Transfer to Stormwater	670,000	670,000	808,880	670,000	670,000	0%
<b>Total Expenditures</b>	<b>\$ 1,936,652</b>	<b>\$ 1,591,301</b>	<b>\$ 1,944,893</b>	<b>\$ 2,036,182</b>	<b>\$ 1,816,301</b>	<b>0%</b>
<b>Cash Balance</b>	<b>\$ 407,645</b>	<b>\$ 532,032</b>	<b>\$ 178,440</b>	<b>\$ 112,374</b>	<b>\$ 300,432</b>	

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None



## GOVERNMENTAL FUNDS

### MEASURE A ½ CENT SALES TAX FUND

Measure A is a voter approved ½ cent sales tax in San Mateo County. The measure was approved in 1988 and expired in 2008. In 2004, the voters of San Mateo County reauthorized Measure A through 2033. The sales tax revenues generated are distributed by the County of San Mateo and funds are to be used for road and traffic improvements. This fund is used to fund capital projects, and the South City Shuttle.

Schedule 31: Measure A Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
Revenues	Actual	Adopted	Projected	Proposed	Plan	2019-20 from 2018-19 Adopted
Tax Revenue						
1/2 Sales Tax- Transportation	\$ 1,476,167	\$ 1,468,995	\$ 1,468,995	\$ 1,498,375	\$ 1,527,755	2%
Use of Money & Property	4,544	25,000	25,000	25,000	25,000	0%
<b>Total Revenues</b>	<b>\$ 1,480,711</b>	<b>\$ 1,493,995</b>	<b>\$ 1,493,995</b>	<b>\$ 1,523,375</b>	<b>\$ 1,552,755</b>	<b>2%</b>
<b>Expenditures</b>						
Transfer to General Fund	\$ -	\$ 121,836	\$ 121,836	\$ -	\$ 286,250	-100%
Transfer to CIP Projects	704,199	1,494,432	3,308,266	2,361,500	966,000	58%
<b>Total Expenditures</b>	<b>\$ 704,199</b>	<b>\$ 1,616,268</b>	<b>\$ 3,430,102</b>	<b>\$ 2,361,500</b>	<b>\$ 1,252,250</b>	<b>-42%</b>
<b>Cash Balance</b>	<b>\$ 2,965,930</b>	<b>\$ 2,843,657</b>	<b>\$ 1,029,823</b>	<b>\$ 191,698</b>	<b>\$ 492,203</b>	

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## GOVERNMENTAL FUNDS

### SOLID WASTE MANAGEMENT FUND

The Solid Waste Management Fund is primarily funded from a dedicated fee payment made by the South San Francisco Scavenger Company, the City's exclusive solid waste management franchise. Funding pays for monitoring and remediation costs associated with the closed Oyster Point landfill and for other solid waste reduction efforts. Additional revenue comes from forfeited solid waste deposits, which are used to further the City's solid waste diversion goals.

Schedule 32: Solid Waste Management Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of 2019-20 from 2018-19
Revenues	Actual	Adopted	Projected	Proposed	Plan	Adopted
Charges for Services	\$ 195,059	\$ 180,000	\$ 180,000	\$ 180,000	\$ 180,000	0%
<b>Total Revenues</b>	<b>\$ 195,059</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>0%</b>
Expenditures						
Supplies & Services	\$ 67,008	\$ 110,150	\$ 181,230	\$ 110,150	\$ 110,150	0%
Interdepartmental Charges	20,188	20,794	20,794	21,522	21,952	0%
Transfers	225,408	-	146,537	-	-	0%
<b>Total Expenditures</b>	<b>\$ 312,604</b>	<b>\$ 130,944</b>	<b>\$ 348,561</b>	<b>\$ 131,672</b>	<b>\$ 132,102</b>	<b>0%</b>
<b>Cash Balance</b>	<b>\$ 439,124</b>	<b>\$ 488,180</b>	<b>\$ 270,563</b>	<b>\$ 318,891</b>	<b>\$ 366,789</b>	

#### FY2019-20 CHANGES & HIGHLIGHTS:

\* None

#### FY2020-21 CHANGES & HIGHLIGHTS:

\* None

## GOVERNMENTAL FUNDS

### CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund is where the majority of CIP project expenses are recorded. CIP projects are appropriated on a multi-year basis and thus any unspent budget in one year can be carried over into the next year.

The FY 2019-21 Adopted Budget reflects new appropriations and no prior year carry forward appropriations. The final actual amount of carry forward appropriations will be finalized as part of the FY 2018-19 closing process and the carry forward budgets will then be reflected as part of the FY 2019-20 amended budget.

**Schedule 33: Capital Improvement Fund Summary**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of 2019-20 from 2018-19
Revenues	Actual	Adopted	Projected	Proposed	Plan	Adopted
Intergovernmental	\$ 3,079,247	\$ 7,010,680	\$ 20,637,483	\$ 504,000	\$ -	-93%
Charges for Services	-	1,820,480	2,820,480	-	-	-100%
Use of Money & Property	-	-	850,000	-	-	0%
Other Financing Sources	-	-	-	5,505,118	76,428,390	0%
Transfers	10,217,391	23,359,987	48,479,847	27,037,316	28,447,850	16%
<b>Total Revenues</b>	<b>\$ 13,296,638</b>	<b>\$ 32,191,147</b>	<b>\$ 72,787,810</b>	<b>\$ 33,046,434</b>	<b>\$ 104,876,240</b>	<b>3%</b>
Expenditures						
Payroll	\$ 406,847	\$ -	\$ 205,000	\$ -	\$ -	0%
Supplies & Services	12,604,045	32,191,147	73,316,425	33,046,434	104,876,240	3%
<b>Total Expenditures</b>	<b>\$ 13,010,892</b>	<b>\$ 32,191,147</b>	<b>\$ 73,521,425</b>	<b>\$ 33,046,434</b>	<b>\$ 104,876,240</b>	<b>3%</b>
<b>Cash Balance</b>	<b>\$ 1,759,943</b>	<b>\$ 1,759,943</b>	<b>\$ 1,026,328</b>	<b>\$ 1,026,328</b>	<b>\$ 1,026,328</b>	

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## GOVERNMENTAL FUNDS

### CONSOLIDATED IMPACT FEE FUNDS

The funds included in the summary below are Transit Station Enhancement in-Lieu fee, East of 101 Traffic Impact Fee Fund, East of 101 Sewer Impact Fees Fund, Oyster Point Interchange Impact Fee Fund, Child Care Impact Fee Fund, Park Land Acquisition Fees Fund, Park Construction Fees, Bicycle and Pedestrian Impact Fee Fund, and Public Safety Impact Fee Fund. These funds collect deposits from developers to pay for CIP projects with the designated impact fee area.

**Schedule 34: Consolidated Impact Fee Funds Summary**

Revenues	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change of 2019-20 from 2018-19 Adopted
Use of Money & Property			\$ 475,003			0%
Other Revenues	12,609,366		7,161,115			0%
<b>Total Revenues</b>	<b>\$ 12,609,366</b>	<b>\$ -</b>	<b>\$ 7,636,118</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
Expenditures						
Interdepartmental Charges	\$ 846,757	\$ 250,880	\$ 10,617,850	\$ 9,730,967	\$ 5,832,402	3779%
Transfers	7,725	2,652	7,956	8,235	8,400	211%
Supplies & Services			4,391	62,949		0%
Debt Service	2,382,000		1,790,152			0%
<b>Total Expenditures</b>	<b>\$ 3,236,482</b>	<b>\$ 253,532</b>	<b>\$ 12,420,349</b>	<b>\$9,802,151</b>	<b>\$5,840,802</b>	<b>3766%</b>
<b>Cash Balance</b>	<b>\$21,814,656</b>	<b>\$21,561,124</b>	<b>\$16,776,893</b>	<b>\$6,974,742</b>	<b>\$1,133,940</b>	<b>-39%</b>

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## GOVERNMENTAL FUNDS

### DEVELOPER DEPOSIT FUND

This fund accounts for deposits paid by developers for review of planning applications. Principal reserves include General Plan Maintenance Reserve and the Permit Program Maintenance Reserve.

Schedule 35: Developer Deposit Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
	Actual	Adopted	Projected	Proposed	Plan	2019-20 from 2018-19 Adopted
<b>Revenues</b>						
Charges for Services	\$ 2,474,089	\$ -	\$ -	\$ -	\$ -	0%
Use of Money & Property	8,490	-	-	-	-	0%
Other Revenues	32,911	-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 2,515,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Expenditures</b>						
Payroll	\$ 8,942	\$ -	\$ -	\$ -	\$ -	0%
Supplies & Services	373,252	-	97,670	-	-	0%
Transfers	659,965	1,307,500	4,348,487	150,000	-	-89%
<b>Total Expenditures</b>	<b>\$ 1,042,159</b>	<b>\$ 1,307,500</b>	<b>\$ 4,348,487</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>-89%</b>
<b>Cash Balance</b>	<b>\$ 6,126,656</b>	<b>\$ 4,819,156</b>	<b>\$ 1,778,169</b>	<b>\$ 1,628,169</b>	<b>\$ 1,628,169</b>	<b>-66%</b>

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## GOVERNMENTAL FUNDS

### CITY PROGRAMS FUND

This fund accounts for donations and other accounts that are dedicated for a particular program. Principal reserves reflect the Police Department's participation in the Department of Justice's Asset Seizure Program and the Library Department's Project Read Program.

