



**City of South San Francisco
Fiscal Year 2012-13
Adopted Operating Budget**



Cover Photos by Billy Hustace:

The City of South San Francisco takes great pride in its public art installations. The City has over 25 public art pieces throughout the City. The cover photo, which includes a photograph of City Hall, features three public art pieces, from top middle: *Millennium* by James Russell; *Crucible of Light* by Chapel; and *Evohelix* by Robert White Stoller.

CITY OF SOUTH SAN FRANCISCO, CALIFORNIA



FISCAL YEAR 2012-13
ADOPTED OPERATING BUDGET

MEMBERS OF THE CITY COUNCIL:

Mayor

Richard A. Garbarino

Vice Mayor

Pedro Gonzalez

Council Members

Mark N. Addiego

Kevin Mullin

Karyl Matsumoto

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City Manager

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City Treasurer

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City Clerk

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of South San Francisco
California**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danson Jeffrey R. Emer

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of South San Francisco, California for the Annual Budget beginning July 1, 2011. In order to receive this award, a governmental unit must publish a document that meets program criteria as a policy document, an operations guide, a financial plan, and a communication device.

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

*California Society of
Municipal Finance Officers*

Certificate of Award

***Excellence Award in Operating Budget
Fiscal Year 2011-2012***

Presented to the

City of South San Francisco

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

February 29, 2012



Scott Johnson

Scott Johnson
CSMFO President

Chu Thai

Chu Thai, Chair
Professional Standards and
Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

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TRANSMITTAL LETTER

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CITY COUNCIL 2012

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

BARRY M. NAGEL, CITY MANAGER

OFFICE OF THE CITY MANAGER

Honorable Mayor and City Council Members:

We present to you the City of South San Francisco's FY 2012-13 Operating Budget.

FY 2012-13 GENERAL FUND BUDGET: PRIORITIES & ISSUES

The recession of FY 2009-10 and subsequent 9% drop in total revenues were the driving factors behind three consecutive years of budget reductions in the form of departmental expense cuts, funding shifts, and fee increases. In the last fiscal year however, property tax has stabilized, while sales tax and hotel tax have gradually returned to their pre-recession levels, allowing the City to maintain a balanced

Property Tax stabilized;

Sales and Hotel Tax showing large gains

budget and to start concentrating again on some of the larger and longer term, structural economic issues. These include: absorbing the new expenses and the revenue losses associated with the dissolution of the Redevelopment Agency (RDA), the possibility of future Public Employee Retirement System (PERS) rate increases, the increasing cost of providing employee health benefits, and the need to address the City's Other Post Retirement Benefits (OPEB) liability, which was estimated at \$82 million in FY 2011-12. The following are the large, over-arching issues governing decisions taken in the FY 2012-13 budget.

RDA DISSOLUTION

With the elimination of the City's RDA (in accordance with California State legislation of Spring 2012), the City's General Fund will see new property tax revenue that was formerly allocated to the RDA: this will be offset by the loss of administrative charges paid by the RDA and the absorption of some staffing costs that were covered by the RDA. At the time of budget adoption, and based on the most recent information from San Mateo County on the new ongoing property taxes that will be reallocated to the City during FY 2012-13, the net impact of the RDA dissolution on the General Fund will be an increase in expenses by \$968,000. This is the net result of \$2.9 million in new property taxes, the loss of nearly \$1 million in administrative charges to the RDA, the absorption of \$2.7 million in expenses shifted back to the General Fund, and the loss of \$170,000 in RDA pass-through revenue.

Net impact of RDA dissolution is **\$968,000 hit** to the General Fund

In subsequent years, as the City (acting as Successor Agency to the RDA) fulfills its approved enforceable obligations, more property taxes will get reallocated back to local agencies, and therefore, the General Fund will see an increase to its ongoing annual property tax revenue that will exceed what it absorbed through the shift of former RDA-funded positions.

In addition to the new annual property taxes to be allocated to the General Fund, the City will receive a portion of the lump-sum RDA funds that are to be turned over to the County for redistribution to local taxing entities. At the time of budget adoption, the City expects to receive roughly \$5.4 million: for budget purposes, it was assumed that the payment will be made in FY 2011-12, but it may be delayed into the new fiscal year. These funds will be added to General Fund reserves, and will be partially used to fund some capital projects during FY 2012-13.

One-time payment
from former RDA
balances estimated
at \$5.4 million

PERS AND HEALTH BENEFITS

As part of budget balancing solutions during the recession, the City implemented a modified benefits package beginning in April 2010. Changes to the benefits plans included higher co-pays for non-routine office visits, increased prescription charges, and fees for emergency services; this resulted in a 6% premium increase in FY 2010-11, versus a 10%-15% annual increase in prior years.

For FY 2012-13 however, the City was effectively given a “rate pass”, or saw no increase to premiums, which is likely attributable to a shift in member behavior patterns. For example, members are opting more for clinic appointments over emergency room visits, and are choosing generic brand prescriptions over brand name medication. Because of the ever-evolving nature of the health care industry, this rate pass is considered a one-time event, and the City will continue to focus on addressing the longer term issue of providing quality, affordable health plans over time.

Similarly, while PERS rates increased roughly \$1 million in FY 2011-12, the City saw a negligible increase in FY 2012-13. But since rates change according to the performance of PERS investments, this will continue to be a major component of the multi-year economic forecast.

OPEB

The City’s most recent actuarial study has estimated the City’s total OPEB liability at \$82 million, representing a 39% increase since the last valuation two years prior. When the City has had the capacity to do so, it has been setting aside annual lump sums for this purpose, totaling \$5.1 million in annual General Fund contributions since FY 2007-08. In FY 2012-13, the General Fund will contribute an additional \$1 million towards OPEB, bringing the projected balance of OPEB funds to \$11.2 million by the end of this fiscal year.

These contributions are in addition to what the City is paying for current retiree health premiums, and go directly towards establishing a growing fund that will cover future retiree costs. If the City were fully funding the OPEB liability by accounting standards, \$10.4 million annually would be set aside in the City's budget, which is \$7.6 million higher than what the City is budgeting for in pay-as-you-go retiree health costs and additional set asides.