Schedule 36: City Programs Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of 2019-20 from 2018-19
Revenues	Actual	Adopted	Projected	Proposed	Plan	Adopted
Charges for Services	\$ 56,614	\$ -	\$ -	\$ -	\$ -	0%
Use of Money & Property	3,251	-	-	-	-	0%
Other Revenues	723,616	1,000,000	1,000,000	-	-	-100%
<b>Total Revenues</b>	<b>\$ 783,481</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-100%</b>
Expenditures						
Payroll	\$ 447,729	\$ -	\$ -	\$ -	\$ -	0%
Supplies & Services	-	3,000	3,000	-	-	-100%
Transfers	3,096,156	620,000	620,000	60,000	49,848	-90%
<b>Total Expenditures</b>	<b>\$ 3,543,885</b>	<b>\$ 623,000</b>	<b>\$ 623,000</b>	<b>\$ 60,000</b>	<b>\$ 49,848</b>	<b>-90%</b>
<b>Cash Balance</b>	<b>\$ 1,400,500</b>	<b>\$ 1,777,500</b>	<b>\$ 1,777,500</b>	<b>\$ 1,717,500</b>	<b>\$ 1,667,652</b>	<b>-3%</b>

#### FY2019-20 CHANGES & HIGHLIGHTS:

\*Transfer to General Fund for Police Ammunition

#### FY2020-21 CHANGES & HIGHLIGHTS:

\* Replacement of Police Duty Handguns

## GOVERNMENTAL FUNDS

### CAPITAL INFRASTRUCTURE FUND

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.

#### Schedule 37: Capital Infrastructure Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of 2019-20 from 2018-19
Revenues	Actual	Adopted	Projected	Proposed	Plan	Adopted
Use of Money & Property	\$ 14,864		\$ 82,982			0%
Charges for Services	10,000,000					0%
<b>Total Revenues</b>	<b>\$ 10,014,864</b>	<b>\$ -</b>	<b>\$ 82,982</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Expenditures</b>						
Supplies & Services		5,900,000				
Transfers	\$ 2,954,823		\$ 1,887,146			0%
<b>Total Expenditures</b>	<b>\$ 2,954,823</b>	<b>\$ 5,900,000</b>	<b>\$ 1,887,146</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Cash Balance</b>	<b>\$ 21,585,486</b>	<b>\$ 15,685,486</b>	<b>\$ 19,781,322</b>	<b>\$ 21,195,758</b>	<b>\$ 21,195,758</b>	<b>35%</b>
<i>Estimated General Fund Contribution</i>			1,414,436	1,808,037		
<b><i>Estimated Cash Balance with GF Contribution</i></b>			<b>21,195,758</b>	<b>23,003,795</b>		

#### FY2019-20 CHANGES & HIGHLIGHTS:

\* None

#### FY2020-21 CHANGES & HIGHLIGHTS:

\* None

## GOVERNMENTAL FUNDS

### PARK-IN-LIEU FEES FUND

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

**Schedule 38: Park-In-Lieu Fees Fund Summary**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
Revenues	Actual	Adopted	Projected	Proposed	Plan	2019-20 from 2018-19 Adopted
Use of Money & Property	\$ 1,857	\$ -	\$ 1,257,570	\$ -	\$ -	0%
Charges for Services		-	-	-	-	0%
<b>Total Revenues</b>	<b>\$ 1,857</b>	<b>\$ -</b>	<b>\$ 1,257,570</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Expenditures</b>						
Transfers for CIP Projects	\$ 23,990	\$ 358,450	\$ 1,488,260	\$ (166,210)	\$ 9,800,000	-146%
<b>Total Expenditures</b>	<b>\$ 23,990</b>	<b>\$ 358,450</b>	<b>\$ 1,488,260</b>	<b>\$ (166,210)</b>	<b>\$ 9,800,000</b>	<b>-146%</b>
<b>Cash Balance</b>	<b>\$ 1,711,842</b>	<b>\$ 1,353,392</b>	<b>\$ 1,481,152</b>	<b>\$ 1,647,362</b>	<b>\$ (8,152,638)</b>	<b>22%</b>

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

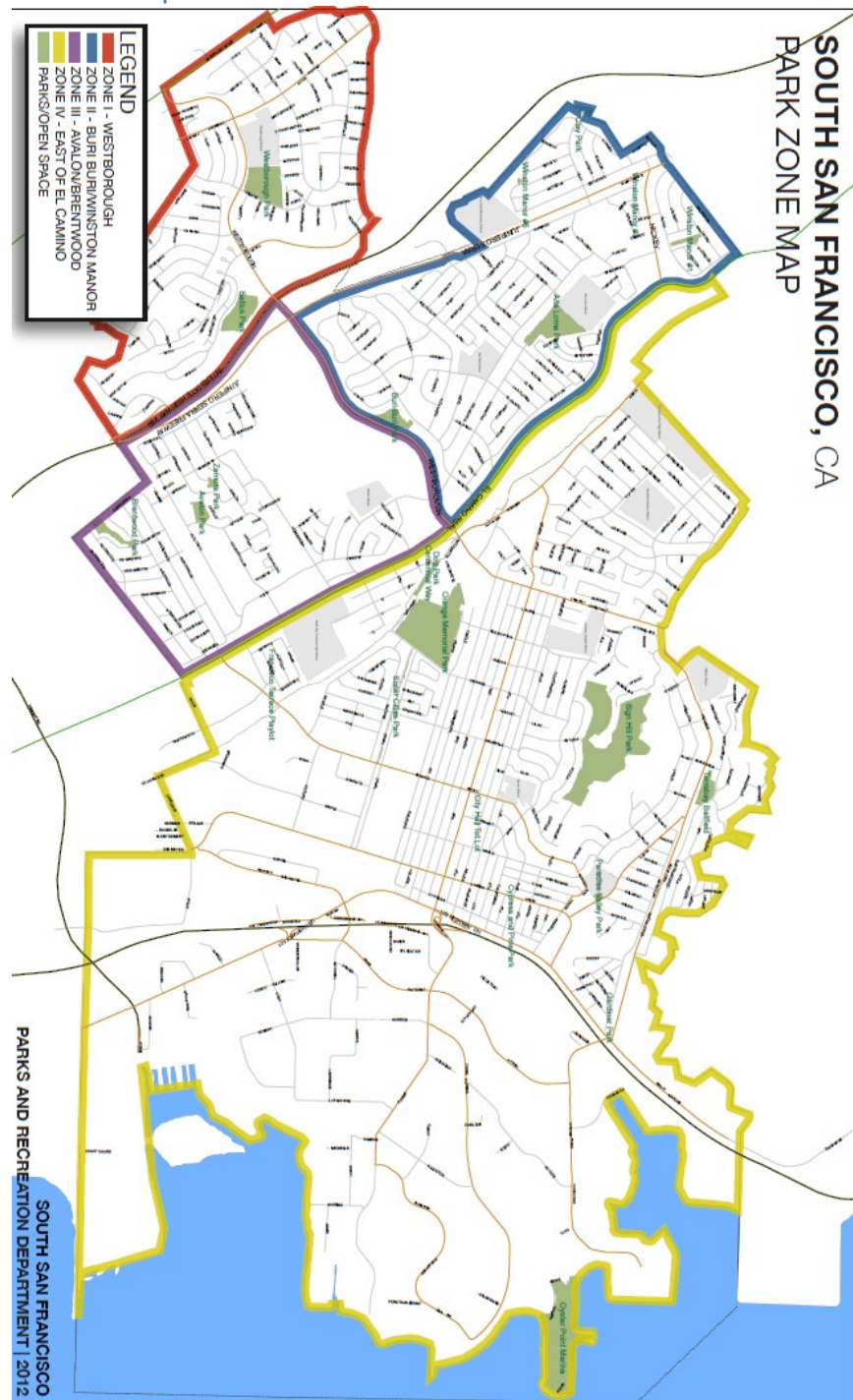
**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None



## GOVERNMENTAL FUNDS

Figure 8: Park-in-Lieu Fee Zone Map



## GOVERNMENTAL FUNDS

### SAN MATEO COUNTY MEASURE W ½ CENT SALES TAX FUND

San Mateo County Measure W is a ½ cent sales tax in San Mateo County for congestion relief and road repair. The measure was approved in by San Mateo County voters in November 2018. The sales tax revenues generated are distributed by the County of San Mateo and a portion of the funds are distributed to cities on a formula basis.

**Schedule 39: San Mateo County Measure W ½ Cent Sales Tax Fund Summary**

Revenues	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change of 2019-20 from 2018-19 Adopted
Taxes	\$ -		\$ -	\$ 300,000	\$ 600,000	0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 600,000</b>	<b>0%</b>
Expenditures						
Supplies & Services				300,000	600,000	0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 600,000</b>	<b>0%</b>
<b>Cash Balance</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## GOVERNMENTAL FUNDS

### ROAD MAINTENANCE & REHABILITATION ACT (SB1) FUND

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

#### Schedule 40: Road Maintenance & Rehabilitation Act (SB1) Fund Summary

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change of 2019-20 from 2018-19 Adopted
<b>Revenues</b>						
Road Repair & Accountability Act (2017)	\$ 301,706	\$ 1,109,449	\$ 1,109,449	\$ 1,185,966	\$ 1,209,685	6%
Use of Money & Property	(627)					
<b>Total Revenues</b>	<b>\$ 301,079</b>	<b>\$ 1,109,449</b>	<b>\$ 1,109,449</b>	<b>\$ 1,185,966</b>	<b>\$ 1,209,685</b>	<b>6%</b>
<b>Expenditures</b>						
Transfer for CIP Projects	\$ 30,130	\$ 1,089,000	\$ 929,258	\$ 1,540,000	\$ 700,000	29%
<b>Total Expenditures</b>	<b>\$ 30,130</b>	<b>\$ 1,089,000</b>	<b>\$ 929,258</b>	<b>\$ 1,540,000</b>	<b>\$ 700,000</b>	<b>29%</b>
<b>Cash Balance</b>	<b>\$ 214,034</b>	<b>\$ 234,483</b>	<b>\$ 394,225</b>	<b>\$ 40,191</b>	<b>\$ 549,877</b>	<b>-83%</b>

#### FY2019-20 CHANGES & HIGHLIGHTS:

\* None

#### FY2020-21 CHANGES & HIGHLIGHTS:

\* None

## GOVERNMENTAL FUNDS

### SEWER CAPACITY CHARGE FUND

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

**Schedule 41: Sewer Capacity Charge Fund Summary**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
	Actual	Adopted	Projected	Proposed	Plan	2019-20 from
Revenues						2018-19
Use of Money & Property	\$ 12,600	\$ -	\$ -	\$ -	\$ -	0%
Other Revenues	5,552,734	200,000	1,718,589	200,000	200,000	0%
<b>Total Revenues</b>	<b>\$ 5,565,334</b>	<b>\$ 200,000</b>	<b>\$ 1,718,589</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>0%</b>
<b>Expenditures</b>						
Supplies & Services	\$ (564)	\$ -	\$ -	\$ -	\$ -	0%
Interdepartmental Charges	2,575	2,652	2,652	2,740	2,800	3%
Transfer for CIP Projects	-	-	6,132,988	4,500,000	-	0%
<b>Total Expenditures</b>	<b>\$ 2,011</b>	<b>\$ 2,652</b>	<b>\$ 6,135,640</b>	<b>\$ 4,502,740</b>	<b>\$ 2,800</b>	<b>169687%</b>
<b>Cash Balance</b>	<b>\$ 9,506,598</b>	<b>\$ 9,703,946</b>	<b>\$ 5,089,547</b>	<b>\$ 786,807</b>	<b>\$ 984,007</b>	<b>-92%</b>

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## GOVERNMENTAL FUNDS

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# MAJOR PROPRIETARY FUNDS

## MAJOR PROPRIETARY FUNDS

### PROPRIETARY FUNDS OVERVIEW

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

### SEWER ENTERPRISE FUND

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 type capital projects that upgrade and improve the WQCP. There are 59.5 FTE positions allocated to this fund.

Schedule 42: Sewer Enterprise Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
	Actual	Adopted	Projected	Proposed	Plan	2019-20 from 2018-19 Adopted
<b>Revenues</b>						
Charges for Services	\$ 28,251,611	\$ 31,936,708	\$ 35,568,971	\$ 33,671,135	\$ 33,671,135	5%
Use of Money & Property	35,878	110,000	110,000	110,000	110,000	0%
Other Financing Sources	-	2,192,400	53,403,000	-	-	-100%
Transfers	111,936	7,464,775	13,691,400	4,500,000	4,000,000	-40%
<b>Total Revenues</b>	<b>\$ 28,399,425</b>	<b>\$ 41,703,883</b>	<b>\$ 102,773,371</b>	<b>\$ 38,281,135</b>	<b>\$ 37,781,135</b>	<b>-8%</b>
<b>Expenditures</b>						
Payroll	\$ 10,528,403	\$ 9,395,920	\$ 9,930,962	\$ 9,375,475	\$ 9,666,185	0%
Supplies & Services	10,175,459	8,096,431	8,153,350	8,096,431	8,096,431	0%
CIP	-	11,800,000	83,206,931	12,111,428	8,075,000	3%
Capital Outlay	1,251,848	276,000	276,000	-	-	-100%
Debt Service	964,352	5,707,526	5,707,526	5,704,928	5,216,941	0%
Interdepartmental Charges	1,532,275	1,591,306	1,591,306	1,589,298	1,638,076	0%
Transfers	54,549	-	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 24,506,886</b>	<b>\$ 36,867,183</b>	<b>\$ 108,866,075</b>	<b>\$ 36,877,560</b>	<b>\$ 32,692,633</b>	<b>0%</b>
<b>Fund Balance</b>	<b>\$ 25,512,657</b>	<b>\$ 30,349,357</b>	<b>\$ 19,419,953</b>	<b>\$ 20,823,528</b>	<b>\$ 25,912,030</b>	<b>-31%</b>
Capital Reserve [1]	4,074,000		4,321,000	4,568,000	4,815,000	
Operating Reserve [2]	4,369,942		4,587,571	4,836,638	4,948,791	
<b>Undesignated Fund Balance</b>	<b>17,068,715</b>		<b>10,511,382</b>	<b>11,418,890</b>	<b>16,148,238</b>	

[1] Required reserve for State Water Board State Revolving Fund Loans

[2] 90 Days of Operating Expenses

#### **FY2019-20 CHANGES & HIGHLIGHTS:**

\* 2% increase in sewer service charges

#### **FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## MAJOR PROPRIETARY FUNDS

### PARKING DISTRICT FUND

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. This fund has 4.39 FTE positions budgeted, including the budget for the Parking Place Commission.

**Schedule 43: Parking District Fund Summary**

	2017-18	2018-19	2018-19	2018-19	2019-20	2020-21	% Change of
	Actual	Adopted	Amended	Projected	Proposed	Plan	2019-20 from 2018-19 Adopted
<b>Revenues</b>							
Charges for Services	\$ 1,084,472	\$ 895,000	\$ 895,000	\$ 895,000	\$ 895,000	\$ 895,000	0%
Use of Money & Property	101,929	10,000	10,000	10,000	10,000	10,000	0%
Transfers	-	800,000	800,000	800,000	-	-	-100%
<b>Total Revenues</b>	<b>\$ 1,186,401</b>	<b>\$ 1,705,000</b>	<b>\$ 1,705,000</b>	<b>\$ 1,705,000</b>	<b>\$ 905,000</b>	<b>\$ 905,000</b>	<b>-47%</b>
<b>Expenditures</b>							
Payroll	\$ 312,335	\$ 322,945	\$ 339,666	\$ 339,666	\$ 357,479	\$ 368,822	11%
Supplies & Services	249,352	196,292	333,839	333,839	271,292	196,292	38%
CIP	378,284	800,000	1,038,770	1,038,770	-	-	-100%
Capital Outlay	253,826	-	-	-	-	-	0%
Interdepartmental Charges	108,013	111,327	111,327	111,327	113,918	116,159	2%
Transfers for CIP Projects	-	-	-	-	25,000	-	0%
<b>Total Expenditures</b>	<b>\$ 1,301,809</b>	<b>\$ 1,430,564</b>	<b>\$ 1,823,602</b>	<b>\$ 1,823,602</b>	<b>\$ 767,689</b>	<b>\$ 681,273</b>	<b>-46%</b>
<b>Cash Balance</b>	<b>\$ 2,918,862</b>	<b>\$ 3,193,298</b>		<b>\$ 2,800,260</b>	<b>\$ 2,937,571</b>	<b>\$ 3,161,298</b>	<b>-8%</b>

Reserve for Elevator Replacement	480,000		480,000	480,000	480,000
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**FY2019-20 CHANGES & HIGHLIGHTS:**

\* Parking Place Commission to consider rate increase in FY19-20

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None



## MAJOR PROPRIETARY FUNDS

### STORM WATER FUND

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. There are 4.8 FTE positions budgeted for this fund.

The costs of complying with the MRP have dramatically increased in the last few years. With the cost of this service continuing to increase, the Gas Tax fund began to supplement this fund in FY 2006-07. In FY 2008-09, the General Fund began to supplement the Storm Water Fund in addition to the Gas Tax Fund.

Primary revenue other than transfers is through a levy on property owners. This revenue source is capped and can only be increased through 2/3 approval of a ballot measure.

**Schedule 44: Storm Water Fund Summary**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of 2019-20 from 2018-19
Revenues	Actual	Adopted	Projected	Proposed	Plan	Adopted
Fines & Forfeitures	\$ 3,100	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0%
Intergovernmental	247,151	-	876,300	8,500,000	-	100%
Charges for Services	406,064	405,000	405,000	405,000	405,000	0%
Use of Money & Property	1,943	5,000	5,000	5,000	5,000	0%
Transfers	2,023,518	1,120,000	1,802,645	1,135,156	920,000	1%
<b>Total Revenues</b>	<b>\$ 2,681,777</b>	<b>\$ 1,535,000</b>	<b>\$ 3,093,945</b>	<b>\$ 10,050,156</b>	<b>\$ 1,335,000</b>	<b>555%</b>
<b>Expenditures</b>						
Payroll	\$ 738,171	\$ 712,095	\$ 712,095	\$ 739,577	\$ 762,670	4%
Supplies & Services	861,487	429,688	370,750	302,513	329,688	-30%
CIP	744,295	100,000	1,725,852	8,662,981	1,050,000	8563%
Capital Outlay	(1,377,519)	-	-	-	-	0%
Interdepartmental Charges	68,719	70,425	70,425	51,282	52,233	-27%
Transfers	83,528	-	-	-	-	0%
<b>Total Expenditures</b>	<b>\$ 1,118,681</b>	<b>\$ 1,312,208</b>	<b>\$ 2,879,123</b>	<b>\$ 9,756,353</b>	<b>\$ 2,194,591</b>	<b>644%</b>
<b>Fund Balance</b>	<b>\$ 1,075,205</b>	<b>\$ 1,297,997</b>	<b>\$ 1,512,819</b>	<b>\$ 1,806,622</b>	<b>\$ 947,031</b>	<b>39%</b>

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

# INTERNAL SERVICE FUNDS

## INTERNAL SERVICE FUNDS

### INTERNAL SERVICE FUNDS OVERVIEW

Internal Service Funds are used to pay for services provided internally within the City. These funds cover vehicle maintenance, computers, software technical support, equipment and vehicle replacement, and employee benefits.

### CITY SERVICES FUND

The City Services Fund is used to pay for in-house vehicle maintenance on City owned vehicles. The Fleet Maintenance Division of the Public Works Department manages the budget for this fund. The fund receives its revenues by charging departments for the services rendered on an actual invoice basis. In recent years, the Fleet Management Division performed vehicle maintenance work for the Cities of Millbrae and Daly City to further regional consolidation efforts. The fund budgets 4.4 FTEs in the Public Works Department.