CAPITAL PROJECTS AND STORM WATER FUNDING

As part of budget balancing solutions over the last several years, General Fund-funded capital projects had largely been suspended or reduced. Due to sizeable gains in TOT and Sales Tax during FY 2011-12, and because of the large payment of redistributed RDA balances, the City is able to fund \$1.3 million in new General Fund-funded capital projects in FY 2012-13. This begins to address some of the deferred City facility improvement needs, including the re-roofing of two facilities and a boiler replacement at the Magnolia Senior Center.

Additionally, in FY 2010-11 the General Fund began contributing funds towards the Storm Water Fund to help cover the costs related to complying with increased State regulations. This annual contribution started at \$250,000 and was expected to reach \$775,000 by FY 2013-14. However, the City has already reached its mandated regulatory level in FY 2011-12, thus the General Fund contribution is decreased in FY 2012-13 to \$175,000, and will be reviewed periodically as storm water regulations change.

RESERVES

The net impact on General Fund reserves after transfers out for capital projects, OPEB, and storm water regulations, is a deficit of \$1.3 million, which will be covered by the one-time payment of re-allocated RDA fund balances.

SHORT-TERM ASSUMPTIONS

The following is a discussion of large revenue and expenditure assumptions used to prepare the FY 2012-13 General Fund budget. These assumptions were discussed with the Budget Subcommittee in April 2012 and presented to the full City Council in June 2012.

REVENUE ASSUMPTIONS

Property Tax: In March of each year the County of San Mateo makes available a listing of the prior year final assessed valuations for the local agencies in its jurisdiction. The listing includes a projected change in assessed values for the coming year. The most current information from the County showed a slight increase to South San Francisco's assessed values, which translates into a \$100,000 increase over the prior adopted budget.

In addition, the City expects to receive a property tax refund of \$391,000: this is the last large installment of a multi-year appeal settlement agreement between the County, which administers property taxes in accordance with State law and regulations, and Genentech. This

gain to the General Fund comes at the expense of hits to the RDA, and will get spread to the local school district and other taxing entities as well.

RDA Dissolution: The City anticipates \$2.9 million in new property taxes that were formerly allocated to the RDA. As mentioned previously, for the first few post-RDA years, ongoing property taxes will be offset by new expenses and other revenue losses, with the General Fund seeing a positive net impact as early as FY 2014-15.

ERAF Refund: The FY 2012-13 General Fund revenue budget includes the entire expected Excess Educational Revenue Augmentation Fund (ERAF) Refund, which has averaged \$1.6 million over the last seven years. In prior years the City had been budgeting roughly half of the anticipated amount at the beginning of the year, with the remainder at year end set aside in the reserve for future capital improvements. However, as the ERAF Refund has become a steady revenue stream, the City has been budgeting the full amount at the beginning of the year – which is consistent with the way many other cities treat this revenue – and committing that to the operating budget.

Sales Tax: The City contracts with Muniservices to receive quarterly sales tax reports and projections. The City's budget division works with the consultant to develop a conservative scenario for the coming year's receipts. In FY 2012-13, the sales tax budget is up \$750,000 from the FY 2011-12 year-end, representing growth in the Department Stores, Building Materials sectors, Business-to-Business, Transportation (fuel), and Food Products sectors.

Transient Occupancy Tax (TOT): Budget Staff use actual TOT receipts, in addition to information published by local tourism agencies and the San Francisco International Airport (SFO), to budget for changes in annual TOT revenue. In June 2012, projected hotel tax receipts for FY 2011-12 showed an increase of 18.5% over the prior year; that growth has been carried into the FY 2012-13 budget, representing an \$87,000 increase over the adopted FY 2011-12 budget. This is consistent with industry forecasts and trends with SFO, which is predicting the busiest summer travel season in its history.

Business License Fees: While this is generally a stable revenue source for the City, total fee revenue fluctuates when there are a large number of delinquent accounts and/or non-renewals, as there have been in the last two years. After a recent audit conducted by MuniFinancial, this revenue source is expected to gradually stabilize throughout FY 2012-13 and 2013-14.

Commercial Parking Tax: The City has three large commercial parking lots that bring in the majority of the revenue in this category. This revenue tends to track with TOT returns, and is therefore adjusted accordingly.

Franchise Fees: There are several franchise organizations that remit to the City a percentage of their gross receipts on a monthly or quarterly basis. These include providers of cable, utilities,

and waste management; the fee ranges from 0.5% to 10% depending on the type of service provided. There are no significant changes to total franchise fees expected in FY 2012-13.

Building and Fire Permits: Permit fees are collected on a variety of construction and improvement activities, as well as for annual inspection of certain properties. Budget Staff coordinate with the Building Division and the Fire Department to update annual projections. In FY 2012-13, the budget was brought down \$200,000 from the prior year, to account for a lowered expectation of fire prevention inspection revenue and renewable fire permit revenue.

Motor Vehicle License and In-Lieu Fees: Motor Vehicle In-Lieu fees are essentially a subset of property taxes, as the State dips into the local Educational Revenue Augmentation Fund (ERAF) pools to backfill for the 1.35% reduction to vehicle license fees since 2004. In FY 2012-13, the City does not expect much change in In-Lieu Fee revenue; however, the State has again redirected a portion of Vehicle License Fees as part of its budget realignment, which results in a \$170,000 revenue loss to the City of South San Francisco.

Revenue From Other Agencies: These revenues include Federal, State, and local grant awards that, at the time of budget adoption, the City knows it will receive during the year. Additional grant funds are budgeted during the year as the awards are made. In FY 2012-13, some State and local library grants were eliminated, resulting in a loss of roughly \$65,000.

Charges For Services: This category includes revenue generated by direct services provided by City departments, such as recreation and police fees. The FY 2012-13 budget is increased by \$460,000 over the prior year adopted budget, which is the net result of increases in child care site expansions, a full year of revenue for providing police dispatch services to the City of Pacifica, and the downward adjustment of planning fees and recreation class revenue to keep in line with FY 2011-12 receipts.