Schedule 45: City Service (Garage) Fund Summary

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change of 2019-20 from 2018-19 Adopted
<b>Revenues</b>						
Use of Money & Property	\$ 694					0%
Other Revenues	1,650,018	1,650,000	1,650,000	1,707,770	1,741,923	4%
<b>Total Revenues</b>	<b>\$ 1,650,712</b>	<b>\$ 1,650,000</b>	<b>\$ 1,650,000</b>	<b>\$ 1,707,770</b>	<b>\$ 1,741,923</b>	<b>4%</b>
<b>Expenditures</b>						
Payroll	\$ 653,854	\$ 641,697	\$ 641,697	\$ 695,898	\$ 717,893	8%
Supplies & Services	917,143	968,150	968,150	968,150	968,150	0%
Capital Outlay	580	-	-	-	-	0%
Interdepartmental Charges	20,433	21,397	21,397	28,917	29,219	35%
<b>Total Expenditures</b>	<b>\$ 1,592,010</b>	<b>\$ 1,631,244</b>	<b>\$ 1,631,244</b>	<b>\$ 1,692,965</b>	<b>\$ 1,715,262</b>	<b>44%</b>
<b>Cash Balance</b>	<b>\$ 541,152</b>	<b>\$ 559,909</b>	<b>\$ 559,909</b>	<b>\$ 574,714</b>	<b>\$ 601,375</b>	<b>3%</b>

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None

## INTERNAL SERVICE FUNDS

### EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund is used to accumulate funds for replacement of equipment and vehicles. Departments are charged an annual replacement charge to cover future equipment replacement costs.

#### Schedule 46: Equipment Replacement Fund Summary

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change of 2019-20 from 2018-19 Adopted
<b>Revenues</b>						
Use of Money & Property	\$ 46,212	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	0%
Other Financing Sources	-	700,000	700,000	-	-	-100%
Other Revenues	1,808,587	1,746,503	1,746,503	1,746,503	1,746,503	0%
Transfers	1,200,000	-	-	250,000	-	0%
<b>Total Revenues</b>	<b>\$ 3,054,799</b>	<b>\$ 2,541,503</b>	<b>\$ 2,541,503</b>	<b>\$ 2,091,503</b>	<b>\$ 1,841,503</b>	<b>-18%</b>
<b>Expenditures</b>						
Supplies & Services	\$ (372,203)	\$ 176,844	\$ 208,538	\$ 150,000	\$ -	-18%
Capital Outlay	509,864	1,200,000	3,194,347	350,000	735,000	-243%
Debt Service	585,851	523,765	523,765	284,167	284,167	-84%
Transfers	184,047	35,000	43,336	-	-	0%
<b>Total Expenditures</b>	<b>\$ 907,560</b>	<b>\$ 1,935,609</b>	<b>\$ 3,969,986</b>	<b>\$ 784,167</b>	<b>\$ 1,019,167</b>	<b>-59%</b>
<b>Cash Balance</b>	<b>\$ 4,068,934</b>	<b>\$ 4,674,827</b>	<b>\$ 2,640,450</b>	<b>\$ 3,947,786</b>	<b>\$ 4,770,121</b>	<b>-16%</b>

#### FY2019-20 CHANGES & HIGHLIGHTS:

- \* Purchase four Police vehicles
- \* Purchase new SUV for City Manager

#### FY2020-21 CHANGES & HIGHLIGHTS:

- \* Purchase four Police vehicles
- \* Purchase two vehicles for Parks Maintenance

#### Schedule 47: Planned Vehicle & Equipment Purchases FY 2019-21

FY 2019-20					
Department	Vehicle #	Current Vehicle	Assignment	Recommended Replacement Vehicle	Estimated Replacement Cost
Police					
	TBD	Crown Victoria	Patrol	Patrol Vehicle - Make & Model TBD	45,000
	TBD	Crown Victoria	Patrol	Patrol Vehicle - Make & Model TBD	45,000
	TBD	Crown Victoria	Patrol	Patrol Vehicle - Make & Model TBD	45,000
	TBD	Ford Fusion	Investigations	TBD	35,000
City Manager					
	120	Ford 500 Sedan	City Manager	Full Size SUV - Make & Model TBD	35,000
Public Works					
*	327	Electrical Trouble Truck	Streets - Electrical	Electrical Trouble Truck	125,000
Total Vehicle Replacement FY 2019-20					330,000

\*Electrical Trouble Truck carried forward from deferred FY 17/18 purchase

## INTERNAL SERVICE FUNDS

FY 2020-21					
Department	Vehicle #	Current Vehicle	Assignment	Recommended Replacement Vehicle	Estimated Replacement Cost
<b>Police</b>					
	TBD	Crown Victoria	Patrol	Patrol Vehicle - Make & Model TBD	45,000
	TBD	Crown Victoria	Patrol	Patrol Vehicle - Make & Model TBD	45,000
	TBD	Crown Victoria	Patrol	Patrol Vehicle - Make & Model TBD	45,000
	TBD	Ford Fusion	Investigations	TBD	35,000
<b>Parks &amp; Recreation</b>					
	243	Chevy S-10	Parks Maintenance	Ford Ranger or Equivalent	35,000
	609	Vermeer Chipper	Parks Maintenance	Vermeer Chipper w/ Winch or Equivalent	60,000
<b>Fire</b>					
	516	Ambulance	Fire - ALS	Ambulance - Make & Model TBD	385,000
<b>Total Vehicle Replacement FY 2020-21</b>					<b>650,000</b>

## HEALTH & BENEFITS FUND

This fund collects charges from departments and is used to pay benefit providers for active and retiree health, dental, vision insurance and other miscellaneous benefits.

### Schedule 48: Health & Benefits Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
Revenues	Actual	Adopted	Projected	Proposed	Plan	2019-20 from 2018-19 Adopted
Charges for Services	\$ 1,893	\$ -	\$ -	\$ -	\$ -	0%
Use of Money & Property	12,646	100,000	100,000	100,000	100,000	0%
Other Revenues	13,688,876	13,235,490	13,235,490	13,629,263	14,337,571	3%
Transfers	1,296,000	250,000	250,000	250,000	250,000	0%
<b>Total Revenues</b>	<b>\$ 14,999,416</b>	<b>\$ 13,585,490</b>	<b>\$ 13,585,490</b>	<b>\$ 13,979,263</b>	<b>\$ 14,687,571</b>	<b>3%</b>
<b>Expenditures</b>						
Payroll	12,916,577	14,908,907	14,908,907	14,527,884	15,132,891	-3%
Supplies & Services	1,684	10,000	10,000	10,000	10,000	0%
<b>Total Expenditures</b>	<b>\$ 12,918,261</b>	<b>\$ 14,918,907</b>	<b>\$ 14,918,907</b>	<b>\$ 14,537,884</b>	<b>\$ 15,142,891</b>	<b>-3%</b>
<b>Cash Balance</b>	<b>\$ 11,081,846</b>	<b>\$ 9,748,428</b>	<b>\$ 9,748,428</b>	<b>\$ 9,189,807</b>	<b>\$ 8,734,487</b>	<b>-6%</b>

#### FY2019-20 CHANGES & HIGHLIGHTS:

\* None

#### FY2020-21 CHANGES & HIGHLIGHTS:

\* None

## INTERNAL SERVICE FUNDS

### INFORMATION TECHNOLOGY FUND

The Information Technology Fund is funded through an allocation charge to departments for the maintenance and upkeep of the City's computers, telephones, servers, copiers, scanners, Citywide software, etc. The Information Technology (IT) Department manages this fund. In addition to in-house IT services, the IT Department provides IT services to the Town of Hillsborough to further regional consolidation efforts. This fund budgets 7.0 FTEs in the IT department.

#### Schedule 49: Information Technology Fund Summary

	2017-18 Actual	2018-19 Adopted	2018-19 Projected	2019-20 Proposed	2020-21 Plan	% Change of 2019-20 from 2018-19 Adopted
<b>Revenues</b>						
Charges for Services	\$ 56,001	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0%
Use of Money & Property	1,676	14,000	14,000	14,000	14,000	0%
Other Revenues	2,584,771	2,670,676	2,670,676	3,237,560	3,642,067	21%
Transfers	-	240,000	445,000	-	-	-100%
<b>Total Revenues</b>	<b>\$ 2,642,448</b>	<b>\$ 2,964,676</b>	<b>\$ 3,169,676</b>	<b>\$ 3,291,560</b>	<b>\$ 3,696,067</b>	<b>11%</b>
<b>Expenditures</b>						
Payroll	\$ 1,145,674	\$ 1,313,513	\$ 1,313,513	\$ 1,555,490	\$ 1,591,544	18%
Supplies & Services	1,078,430	1,739,317	2,470,574	2,096,467	2,094,317	21%
Interdepartmental Charges	11,077	11,845	11,845	10,444	10,469	-12%
<b>Total Expenditures</b>	<b>\$ 2,235,181</b>	<b>\$ 3,064,676</b>	<b>\$ 3,795,933</b>	<b>\$ 3,662,401</b>	<b>\$ 3,696,330</b>	<b>20%</b>
<b>Cash Balance</b>	<b>\$ 1,239,834</b>	<b>\$ 1,139,834</b>	<b>\$ 613,577</b>	<b>\$ 242,736</b>	<b>\$ 242,473</b>	<b>-79%</b>

#### FY2019-20 CHANGES & HIGHLIGHTS:

\* None

#### FY2020-21 CHANGES & HIGHLIGHTS:

\* None

## INTERNAL SERVICE FUNDS

### INFORMATION TECHNOLOGY PEG ACCESS FUND

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

#### Schedule 50: Information Technology PEG Access Fund Summary

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
Revenues	Actual	Adopted	Projected	Proposed	Plan	2019-20 from 2018-19 Adopted
Franchise Fees	\$ 173,849	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	0%
Use of Money & Property	1,351	5,000	5,000	5,000	5,000	0%
<b>Total Revenues</b>	<b>\$ 175,200</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>0%</b>
Expenditures						
Supplies & Services	\$ 4,585	\$ -	\$ 68,891	\$ -	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 4,585</b>	<b>\$ -</b>	<b>\$ 68,891</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Cash Balance</b>	<b>\$ 1,094,652</b>	<b>\$ 1,224,652</b>	<b>\$ 1,155,761</b>	<b>\$ 1,285,761</b>	<b>\$ 1,415,761</b>	<b>5%</b>

#### FY2019-20 CHANGES & HIGHLIGHTS:

\* None

#### FY2020-21 CHANGES & HIGHLIGHTS:

\* None

## INTERNAL SERVICE FUNDS

### SELF-INSURANCE FUND

This fund is used to accumulate reserves to pay for workers compensation claims and general liability insurance claims through the Association of Bay Area Governments Pooled Liability Assurance Network (ABAG PLAN).

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

**Schedule 51: Self Insurance Fund Summary**

	2017-18	2018-19	2018-19	2019-20	2020-21	% Change of
	Actual	Adopted	Projected	Proposed	Plan	2019-20 from
Revenues						2018-19
Intergovernmental	\$ 18,271	\$ -	\$ 13,703	\$ -	\$ -	0%
Charges for Services	(2,739)					0%
Use of Money & Property	16,053	75,000	75,000	75,000	75,000	0%
Other Revenues	4,249,265	4,559,604	4,559,604	4,559,604	4,559,604	0%
<b>Total Revenues</b>	<b>\$ 4,280,851</b>	<b>\$ 4,634,604</b>	<b>\$ 4,648,307</b>	<b>\$ 4,634,604</b>	<b>\$ 4,634,604</b>	<b>0%</b>
Expenditures						
Payroll	\$ 1,087,131	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	0%
Supplies & Services	3,442,507	3,909,596	3,909,596	3,909,596	3,909,596	0%
<b>Total Expenditures</b>	<b>\$ 4,529,638</b>	<b>\$ 4,559,596</b>	<b>\$ 4,559,596</b>	<b>\$ 4,559,596</b>	<b>\$ 4,559,596</b>	<b>0%</b>
<b>Cash Balance</b>	<b>\$ 13,600,203</b>	<b>\$ 13,675,211</b>	<b>\$ 13,763,922</b>	<b>\$ 13,838,931</b>	<b>\$ 13,913,939</b>	<b>1%</b>

**FY2019-20 CHANGES & HIGHLIGHTS:**

\* None

**FY2020-21 CHANGES & HIGHLIGHTS:**

\* None



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# POSITION BUDGET

## POSITION BUDGET

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### **SUMMARY OF POSITION BUDGET AND PERSONNEL COSTS**

The FY 2019-21 Proposed Biennial Operating Budget has 578.29 FTE positions citywide. Of those positions:

- 7.0 FTE elected officials;
- 469 FTE full time employees;
- 5.27 FTE part time regular employees; and
- 97.02 FTE hourly employees.

Benefits include City paid medical, dental, health, life insurance, retirement<sup>1</sup>, retiree health<sup>2</sup>, workers' compensation, unemployment, short term and long term disability. In addition to paid benefits, full-time employees earn between 15-25 vacation days and 12 sick days a year plus 12 holidays and 1 floating holiday. Employees also have the option of contributing to a deferred compensation retirement account.

The FY 2019-21 Adopted Biennial Operating Budget allocates 75% of all employees to the General Fund, with the remainder of budgeted employees allocated to other operating funds.

The City's largest overall expenses are for employee salaries and benefits. Memorandums of Understanding (MOU) between the City's bargaining units outline the salaries and benefits available to the positions within that bargaining unit.

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<sup>1</sup> The City has a three-tiered retirement system. Any employee hired after April 23, 2010, but before January 1, 2013, participates in the second tier for which miscellaneous employees are subject to the 2% at 60 pension benefit formula and the public safety employees receive the 3.0 % at 55 pension benefit formula. Employees hired on or after January 1, 2013 participate in the third tier, for which miscellaneous employees are subject to the 2% at 62 pension benefit formula and safety employees are subject to the 2.7% at 57 pension benefit formula.

<sup>2</sup> Any employee in the second or third tier does not have retiree health insurance. Instead the City contributes 1.5 percent of salary to a retiree health savings account.

## POSITION BUDGET

Table 17: Benefit Costs per FTE

Benefit Costs for 1.0 FTE	FY 2018-19	FY 2019-20	Difference
Health/Dental/Vision	17,431	18,446	1,015
Retiree Health (pay-as-you-go)	7,123	7,550	427
OPEB	13.2%	13.2%	0.0%
PERS			
Safety Employee	43.68%	52.05%	8.4%
Non-Safety	27.82%	32.12%	4.3%
Medicare	1.45%	1.45%	-
FICA	6.20%	6.20%	-
Workers Compensation			
Office	233	240	7
Other	432	445	13
Public Works	5,114	5,267	153
Police	8,361	8,612	251
Fire	24,426	25,159	733
Miscellaneous Benefits	1,175	1,210	35

### **Notes:**

The benefit costs per employee are both fixed and variable depending on the type of employee. The fixed costs that do not change between types on employees are health, dental and vision insurance, retiree health and miscellaneous benefits.

The health, dental, and vision insurance costs listed above represent average costs per 1.0 budgeted FTE. The actual costs that the City pays for each employee may be lower or higher depending on the insurance plan, either Blue Shield or Kaiser, and whether the employee's insurance coverage is at the single, dual, or family rate.

As noted in the Health & Benefit Fund summary, the City uses a pay-as-you-go method to pay for current retiree health insurance. The \$7,550 listed above represents the amount per 1.0 FTE that is charged to departments and that the City pays for retiree health insurance.

CalPERS/FICA benefits are all based on the percentage of an employee's salary. CalPERS has different rates depending on whether the employee is safety (i.e. Police Officer, Firefighter) or miscellaneous (everyone else). FICA (Federal Insurance Contributions Act) is the Federal Government Social Security and Medicare employer share. The City pays 6.2% of each non-safety employee's salary for Social Security and 1.45% of each employee's salary for Medicare.

The City self-funds workers compensation insurance. Based on past claims, each employee is broken into types as listed above, and the departments are charged the corresponding amount based on the position budget.

## POSITION BUDGET

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### **SOUTH SAN FRANCISCO BARGAINING UNITS**

**Police Association** – This unit includes Police Officers, Police Corporals, and Police Sergeants.

**Fire Association** – This unit includes Fire Fighter Paramedics and Fire Apparatus Engineers. The members of this unit work a 56 hour work week with 24 hour shifts.

**Police and Fire Managers** – This unit includes Police Captains, Police Lieutenants, the Deputy Fire Chief, and Battalion Chiefs.

**Mid Management** – This unit includes Planners, Engineers, Analysts, Accountants and Recreation Supervisors. The Mid Management Unit receives 40 hours of administrative leave to compensate for additional late night meetings or weekend work required of the positions.

**Confidential** – This unit includes Administrative Assistants and other miscellaneous positions such as Information Technology Technicians.

**Executive** – This unit includes the department heads.

**Operating Engineers** – This unit includes the Water Quality Control Plant operators.

**AFSCME** – This is the largest bargaining unit of the City, which includes Parks and Public Works Maintenance Workers. Many of the Part-Time regular benefited employees belong to this bargaining unit.

The City Council has the authority to approve any changes within the position budget, which includes changing titles, salary schedules or creating new positions.

The positions listed are part of the position budget. The City also employs contract employees that may be reflected on a department's organization chart and not in the position budget.