Administrative Charges: This revenue comes to the General Fund via charges to other funds that are supported by General Fund department functions. The charges were originally calculated by a cost allocation study years ago, with an escalator applied on an annual basis. In FY 2012-13, the General Fund loses \$968,000 in administrative revenue formerly charged to the Redevelopment Agency Funds.

Fines: This category includes traffic and other police-related fines, library fines, and code enforcement fines. The adopted budget is relatively static, with increases built in during the year according to fine activity.

Interest Income: Interest income is lowered due to continued low interest rates; this is consistent with the FY 2011-12 amended budget.

Rent: The City receives rental income from wireless companies that access its cell towers; this revenue does not generally fluctuate.

Other: This category includes reimbursements, property abatement revenue, and various other miscellaneous revenues that do not fit under the other defined categories; the adopted budget is generally static, with changes occurring during the year.

Transfers In: Until FY 2012-13, transfers in to the General Fund typically included Gas Tax funds (for street improvements), Community Development Block Grant Funds (for City-sponsored community programs), and transfers from Special Revenue Funds to be used for specific purposes. Beginning in FY 2012-13, the City has modified its Capital Improvements Program (CIP) Funds to remove projects that are not true CIP projects, which are generally involve large-scale infrastructure, improvements, and construction. Smaller-scale improvement projects have been re-named Minor Maintenance Projects, moved to the General Fund departmental budgets, and will not carry over each year unless re-approved by Council. Many of these projects will still utilize other funding sources (Gas Tax, Measure A, etc) and thus may require a transfer into the General Fund. In FY 2012-13, the budget for transfers includes \$565,000 in transfers to cover Minor Maintenance Projects. These projects are detailed in the Minor Maintenance section.

EXPENDITURE ASSUMPTIONS

Personnel Costs: While the City typically sees an annual increase of between 10% and 15% to its medical insurance rates, there is no increase to the City's medical insurance rates included in the FY 2012-13 budget, nor is there a significant change in PERS rates. Health rates had typically been increasing between 10% and 15% per year; this rate pass saves the City an estimated \$800,000 in expenses. Self Insurance charges to departments, however, have been increased 10%, or \$220,000, based on the last three years of actual claims data. The FY 2012-13 budget does include some room for vacation and sick payouts, and does not provide for cost-of-living wage increases.

No health rate increase saves City \$800,000 in 12-13

Departments Reductions: While departments were not asked to identify any new budget reductions for the new fiscal year, nearly all reductions taken in prior years are still in place. Those reductions have included cuts to supplies, contractual services, and staff development budgets, and planned vacancies with acting staff backfilling. No permanent regular employees are affected by the budget reductions that are still in place.

Storm Water Regulations: As mentioned above, the Storm Water Fund has required supplemental funding in order to comply with new mandates guiding storm water discharge operations and monitoring. In FY 2012-13 the General Fund will contribute \$175,000 for this purpose, with \$225,000 coming from Measure M funds (\$10 increase to vehicle registration fees in San Mateo County).

OPEB Contribution: The proposed budget includes a \$1 million contribution towards the City's OPEB obligation; those funds would be transferred to the Health and Benefits Fund, which was projected to end FY 2011-12 with \$9.6 million set aside for this purpose. The recent actuarial

study estimates the total liability now at \$82 million: addressing this liability is a top priority for the City and will be addressed in the upcoming long term forecast update.

LONG TERM FINANCIAL PLAN

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

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

During FY 2010-11 and FY 2011-12, the City had set the long-term goal of realigning the budget over five years by a total of \$6 million, or nearly 10% of the operating budget. While budget realignment over the long-term remains the focus, there are some large, moving pieces that are still undetermined, thus the ultimate target has shifted somewhat as of FY 2012-13.

Staff will continue revising the General Fund long-term forecast as new information on RDA payments and PERS changes becomes available. In addition, and as the City continues to pull out of the recession, the major long-term budget issues continue to include addressing unsustainable departmental reductions, restoring more deferred capital projects, coping with increasing health and benefit costs, and looking exploring mechanisms for funding the OPEB liability.

LONG TERM NON-FINANCIAL GOALS

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

GREEN EFFORTS & TECHNOLOGY

The City has continued its commitment to green energy solutions by engaging in various partnerships with other local agencies, pursuing grant funds, and working collaboratively between departments on energy efficient projects and improvements. During FY 2012-13, the City's Economic and Community Development Department, and in particular its Sustainability Division, secured \$850,000 in grant funding to be used on the Station Area Land Use Plan, in addition to other housing and parks-related grants. The Sustainability Division also engaged in a partnership with ReCycleWorks, which resulted in a Green Business Certification for the South San Francisco Conference Center.

Moving forward, the City plans to complete its Climate Action Plan currently in development, to continue to partner with San Mateo County on the promotion of single-use bags, and to explore options for funding the upgrade of City facilities with energy efficient fixtures and equipment.

Additionally, the City has made great strides towards becoming a "paperless" organization, and, under the guidance of the City Clerk's Department and the Information Technology (IT) Departments, has completed the scanning and electronic storage of years of public and internal documents. IT has also partnered with the Finance Department to begin the process of implementing an online business license application system, which will not only improve customer service, but will allow for further reduction of hard-copy documents. IT will continue exploring improved network security options, and plans to initiate a desktop virtualization project: this will effectively eliminate the need for large computer equipment purchases while allowing for increased internal control, as software and applications will be housed on a central server.

EMPLOYEE DEVELOPMENT & TRAINING

As the City prepares for anticipated retirements of key staff over the next several years, the Human Resources Department continues to explore succession planning options that encourage employee growth by offering access to various training programs both in-house, and those provided by the County of San Mateo. The Employee Development Group was formed in FY 2011-12 with the specific charge of promoting staff development by offering cross-training and networking opportunities, and allowing employees to brainstorm on departmental issues. The City will continue to provide staff with opportunities for technical training when possible, and Directors are continuing discussions with the City Manager on identifiable future needs within their departments.