## POSITION BUDGET

### POSITION BUDGET BY JOB CODE

Status	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Elected	E110	Elected City Council Member	5.00	5.00	5.00	0.00
Elected	E105	Elected City Treasurer	1.00	1.00	1.00	0.00
Elected	E100	Elected City Clerk	1.00	1.00	1.00	0.00
<b><i>SUBTOTAL - Elected</i></b>			<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
Full Time	A120	Assistant Electrical Technician	1.00	1.00	1.00	0.00
Full Time	A135	Building Inspector	3.00	3.00	3.00	0.00
Full Time	A140	Building Maintenance Custodian I/II	5.00	5.00	5.00	0.00
Full Time	A145	Code Enforcement Officer	3.00	3.00	3.00	0.00
Full Time	A150	Communications Dispatcher	13.00	13.00	13.00	0.00
Full Time	A160	Electrical Technician	1.00	1.00	1.00	0.00
Full Time	A168	Sr Engineering Technician	1.00	1.00	1.00	0.00
Full Time	A170	Equipment Mechanic	3.00	3.00	3.00	0.00
Full Time	A175	Equipment Operator	1.00	1.00	1.00	0.00
Full Time	A190	Lead Building Maintenance Custodian	2.00	2.00	2.00	0.00
Full Time	A195	Lead Parks Maintenance Worker	2.00	2.00	2.00	0.00
Full Time	A200	Lead Public Works Maintenance Worker	4.00	4.00	4.00	0.00
Full Time	A210	Librarian I	1.00	1.00	1.00	0.00
Full Time	A215	Library Assistant II	1.00	1.00	1.00	0.00
Full Time	A225	Accounting Assistant II	5.00	5.00	5.00	0.00
Full Time	A240	Librarian II	6.00	6.00	6.00	0.00
Full Time	A245	Parking System Technician	1.00	1.00	1.00	0.00
Full Time	A250	Parks Maintenance Worker I/II	13.00	12.00	12.00	-1.00
Full Time	A275	Public Works Maintenance Worker	14.00	14.00	14.00	0.00
Full Time	A280	Maintenance Craft worker	2.00	2.00	2.00	0.00
Full Time	A295	Office Specialist	1.50	1.00	1.00	-0.50
Full Time	A310	Public Works Inspector	1.00	1.00	1.00	0.00
Full Time	A320	Sr Building Maintenance Custodian	4.00	4.00	4.00	0.00
Full Time	A335	Lead Electrical Technician	1.00	1.00	1.00	0.00
Full Time	A345	Lead Equipment Mechanic	1.00	1.00	1.00	0.00
Full Time	A350	Senior Parks Maintenance Worker	4.00	4.00	4.00	0.00
Full Time	A360	Sr Public Works Maintenance Worker	3.00	3.00	3.00	0.00
Full Time	A365	Supervising Dispatcher	2.00	2.00	2.00	0.00
Full Time	A370	Sweeper Operator	2.00	2.00	2.00	0.00
Full Time	A375	Tree Trimmer	2.00	2.00	2.00	0.00
Full Time	A400	Senior Building Inspector	2.00	2.00	2.00	0.00
Full Time	A445	Literacy Services Coordinator	3.00	3.00	3.00	0.00
Full Time	A460	Permit Technician	1.00	1.00	1.00	0.00
Full Time	A462	Planning Technician	1.00	1.00	1.00	0.00
Full Time	A465	Building Maintenance Crafts worker	2.00	2.00	2.00	0.00
Full Time	A495	Preschool Teacher I	4.00	4.00	4.00	0.00
Full Time	A500	Sr Electrical Technician	1.00	1.00	1.00	0.00
Full Time	A505	Groundsperson	2.00	2.00	2.00	0.00
Full Time	A670	Supervising Library Assistant	2.00	2.00	2.00	0.00
Full Time	A680	Preschool Teacher II	4.00	4.00	4.00	0.00
Full Time	A690	Building Plan Reviewer	1.00	1.00	1.00	0.00
Full Time	A700	Senior Permit Technician	1.00	1.00	1.00	0.00

## POSITION BUDGET

Status	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Full Time	AXXX	Arborist Technician	0.00	1.00	1.00	1.00
Full Time	B100	Fire Captain	15.00	15.00	15.00	0.00
Full Time	B120	Fire Apparatus Engineer	15.00	15.00	15.00	0.00
Full Time	B130	Paramedic Firefighter	39.00	39.00	39.00	0.00
Full Time	B195	Safety Inspector II**	3.00	3.00	2.00	0.00
Full Time	B200	Safety Inspector I	1.00	1.00	1.00	0.00
Full Time	C100	Police Corporal	14.00	14.00	14.00	0.00
Full Time	C105	Police Records Specialist	4.00	4.00	4.00	0.00
Full Time	C110	Police Property/ Evidence Specialist	1.00	1.00	1.00	0.00
Full Time	C115	Police Officer	48.00	48.00	48.00	0.00
Full Time	C125	Police Service Technician	4.00	4.00	4.00	0.00
Full Time	C165	Police Sergeant	13.00	13.00	13.00	0.00
Full Time	C175	Parking Enforcement Officer	3.00	3.00	3.00	0.00
Full Time	C200	Supervising Police Records Specialist	1.00	1.00	1.00	0.00
Full Time	C210	Crime Analyst	1.00	1.00	1.00	0.00
Full Time	C220	Police Media Technician	1.00	1.00	1.00	0.00
Full Time	D105	Plant Electrician I	1.00	1.00	1.00	0.00
Full Time	D120	Laboratory Chemist	2.00	2.00	2.00	0.00
Full Time	D125	Plant Utility Worker	2.00	2.00	2.00	0.00
Full Time	D130	Plant Mechanic I	2.00	2.00	2.00	0.00
Full Time	D135	Plant Mechanic II	4.00	4.00	4.00	0.00
Full Time	D140	Plant Electrician II	2.00	2.00	2.00	0.00
Full Time	D145	Plant Operator I	2.00	2.00	2.00	0.00
Full Time	D155	Environmental Compliance Inspector II	3.00	3.00	3.00	0.00
Full Time	D160	Sr Environmental Compliance Inspector	1.00	1.00	1.00	0.00
Full Time	D170	Sr Laboratory Chemist	1.00	1.00	1.00	0.00
Full Time	D180	Lead Plant Mechanic	1.00	1.00	1.00	0.00
Full Time	D190	Lead Plant Operator	4.00	4.00	4.00	0.00
Full Time	D200	Plant Operator III	8.00	8.00	8.00	0.00
Full Time	D220	Plant Mechanic, Apprentice	1.00	1.00	1.00	0.00
Full Time	M110	Deputy Fire Chief	1.00	1.00	1.00	0.00
Full Time	M115	Associate Civil Engineer	2.00	2.00	2.00	0.00
Full Time	M125	Associate Planner	2.00	2.00	2.00	0.00
Full Time	M145	ECD Deputy Dir/ Manager of ECD & Housing	1.00	1.00	1.00	0.00
Full Time	M155	Chief Planner	1.00	1.00	1.00	0.00
Full Time	M185	Economic Development Coordinator	3.00	3.00	3.00	0.00
Full Time	M205	Fire Battalion Chief (40 Hours)	2.00	2.00	2.00	0.00
Full Time	M210	Chief Building Official	1.00	1.00	1.00	0.00
Full Time	M215	Assistant Building Official	1.00	1.00	1.00	0.00
Full Time	M220	Laboratory Supervisor	1.00	1.00	1.00	0.00
Full Time	M235	Library Program Manager	4.00	4.00	4.00	0.00
Full Time	M255	Parks & Recreation Supervisor	3.00	3.00	3.00	0.00
Full Time	M270	Human Resources Analyst II	3.00	3.00	3.00	0.00
Full Time	M275	Police Lieutenant	4.00	4.00	4.00	0.00
Full Time	M280	Police Captain	3.00	3.00	3.00	0.00
Full Time	M285	Police Records & Comm. Manager	1.00	1.00	1.00	0.00
Full Time	M295	Rec & Comm Svcs Supervisor	5.00	5.00	5.00	0.00
Full Time	M335	Senior Planner	2.00	3.00	3.00	1.00
Full Time	M340	Sr Civil Engineer	2.00	2.00	2.00	0.00

## POSITION BUDGET

Status	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Full Time	M355	Plant Superintendent	1.00	1.00	1.00	0.00
Full Time	M390	Fire Battalion Chief (56 Hours)	3.00	3.00	3.00	0.00
Full Time	M410	Fire Marshal	1.00	1.00	1.00	0.00
Full Time	M450	Environmental Compliance Supervisor	1.00	1.00	1.00	0.00
Full Time	M465	Assistant Plant Superintendent	1.00	1.00	1.00	0.00
Full Time	M530	Rec & Comm Svcs Coordinator	11.00	15.00	15.00	4.00
Full Time	M560	Management Analyst II	7.00	7.00	7.00	0.00
Full Time	M570	Management Analyst I	2.00	2.00	2.00	0.00
Full Time	M590	Principal Planner	1.00	1.00	1.00	0.00
Full Time	M610	Financial Analyst II	2.00	2.00	2.00	0.00
Full Time	M620	Accountant II	1.00	1.00	1.00	0.00
Full Time	M625	Senior Accountant	1.00	1.00	1.00	0.00
Full Time	M640	Assistant Library Director	1.00	1.00	1.00	0.00
Full Time	M650	Information Systems Administrator	2.00	2.00	2.00	0.00
Full Time	M725	Community Development Coordinator	1.00	1.00	1.00	0.00
Full Time	M745	WQCP Maintenance Supervisor	1.00	1.00	1.00	0.00
Full Time	M750	Program Manager	5.00	5.00	5.00	0.00
Full Time	M760	Principal Engineer	1.00	1.00	1.00	0.00
Full Time	M770	Financial Services Manager	2.00	1.00	1.00	-1.00
Full Time	M775	Human Resources Manager	1.00	1.00	1.00	0.00
Full Time	M780	Emergency and Safety Manager	1.00	1.00	1.00	0.00
Full Time	M785	Payroll Administrator	1.00	1.00	1.00	0.00
Full Time	M790	Senior Information Systems Administrator	1.00	1.00	1.00	0.00
Full Time	M795	Business Services Manager	2.00	1.00	1.00	-1.00
Full Time	M800	Assistant Recreation Supervisor	1.00	1.00	1.00	0.00
Full Time	M815	Landscape Architect	1.00	1.00	1.00	0.00
Full Time	M820	Deputy Public Works Director	1.00	1.00	1.00	0.00
Full Time	MXX1	Assistant City Clerk	0.00	1.00	1.00	1.00
Full Time	MXX3	Deputy Finance Director	0.00	1.00	1.00	1.00
Full Time	MXX5	Deputy Fire Marshal	0.00	0.00	1.00	0.00
Full Time	N100	Assistant City Manager	1.00	1.00	1.00	0.00
Full Time	N110	Library Director	1.00	1.00	1.00	0.00
Full Time	N115	City Manager	1.00	1.00	1.00	0.00
Full Time	N130	Director of Human Resources	1.00	1.00	1.00	0.00
Full Time	N140	Director of ECD	1.00	1.00	1.00	0.00
Full Time	N145	Director of Finance	1.00	1.00	1.00	0.00
Full Time	N150	Fire Chief	1.00	1.00	1.00	0.00
Full Time	N155	Police Chief	1.00	1.00	1.00	0.00
Full Time	N160	Director Of Public Works/City Eng.	1.00	1.00	1.00	0.00
Full Time	N165	Information Technology Director	1.00	1.00	1.00	0.00
Full Time	N175	Director Of Parks & Recreation	1.00	1.00	1.00	0.00
Full Time	N180	Assistant to the City Manager	1.00	1.00	1.00	0.00
Full Time	N190	Communications Director	1.00	1.00	1.00	0.00
Full Time	O265	Human Resources Technician	2.00	2.00	2.00	0.00
Full Time	O310	Administrative Assistant II	12.00	12.00	12.00	0.00
Full Time	O315	Administrative Assistant I	10.00	10.00	10.00	0.00
Full Time	O320	Deputy City Clerk	1.00	1.00	1.00	0.00