COMMUNITY SERVICE ENHANCEMENTS

The Economic and Community Development Department is continuing to work towards the goal of improving the environment for residents, visitors, and businesses in South San Francisco. With the implementation of a new Downtown Task Force, the City will be addressing the need for a more effective network of social services for transient needs. Improvements will also be undertaken to various city facilities, in order to comply with the Americans with Disabilities Act, and its requirements for accessibility to public spaces. In addition, the Planning Division will continue drafting the new Downtown Station Area and Land Use Plan, which will explore traffic connectivity, accessibility, and land use in an around the historic downtown area.

The Parks and Recreation Department, along with the Engineering Division of the Public Works Department, completed the renovation of two major city parks in FY 2011-12: the new Westborough Park has increased capacity, improved landscape, and new amenities; the Orange Memorial Park Playground was also renovated through a *KaBoom!* Grant, to include additional play structures and a rubberized surface. Moving forward, the City will focus on a Park and Recreation Master Plan, reforestation of selected area, various facilities improvements, the coordination of volunteer activities, and the continued success of existing and expanded child care services at school sites through the City. The Public Works Department also will look to completing some major capital improvement projects, including the re-roofing of two city buildings, street paving and traffic improvement projects, and some major rehabilitation work on City sewer facilities.

The Library will be focusing on the needs to make upgrades to the self-check machines, which have greatly improved customer service and have freed staff to concentrate on development and literacy programming. As the City becomes more web-friendly, the Library's online services, including the availability of e-books and digital collections, will continue to be reviewed and enhanced for user-friendliness in order to provide another efficient outlet for customers.

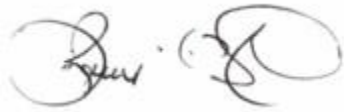
The Fire Department is continuing enhancing its integrated electronic fire prevention, inspection, patient care reporting, and code enforcement records management system. Fire personnel are also prepared to host Urban Shield 2012, a planned 48-hour training exercise involving local, national, and international first-responder agencies. This will highlight South San Francisco Fire's capability to respond to disasters, within a performance-based competitive tactical training program, and will illustrate how various law enforcement agencies, fire and emergency services, and civilian volunteers collaborate under a large-scale event.

The Police Department will continue its Gang Resistance Education and Training (GREAT) program for South San Francisco nearly 600 fifth graders annually. In FY 2012-13 the Police Department will initiate a specialized GREAT pilot program for 7th graders and their families as well. The emphasis of the program is gang recognition and prevention, with the long-term goal of subduing this activity across the City. Police personnel will also continue the Downtown Bicycle Patrol and the Neighborhood Response Team (NRT) programs: these services have been very valuable to the community as the City remains committed to its "no tolerance" stance on gang activity.

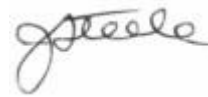
ACKNOWLEDGEMENTS

The preparation of the FY 2012-13 Operating Budget Document was made possible through the services of the Finance Department and Department Executives. We extend our thanks for the contributions made in the preparation of this document.

Respectfully Submitted,



Barry M. Nagel
City Manager



Jim Steele
Finance Director

INTRODUCTORY SECTION

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City of South San Francisco



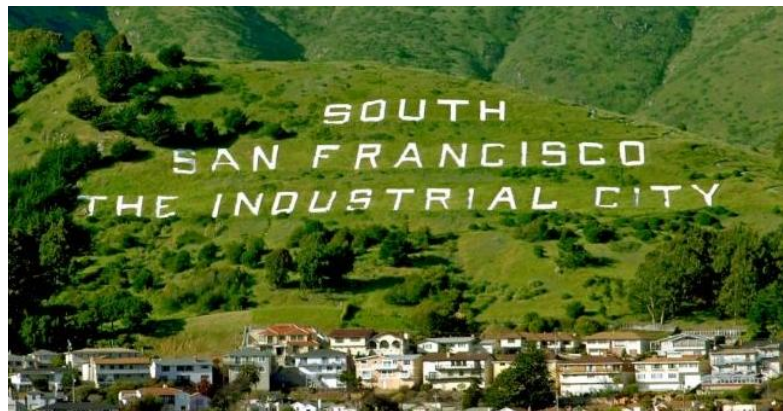
Source: US Census Bureau – American FactFinder

South San Francisco, California "The Industrial City" has a population of 64,000¹ and a land area of 9.63 square miles and was incorporated on September 19, 1908. South San Francisco is located approximately 8 miles south of Downtown San Francisco and is adjacent to the northern border of the San Francisco Airport and San Bruno, South of City of Daly City, Colma, and Brisbane, and East of Pacifica.

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

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

At the time of incorporation, the population totaled 1,989 and there were 14 major industries in SSF. The City continued to grow and flourish with companies such as Bethlehem Steel, U.S. Steel, W.P. Fuller and Swift and Co. among many



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

INTRODUCTORY SECTION

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

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



EMPLOYMENT

Employment in South San Francisco includes manufacturing, retail, professional/scientific services, health care and administration. There are an estimated 49,000 people who work for South San Francisco businesses with a total payroll of \$3.9 billion.² The City has a large employment base in the biotechnology field located east of US Highway 101. A listing of top City employers may be found in the Miscellaneous Section starting on page 248.

SCHOOLS

South San Francisco is served by the South San Francisco Unified School District (SSFUSD) and the San Mateo Community College District. SSFUSD encompasses all of South San Francisco and parts of Daly City and San Bruno. SSFUSD has eleven

² US Census Bureau, 2006 Zip Business Patterns

elementary schools (two in Daly City and one in San Bruno), three middle schools and 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

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

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

PUBLIC TRANSPORTATION

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

The new Ferry Terminal at Oyster Point Marina opened to the public June 4, 2012. This new commuter options 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/boards whose policies may impact South San Francisco (i.e., Associated Bay Area Governments and Metropolitan Transportation Commission). The Council provides direction for the City Manager and acts as the formal governing body of the Successor

Agency to the RDA (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 arranging for payment on City Bonds, coordinating financial transactions, in cooperation with the Finance Director, and preparation of property tax assessments, upon individual requests from residents. This is a part-time, salaried position.