## POSITION BUDGET

Status	Job Code	Position Title	2018-19 Amended	2019-20 Proposed	2020-21 Plan	Change of 2019-20 from 2018-19
Full Time	O340	Sr Administrative Assistant	2.00	2.00	2.00	0.00
Full Time	O415	City Clerk Records Technician	2.00	2.00	2.00	0.00
Full Time	O525	Computer Services Technician	1.00	1.00	1.00	0.00
Full Time	O530	Senior Computer Services Technician	1.00	1.00	1.00	0.00
<b><i>SUBTOTAL - Full Time</i></b>			<b><i>464.50</i></b>	<b><i>469.00</i></b>	<b><i>469.00</i></b>	<b><i>4.50</i></b>
PT Regular	A215	Library Assistant II	2.40	2.40	2.40	0.00
PT Regular	A610	Recreation Leader II	1.25	1.06	1.06	-0.19
PT Regular	A620	Recreation Leader III	1.82	0.51	0.51	-1.31
PT Regular	A630	Recreation Leader IV	0.00	0.75	0.75	0.75
PT Regular	A640	Community Services Site Coordinator	0.80	0.05	0.05	-0.75
PT Regular	A650	Cultural Arts Specialist	0.50	0.50	0.50	0.00
<b><i>SUBTOTAL - PT Regular</i></b>			<b><i>6.77</i></b>	<b><i>5.27</i></b>	<b><i>5.27</i></b>	<b><i>-1.50</i></b>
Hourly	X125	Police Service Technician	2.00	2.00	2.00	0.00
Hourly	X181	Safety Inspector	0.25	0.00	0.00	-0.25
Hourly	X185	Hourly, Building Maintenance Custodian	2.08	2.46	2.46	0.38
Hourly	X190	Police Property/ Evidence Assistant	0.48	0.48	0.48	0.00
Hourly	X193	Police Court Liaison	0.48	0.48	0.48	0.00
Hourly	X210	Librarian I	1.26	1.26	1.26	0.00
Hourly	X220	Library Assistant I	3.20	3.21	3.21	0.00
Hourly	X235	Library Clerk	2.20	2.20	2.20	0.00
Hourly	X250	Library Page	6.31	6.31	6.31	0.00
		Miscellaneous Hourly-Rehab Specialist/				
Hourly	X280	Research Assistant	0.40	0.40	0.40	0.00
Hourly	X281	Emergency Medical Technician	4.20	4.20	4.20	0.00
Hourly	X300	Hourly, Park Maintenance Worker	1.62	1.36	1.36	-0.26
Hourly	X325	Police Reserve Officer	1.31	1.31	1.31	0.00
Hourly	X350	Hourly, Recreation Instructor	6.16	6.63	6.63	0.47
Hourly	X360	Hourly, Recreation Leader I	1.75	1.75	1.75	0.00
Hourly	X365	Hourly, Recreation Leader II	12.54	12.54	12.54	0.00
Hourly	X370	Hourly, Recreation Leader III/Courier	34.14	38.51	38.51	4.37
Hourly	X375	Hourly, Recreation Leader IV	4.73	4.73	4.73	0.00
Hourly	X415	Office Specialist	0.50	0.50	0.50	0.00
Hourly	X440	Office Assistant	0.93	1.31	1.31	0.38
Hourly	X445	Communications Dispatcher	0.60	0.60	0.60	0.00
Hourly	X540	Fire Courier	0.48	0.48	0.48	0.00
Hourly	X545	Laboratory Chemist	0.50	0.50	0.50	0.00
Hourly	X555	Hourly, Van Driver	1.00	1.00	1.00	0.00
Hourly	X655	Literacy Services Asst. Coordinator.	0.44	0.44	0.44	0.00
Hourly	X665	Literacy Services Asst. I	1.95	1.57	1.57	-0.38
Hourly	X670	Librarian II	0.80	0.80	0.80	-0.38
<b><i>SUBTOTAL - Hourly</i></b>			<b><i>92.31</i></b>	<b><i>97.02</i></b>	<b><i>97.02</i></b>	<b><i>4.72</i></b>
<b>TOTAL FTE COUNT - CITY OF SOUTH SAN FRANCISCO</b>			<b>570.58</b>	<b>578.29</b>	<b>578.29</b>	<b>7.72</b>

# MISCELLANEOUS SECTION

## MISCELLANEOUS SECTION

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### **MASTER FEE SCHEDULE CHANGES**

The Fees for Services section of the Master Fee Schedule is brought to the City Council for approval annually along with the proposed operating budget. These fees are charges for direct City services, and can be approved via a resolution by Council, as opposed to other fees which may have public notice requirements and/or require public approval. Fees for services are collected for planning, building, and fire code inspections; recreation classes, facility rentals, and other City services. The current Master Fee schedule may be accessed on the City of South San Francisco's website: <http://www.ssf.net/departments/finance/financial-reports/master-fees-and-special-charges>

## MISCELLANEOUS SECTION

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### **FINANCIAL POLICIES**

The City of South San Francisco's budget and financial policies are the basic guidelines for management of the City's fiscal operations. These fiscal policies are established through Municipal Code, Administrative Instructions, and a Reserves Policy that incorporates best practices from the Government Finance Officers' Association (GFOA) and ensures consistency with 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**

No. 1 ~ Purchasing Procedures

No. 2 ~ Travel and Training Policy and Reimbursement of Expenses

No. 4 ~ Budget Transfer Requests

No. 5 ~ Budget Amendment Resolutions

No. 6 ~ Use of City Credit Cards

No. 7 ~ Project Accounting, Reporting, & Claims for Grant Reimbursement

No. 8 ~ Delegation of Purchasing Authority

### **RESERVES POLICY**

The Reserves Policy is designed to provide budget flexibility to the 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, information technology, workers' compensation, general liability, OPEB, and an infrastructure

## MISCELLANEOUS SECTION

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replacement reserve, the City's Reserve Policy is to have General Fund Reserves equal to at least two months of operating revenues, which is between 15 and 20 percent.

### RESERVES POLICY

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.

#### **Reserve for Future Economic Development Projects**

The Council designated \$3.6 million in funds in January 2003 that had been paid back to the General Fund by the Redevelopment Agency for prior period advances from the City. Those funds are committed for investments in economic development and/or outreach efforts that will result in revenue growth to the General Fund over time.

#### **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 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 2 months of revenues and the Reserves funded above.

#### **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 and Facilities Replacement Reserve** was created to address critical infrastructure replacement and/or deferred facility improvements.

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

## MISCELLANEOUS SECTION

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

### **EQUIPMENT REPLACEMENT FUND**

#### **Vehicle Replacement Reserve**

A recent analysis of the City's vehicle fleet indicated that \$2.0 million is needed on an annual basis to build up replacement costs for vehicles based on useful life and maintenance costs. Staff recommends that the City maintain at least 75% of the annual replacement costs in reserves to ensure a fully functioning and 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.

## MISCELLANEOUS SECTION

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### **RESOLUTIONS TO THE COUNCIL**

A resolution to adopt the FY 2019-21 Proposed Biennial Operating Budget, as described in this document, will be presented for Council Approval on June 26, 2019.

### **SOUTH SAN FRANCISCO DEMOGRAPHICS**

Note: The US Census Bureau is continually releasing additional data from the 2010 US Census. The information contained comes from the US Census Bureau 2010 Census, US Census Bureau 2012 Economic Census, or the California Department of Finance Demographic Research Unit.

## MISCELLANEOUS SECTION

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**Table 19: South San Francisco Demographics**

**Area Population and Population Density**

Total Population <sup>4</sup>	67,078
Land Area in Square Miles <sup>1</sup>	9.14
Population Per Square Mile (Land Area)	7,160

**Population Age and Sex Characteristics<sup>1</sup>**

% of Total Population	
Male	49.4%
Female	50.6%
Median Age (years)	38.9
Average Household Size	3.01
Average Family Size	3.45
Persons Under 5 Years	6.1%
Persons 5 – 19 Years	16.5%
Persons 20 – 64 Years	62.5%
Persons Age 65+	14.8%

**Race Detail<sup>1</sup>**

% of Total Population	
One Race Alone	93.9%
Two or More Races	6.1%
White	37.3%
Black or African American	2.6%
American Indian and Alaska Native	0.6%
Asian	36.6%
Native Hawaiian and Other Pacific Islander	1.7%
Some Other Race	15.1%

**Sources:**

<sup>1</sup>United States Census Bureau: 2011-2015 American Community Survey 5-Year Estimates

<sup>2</sup> United States Census Bureau: 2012 Economic Census, 2012 Economic Census of Island Areas, and 2012 Non-employer Statistics.