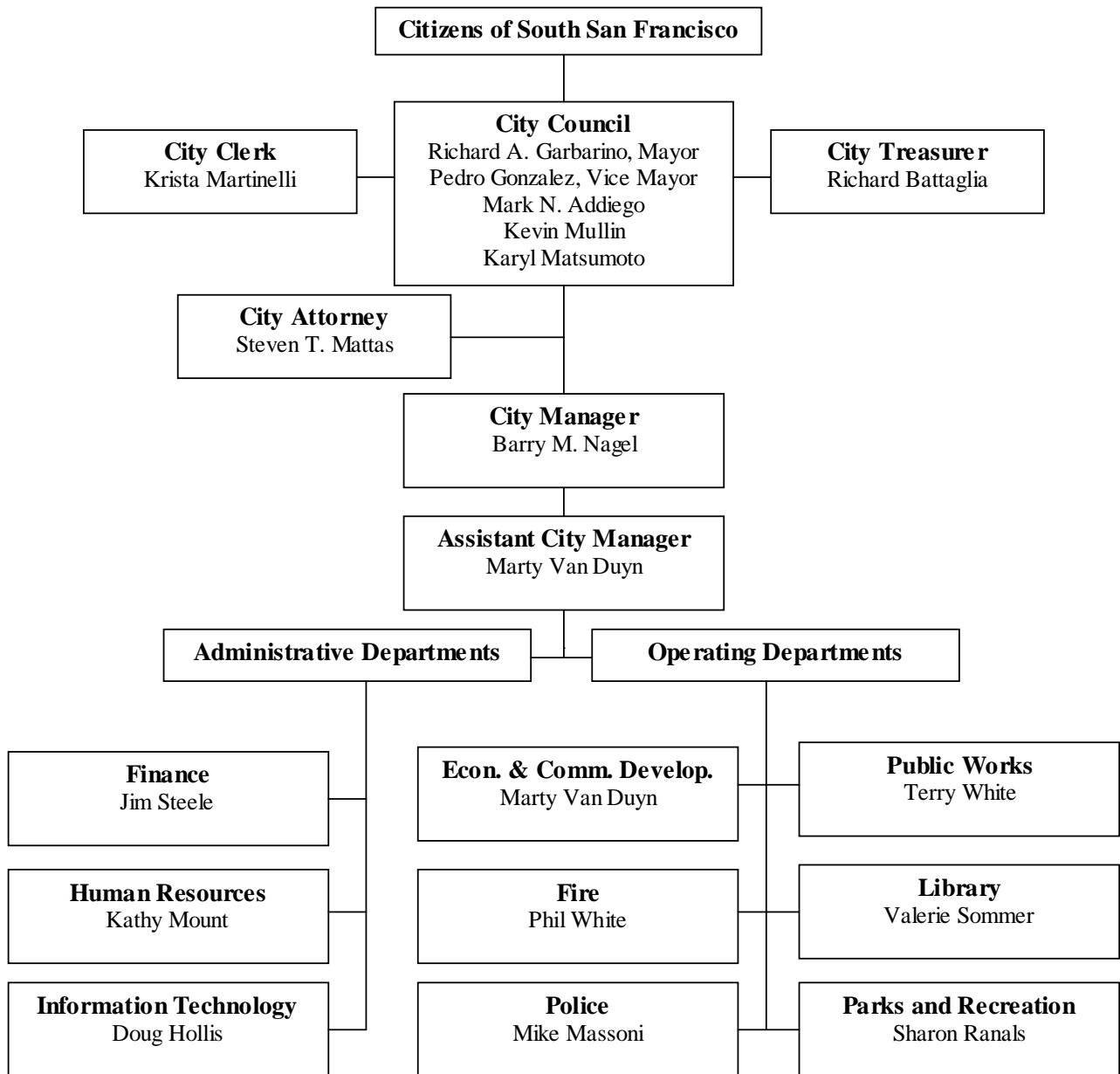
City Manager – Appointed by City Council

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

City Attorney – Appointed by City Council

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

Organizational Chart of the City of South San Francisco



Budget Document and Process

BUDGET DOCUMENT

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

1. **Transmittal** – Provides a general overview of the financial outlook for the coming fiscal year.
2. **Introductory** – Provides demographic and statistical information about the City. Summarizes the operational, financial and accounting structure of the City and identifies the appropriations limitations as required by the State of California Constitution Article XIII B.
3. **Operating Funds Summary** – Summarizes and aggregates all appropriated City funds including expenditures and revenues.
4. **General Fund** – Outlines the largest and main operating fund of the City.
5. **Department Pages** – Represents the City's organizational units regardless of funding source and summarizes major activities for each department.
6. **Governmental Funds** – Provides summaries of revenues and expenditures of governmental funds other than the General Fund. This section includes special revenue funds.
7. **Capital Improvement Program (CIP)** – Outlines the CIP project types, sources of funding and appropriations of capital projects.
8. **Debt Obligations** – Provides an overview of City issued debt and amount the City annually pays to debt service.
9. **Proprietary Funds** – Summarizes the City's business type activities including the Sewer Enterprise Fund, Parking District Fund, and Storm Water Fund.
10. **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.

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

BUDGET ACCOUNTING

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

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

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

The Operating Budget is adopted by the City Council for the fiscal year. The fiscal year begins on July 1 and ends June 30. The appropriations are controlled at the department level for the General Fund and at the fund level for all other funds with adopted

Operating Budgets. CIP project budgets are adopted and controlled at the project level. From the start of the fiscal year, the expenditure amounts stated as adopted become appropriations to the various City departments. The City Council may amend the budget by resolution during the fiscal year.

The resolution to adopt the operating budget approved by the City Council (found in the Miscellaneous Section page 244) includes the guidelines of how the budget may be increased without a resolution approved by the City Council. To summarize the guidelines outlined in the resolution; the Finance Director may increase the expense and revenue budgets where there is a zero net impact on the fund and the City Manager may authorize the transfer of budget amounts between projects within the same fund. All other budgetary changes after the budget adoption are subject to approval by the City Council.

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

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

REVENUE TYPES

The revenue budgets are divided to ten revenue types:

1. **Taxes:** Are collected on property and sales, transient occupancy (hotel tax), business license tax and use of parking facilities
2. **Franchise Fees:** Are paid by utility companies (i.e. cable, telephone, garbage) to operate within the City.
3. **Licenses & Permits:** Include fees paid for building, planning and fire inspections and permits; alarm registrations.
4. **Fines & Forfeitures:** Are the City's share of traffic related fines, library fines and false alarm fines.
5. **Intergovernmental:** Includes grants from local, county, state and federal government agencies.
6. **Charges for Services:** Includes paramedic and basic life support service fees, certain police service fees, charges for recreational classes, day care, and library programs and the General Fund administration fee charged to other funds.

7. **Use of Money & Property:** Includes revenue from land rental and interest income.
8. **Other Financing Sources:** This revenue source accounts for the proceeds of debt issuance.
9. **Other Revenues:** Includes donations to various City programs and one-time revenues that cannot be categorized in another revenue area.
10. **Transfers:** This revenue source is an internal transfer between funds. Some revenues such as Gas Tax are deposited into a special revenue fund and then are transferred to the fund where the expenditures are recorded.

EXPENDITURE TYPES

1. **Salaries & Benefits** – These are expenditures on employee salaries, health benefits, retirement benefits, insurance and other miscellaneous benefits.
2. **Supplies & Services** – These expenditures are for contract services, consultants, office supplies, utilities, etc.
3. **Capital Outlay** – These expenditures are reserved for purchases of land, vehicles, and 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 fiscal year operating budget begins approximately in the middle of the current fiscal year. Over a period of approximately six months, the Finance Department in collaboration with the City Council, City Manager, and department executives formulate and refine budget projections for the upcoming fiscal year. The following Budget Process outlines the steps in budget preparation.

BUDGET PROCESS

| Month | Description |
|-----------------|--|
| December | <ol style="list-style-type: none"> 1. Finance Department begins current fiscal year mid-year analysis. 2. Finance Department updates revenue and expenditure projections for the upcoming fiscal year. |
| January | <ol style="list-style-type: none"> 3. City Manager, Finance Director and Budget Manager meet to discuss trends, look at financial projections, identify budget issues, and develop budget goals for upcoming fiscal year. 4. Finance Department creates budget targets for Departments based on City Manager’s goals. |
| February | <ol style="list-style-type: none"> 5. City Manager begins discussions with department heads for preliminary budget projections by department. |
| March | <ol style="list-style-type: none"> 6. City Manager, Finance Director and Budget Manager begin meeting with City Council Budget Sub-Committee. 7. Finance Department refines revenue forecasts for the current fiscal year. Uses revenue forecasts to develop updated upcoming fiscal year revenue projections. 8. Finance Department collaborates with Human Resources to update personnel and benefit budget forecasts. Finance department gives departments its employee benefits costs. 9. Departments enter budget requests and minor maintenance project request in finance system. |
| April | <ol style="list-style-type: none"> 10. Finance Department develops revenue and expense scenarios for upcoming fiscal year based on input from meetings with City Council Budget Sub-Committee and the City Manager. 11. City Manager reviews new budget requests with Finance Department. 12. Finance Department works with Engineering Division to identify and forecast funding sources and new appropriation amounts for CIP projects. |
| May | <ol style="list-style-type: none"> 13. Finance Department presents the preliminary proposed budget to the City Council at a study session. 14. Finance Department revises budget based on Council feedback. |
| June | <ol style="list-style-type: none"> 15. Finance Department prepares proposed budget and makes any final adjustments based on feedback from the City Manager and updated revenue projections and information from the State and County. 16. Finance Department presents proposed budget at the last City Council meeting in June. 17. Engineering Division separately proposes new appropriations for CIP projects to City Council. 18. City Council adopts proposed operating budget and through a separate resolution adopts CIP appropriations for upcoming fiscal year. |
| July | <ol style="list-style-type: none"> 19. July 1 starts the new fiscal year. |

Appropriations Limit

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

| Fiscal Year | CPI/Personal | | Change Factor | Cumulative | |
|--------------------|----------------------------|--------------------------------|--------------------------|--------------------------|--------------------------------|
| | Income % Change | Population % Change | | Change Factor | Appropriation Limit |
| 2010-11 | (2.54) | 1.34 | (1.23) | 414.43 | 99,938,622 |
| 2011-12 | 2.51 | 0.70 | 3.23 | 431.04 | 103,166,639 |
| 2012-13 | 3.77 | 0.75 | 4.55 | 455.20 | 107,860,721 |

| | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2012-13 |
|---------------------------------|--------------------|-------------------|--------------------|--------------------|
| Proceeds of Taxes | 42,517,629 | 42,991,856 | 44,269,184 | 57,410,819 |
| Appropriations Subject to Limit | 42,517,629 | 42,991,856 | 44,269,184 | 57,410,819 |
| Current Limit | 101,183,175 | 99,938,622 | 103,166,639 | 107,860,721 |
| Amount Under Limit | 58,665,546 | 56,946,765 | 58,897,455 | 50,449,902 |

The City of South San Francisco is currently \$50.5 million under the Gann appropriations limit. Given that the City has a structural deficit that will be addressed over the next five years (where the operating budget will be reduced) the amount under the Gann limit will grow over time.

OPERATING FUNDS SUMMARY

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Operating Funds Descriptions

As of February 1, 2012 the City's Redevelopment Agency (RDA) was eliminated by California State Assembly Bill 26. FY 2012-13 will be the first full fiscal year without the RDA Merged Operating Funds, RDA Housing Fund, RDA Debt Fund, and the Public Improvements Agreement Fund. The City created new funds as part of the RDA elimination process. These funds are the Successor Agency Funds, which are used for the winding down of the RDA, and the City Housing Fund, which the City will use for tracking and maintaining the former RDA Housing Fund owned properties.