<sup>3</sup> City of South San Francisco: Business License Database– Business licenses expiring 12/31/18

<sup>4</sup> California Department of Finance Population Estimates for Cities, Counties, and the State — January 1, 2018 and 2019



## MISCELLANEOUS SECTION

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### **Housing Tenure<sup>1</sup>**

Occupied Housing Units	21,136
Owner-Occupied Housing Units	12,755
Average Household size	3.16
Renter-Occupied Housing Units	8,341
Average Household Size	3.01

### **Housing Occupancy<sup>1</sup>**

Total Housing Units	22,291
Occupied Housing Units	21,136
Vacant Housing Units	1,155

### **Median Income Comparison<sup>1</sup>**

2015 Median Household Income	81,439
2014 Median Household Income	78,101

### **Top 10 Employers in South San Francisco<sup>3</sup>**

GENENTECH, INC  
COSTCO WHOLESALE  
GOODWILL INDUSTRIES OF SF  
LIFE TECHNOLOGIES CORPORATION  
AMGEN SAN FRANCISCO LLC  
SUCCESSFACTORS, INC  
SBM SITE SERVICES, LLC  
ZS ASSOCIATES, INC  
TOBI.COM, LLC  
HOLIDAY INN

#### Sources:

<sup>1</sup>United States Census Bureau: 2011-2015 American Community Survey 5-Year Estimates

<sup>2</sup> United States Census Bureau: 2012 Economic Census, 2012 Economic Census of Island Areas, and 2012 Non-employer Statistics.

<sup>3</sup> City of South San Francisco: Business License Database – Business licenses expiring 12/31/18

<sup>4</sup> California Department of Finance Population Estimates for Cities, Counties, and the State — January 1, 2018 and 2019

## MISCELLANEOUS SECTION

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### **CLASS OF WORKER<sup>1</sup>**

Private wage and salary workers	80.7%
Government workers	14.5%
Self-employed in own not incorporated business workers	4.8%
Unpaid family workers	0.1%

### **OCCUPATION<sup>1</sup>**

Management, business, science, and arts occupations	34.4%
Service occupations	20.5%
Sales and office occupations	26.9%
Natural resources, construction, and maintenance occupations	6.2%
Production, transportation, and material moving occupations	12.0%

### **MEANS OF TRANSPORTATION TO WORK<sup>1</sup>**

Car, truck, or van, drove alone	69.7%
Car, truck, or van, carpooled	12.8%
Public transportation (excluding taxicab)	11.2%
Walked	2.3%
Other means	1.7%
Worked at home	2.2%

### **INDUSTRY<sup>1</sup>**

Agriculture, forestry, fishing & hunting, and mining	0.2%
Construction	4.9%
Manufacturing	7.2%
Wholesale trade	3.3%
Retail trade	11.0%
Transportation and warehousing, and utilities	8.2%
Information	2.1%
Finance & insurance, & real estate & rental & leasing	7.5%
Professional, scientific, mng, admin. & waste mng. services	12.9%
Educational services, and health care and social assistance	21.0%
Arts, entertainment, recreation, accommodation & food services	11.2%
Other services, except public administration	5.9%
Public administration	4.6%

Sources:

<sup>1</sup>United States Census Bureau: 2011-2015 American Community Survey 5-Year Estimates

<sup>2</sup> United States Census Bureau: 2012 Economic Census, 2012 Economic Census of Island Areas, and 2012 Non-employer Statistics.

<sup>3</sup> City of South San Francisco: Business License Database— Business licenses expiring 12/31/18

<sup>4</sup> California Department of Finance Population Estimates for Cities, Counties, and the State — January 1, 2018 and 2019

## MISCELLANEOUS SECTION

### Economy-Wide Key Statistics<sup>2</sup>

Industry Description	Number of Employer Establishments	Employer Sales, Shipments, Receipts, Revenue, or business done (\$1,000)	Annual Payroll (\$1,000)	Number of paid employees for pay period
Utilities	1	Q	D	a
Manufacturing	111	D	1,501,643	10,909
Wholesale trade	330	4,819,034	441,489	5,622
Retail trade	187	1,133,417	96,769	3,063
Transportation and warehousing (104)	278	1,512,144	288,173	5,778
Information	28	N	511,366	3,439
Finance and insurance	60	N	22,022	461
Real estate and rental and leasing	76	132,081	27,104	666
Professional, scientific, & tech. services	191	1,235,712	693,105	4,329
Admin, support, waste mngmt. & remed. svcs	126	401,999	174,045	5,143
Educational services	12	25,376	21,225	224
Health care and social assistance	186	402,443	212,880	3,052
Arts, entertainment, and recreation	19	18,511	5,629	231
Accommodation and food services	204	316,221	82,263	3,673
Other services (except public administration)	123	150,164	50,458	1,401

a 0 to 19 employees

(104) Railroad transportation and U.S. Postal Service are out of scope for the 2012 Economic Census

D Withheld to avoid disclosing data for individual companies; data are included in higher level totals

N Not available or not comparable

Q Revenue not collected at this level of detail for multi-establishment firms

#### Sources:

<sup>1</sup>United States Census Bureau: 2011-2015 American Community Survey 5-Year Estimates

<sup>2</sup> United States Census Bureau: 2012 Economic Census, 2012 Economic Census of Island Areas, and 2012 Non-employer Statistics.

<sup>3</sup> City of South San Francisco: Business License Database— Business licenses expiring 12/31/18

<sup>4</sup> California Department of Finance Population Estimates for Cities, Counties, and the State — January 1, 2018 and 2019

## MISCELLANEOUS SECTION

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### GLOSSARY

**Amended Budget** – The increase or decrease of the amount budgeted for program or account code.

**Appropriations** – The amount of money designated for specific purposes and approved by the City Council.

**ARC** – Annual Required Contribution; this is the annual amount needed to save to pay for retiree benefits, usually pensions or health care.

**Budget** – The plan of expenditures and revenues for a specific period.

**Budget deficit** – The gap between revenue and expenditures; when there is a budget deficit, the expenditures are more than the revenues.

**CalPERS** – The California Public Employees' Retirement System; the City provides contributions to CalPERS for employee defined benefit pension. CalPERS provides an annual actuarial valuation with the pension contribution rates for the next fiscal year, which factors in various actuarial assumptions for mortality, the City the required contribution based on age, number of employees, and return on investment.

**Capital Expenditures** – Expenditures that are used to improve the infrastructure of the City.

**Capital Outlay** – One time expenditures for the purchase of furniture, equipment or vehicles.

**CIP** – Capital Improvement Program is used for City infrastructure improvement projects. The CIP appropriations are approved by the City Council in a separate document.

**CDBG** – Community Development Block Grant is a grant that is provided by the US Department of Housing and Urban Development (HUD). The money is used to support programs ranging from home improvements and commercial building improvements to grants to local nonprofit agencies.

**Equipment Replacement** – An internal service fund that is used to set aside money for future equipment purchases; expenditures are charged to the department and the funds are recorded in the equipment replacement fund.

**FICA** – Federal Insurance Contributions Act; this is the tax that employers must pay as a percent of each employee's salary; Employees also contribute to the same percent, 6.2% for Social security and 1.45% for Medicare.

**FY** – Also known as fiscal year; the year used for accounting purposes that begins July 1 and ends June 30.

## MISCELLANEOUS SECTION

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**Funds** – Different accounts that are used to separate expenses and revenues used for specific purposes.

**FTE** – Full-Time Equivalent; Some positions are part-time and are budgeted based on hours and are converted to the full-time equivalent of a position; one full-time equivalent equals 2080 hours of work a year; a full-time equivalent fire fighter/paramedic will work 2912 hours in one year.

**GASB 45** – An accounting statement issued by the Governmental Accounting Standard Board (GASB) with guidelines on how to and when to account for expenditures and liabilities relating to other post-employment benefits (OPEB).

**GASB 54** – An accounting statement issued by the Governmental Accounting Standard Board (GASB) with guidelines on fund balance reporting and classification of Governmental Funds.

**General Fund** – The main governmental operating fund for the City; the General Fund is the largest of the City funds and the majority of government type activities are in the General Fund.

**Interdepartmental Charges** – Expenditures that are charged to departments to support the citywide operations; charges may include IT, phone service and vehicle repair.

**MMP** – Minor Maintenance Improvement Projects is the classification for projects that do not meet the criteria of a CIP.

**Modified Accrual Basis** – The basis for budgeting and accounting in governmental funds where revenues are recognized as they are measurable and available, i.e. when the invoice for payment is issued; the expenditures are recognized as they occur and not as the check clears.

**Operating Budget** – The budget that is used to plan for City operational expenditures and revenues for each fiscal year.

**OPEB** – Other Post-Employment Benefits; these are costs related to medical benefits for qualified employees who have retired from the City.

**Projected** – The projected amount of expenditures or revenues for the City before the close of the fiscal year and an audit of expenses and revenues is conducted.

**Proposed** – The budgeted revenues and expenditures that are presented to City Council for their approval; after the City Council approves the budget it then becomes adopted.

**Proprietary Funds** – Funds that receive the majority of their revenues through user-charges and not through taxes like many other funds. Proprietary funds are considered business type funds because of the nature of the activity that takes place within the fund. For example, the Sewer

## MISCELLANEOUS SECTION

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Enterprise Fund is used to operate the Water Quality Control Plant, which is paid for by user-charges.

**Quimby Act** – The 1975 act passed by the California State Legislature that authorizes local governments (California Government Code §66477) to require developers to set aside land, donate or pay fees for park improvements.

**Resolution** – The legal document that is approved or rejected by the City Council for specific action regarding City government; A resolution is often prepared in conjunction with a staff report which is presented to the City Council for a vote.

**Reserves** – Money that is set aside for emergencies and future expenditures; The City Council approves a Reserve Policy for the General Fund, Parking District Fund and Equipment Replacement Fund.

**Staff Report** – The memorandum that is presented to City Council for approval where needed.

**Tax Increment** – The difference between the baseline property tax of the Redevelopment Agency project area, at the time of the project area inception, and any annual increases to property tax as calculated on changes to assessed values; tax increment revenue was formally allocated to the RDA, but are now redistributed to local taxing entities due to the dissolution of Redevelopment Agencies.

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