GOVERNMENTAL FUNDS

MAJOR GOVERNMENTAL FUNDS

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

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

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

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

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

Gas Tax – Accounts for State monies received and expended for street or storm drain improvements, repairs, engineering, and administration under Streets and Highway

OPERATING FUNDS SUMMARY

Code Sections 2103, 2105, 2106, 2107 and 2107.5. Includes sales tax on gasoline received from the State's Traffic Congestion Relief Fund.

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

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

Parks-in-Lieu Fee Funds: In FY2011-12 this fund was expanded to four funds to keep each of the Park-in-Lieu zones separate. These funds account for the fees paid by residential developers who do not include parkland in their development. The money is used to fund parks construction and improvement projects.

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

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

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

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

OPERATING FUNDS SUMMARY

increasingly strict environmental requirements, the General Fund and Gas Tax Fund subsidizes the Storm Water Fund.

NON MAJOR PROPRIETARY FUNDS

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

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

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

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

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

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.

FIDUCIARY FUNDS

Redevelopment Obligation Retirement Funds – These fund accounts for the activities related to the retirement of the City’s Redevelopment Agency. Health and Safety code 33500, 33501, 33607.5, and 33607.7. As per AB 26 and AB 1484 an Oversight Board is responsible for the management of the funds.

SSF Employee Deferred Comp Oversight Trust Fund – This fund accounts for activities related to the oversight of the deferred compensation funded out of voluntary contributions by employees.

OPERATING FUNDS SUMMARY

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. Any fund that had a City Council approved budget either adopted or amended in FY 2011-12 or FY 2012-13 is included in the list below.

| Fund Title | Type | Category |
|--|--------------|-----------------------|
| Major Funds | | |
| General Fund | Governmental | General Fund |
| Capital Improvement Funds | Governmental | CIP |
| Sewer Enterprise Fund | Proprietary | Enterprise |
| Parking District Fund | Proprietary | Enterprise |
| Storm Water Fund | Proprietary | Enterprise |
| Non Major Funds | | |
| Deferred Comp Employee Trust Fund | Fiduciary | |
| Successor Agency Funds | Fiduciary | |
| Child Care Impact Fee Fund | Governmental | Special Revenue |
| City Housing Fund | Governmental | Special Revenue |
| Common Greens Maintenance District Funds | Governmental | Special Revenue |
| Community Development Grant Fund | Governmental | Special Revenue |
| Developer Deposits | Governmental | Special Revenue |
| East of 101 Sewer Impact Fees | Governmental | Special Revenue |
| East of 101 Traffic Impact Fees | Governmental | Special Revenue |
| Federal Aviation Grant Fund | Governmental | Special Revenue |
| Gas Tax Fund | Governmental | Special Revenue |
| Measure A 1/2 Sales Tax Fund | Governmental | Special Revenue |
| Miscellaneous Federal Grant Fund | Governmental | Special Revenue |
| Oyster Point Impact Fee Fund | Governmental | Special Revenue |
| Park-in-Lieu Fees Funds | Governmental | Special Revenue |
| Sewer Capacity Charge Fund | Governmental | CIP |
| Solid Waste Reduction Fund | Governmental | Special Revenue |
| Special Revenue | Governmental | Special Revenue |
| City Service Fund | Proprietary | Internal Service Fund |
| Equipment Replacement Fund | Proprietary | Internal Service Fund |
| Health & Benefits Fund | Proprietary | Internal Service Fund |
| Information Technology Fund | Proprietary | Internal Service Fund |
| Self Insurance Fund | Proprietary | Internal Service Fund |
| PEG Access Fund | Proprietary | Special Revenue |

OPERATING FUNDS SUMMARY

The City's FY 2010-11 Comprehensive Annual Financial Report (CAFR) listed East of 101 Sewer Impact Fee Fund, East of 101 Traffic Impact Fee Fund, Oyster Point Impact Fee Fund and Child Care Impact Fees Fund as major funds. For budgeting purposes the above named funds are classified as non major funds.

RELATIONSHIP BETWEEN FUNDS & DEPARTMENTS

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

| Fund /Department | Finance | ECD | Public Works | Information Technology | Parks & Recreation |
|--|---------|-----|--------------|------------------------|--------------------|
| Major Funds | | | | | |
| Capital Improvement Funds | A | | X | | |
| Sewer Enterprise Fund | A | | X | | |
| Parking District Fund | A | X | | | |
| Storm Water Fund | A | | X | | |
| Non Major Funds | | | | | |
| Child Care Impact Fee Fund | A | | X | | X |
| City Housing Fund | A | X | | | |
| City Service (Garage) Fund | A | | X | | |
| Common Greens Maintenance District Funds | A | | | | X |
| Community Development Block Grant Fund | A | X | | | |
| Developer Deposits | A | X | | | |
| East of 101 Sewer Impact Fees | A | | X | | |
| East of 101 Traffic Impact Fees | A | | X | | |
| Equipment Replacement Fund | X | | | | |
| Federal Aviation Grant Fund | A | X | | | |
| Gas Tax Fund | A | | X | | |
| Health & Benefits Fund | X | | | | |
| Information Technology Fund | A | | | X | |
| Measure A 1/2 Sales Tax Fund | A | | X | | |
| Miscellaneous Federal Grant Fund | A | X | | | |
| Oyster Point Impact Fee Fund | A | | X | | |
| Park-in-Lieu Fees Funds | A | | X | | X |
| PEG Access Fund | A | | | X | |
| Self Insurance Fund | X | | | | |
| Sewer Capacity Charge Fund | A | | X | | |
| Solid Waste Reduction Fund | A | | X | | |
| Special Revenue | A | | | | |
| Successor Agency Funds | A | X | | | |

Appropriated Funds Summary

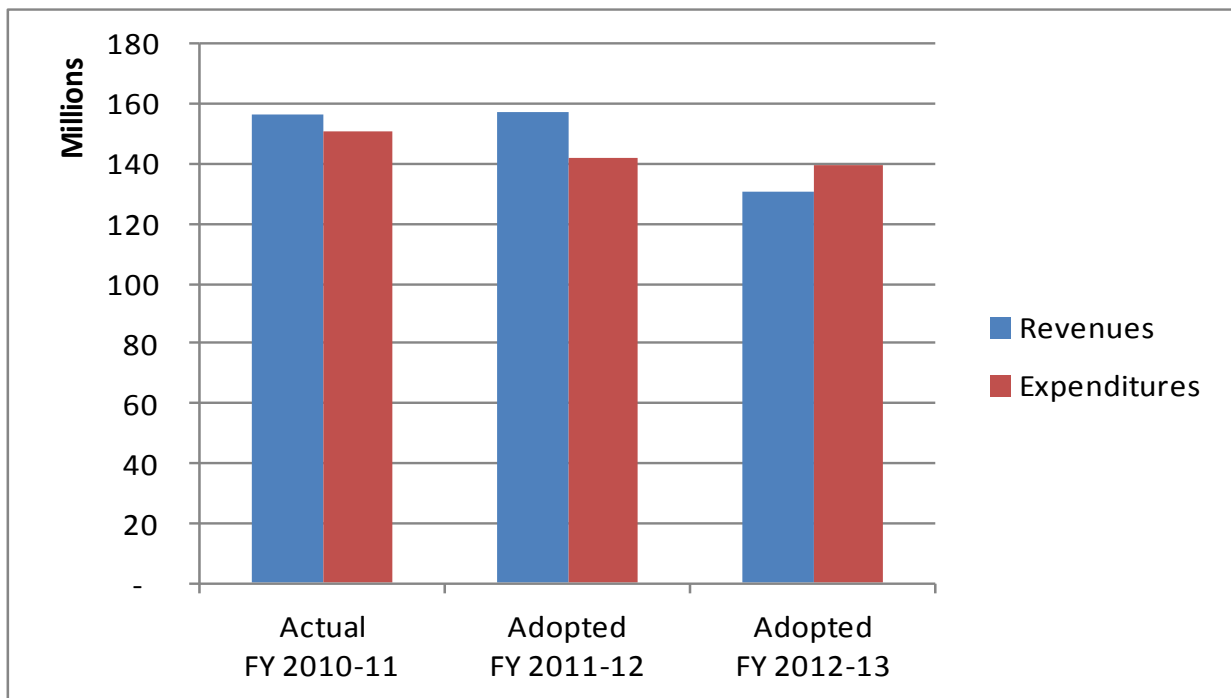
The City’s total adopted FY 2012-13 appropriated budget not including transfers between funds totals \$131 million in revenues and \$140 million in expenditures. This is the first fiscal year within the last where the adopted revenues are estimated to come in under expenditures.

In December 2011, the California Supreme Court upheld AB 26, the State law eliminating redevelopment agencies. This greatly reduced the resources available to the City for redevelopment activities. From this action, revenues are down 17% from FY 2011-12 adopted budget and expenditures are down 1% from FY 2011-12 adopted budget.

Figure 1: Revenues & Expenditures by Fiscal Year (not including transfers) Schedule 1: Revenues & Expenditures Summary

| | Actual FY 2010-11 | Adopted FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|--------------|----------------------|-----------------------|-------------------------|-----------------------|--------------------------------------|--------------|
| Revenues | 155,567,957 | 157,443,117 | 151,710,436 | 130,691,389 | (26,751,729) | -17% |
| Expenditures | 150,747,888 | 141,741,533 | 224,225,481 | 139,943,580 | (1,797,952) | -1% |
| Net | 4,820,069 | 15,701,585 | (72,515,045) | (9,252,192) | (24,953,776) | -159% |

Figure 2: Revenues & Expenditures by Fiscal Year (not including transfers)



OPERATING FUNDS SUMMARY

REVENUES & OTHER FINANCING SOURCES

The FY 2012-13 revenues not including transfers to other funds are estimated to come in at \$131 million. This is a 17% reduction compared to FY 2011-12 adopted budget. The primary factor of the change is due to the elimination the City’s Redevelopment Agency (RDA).

Schedule 2: Citywide Revenues by Type

| Revenue Types | Actual FY 2010-11 | Adopted FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|-------------------------|------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Taxes | 77,992,460 | 75,911,536 | 64,180,753 | 55,731,463 | (20,180,072) | -26.6% |
| Franchise Fees | 3,339,394 | 3,368,000 | 3,340,288 | 3,367,516 | (484) | 0.0% |
| Licenses & Permits | 3,391,062 | 3,156,219 | 3,157,923 | 2,959,155 | (197,064) | -6.2% |
| Fines & Forfeitures | 2,133,877 | 1,132,350 | 1,934,712 | 1,167,350 | 35,000 | 3.1% |
| Intergovernmental | 11,640,203 | 9,954,804 | 14,143,914 | 9,032,966 | (921,838) | -9.3% |
| Charges for Services | 34,967,742 | 33,698,213 | 36,831,157 | 34,390,843 | 692,630 | 2.1% |
| Use of Money & Property | 7,338,357 | 4,301,118 | 4,042,264 | 3,476,417 | (824,701) | -19.2% |
| Other Financing Sources | - | 8,000,000 | 6,529,141 | 1,815,000 | (6,185,000) | -77.3% |
| Other Revenues | 14,764,862 | 17,920,878 | 17,550,283 | 18,750,678 | 829,800 | 4.6% |
| Subtotal | 155,567,957 | 157,443,117 | 151,710,436 | 130,691,389 | (26,751,729) | -17.0% |
| Transfers In | 111,671,069 | 19,572,085 | 128,823,749 | 11,321,804 | (8,250,281) | -42.2% |
| Total Revenues | 267,239,026 | 177,015,203 | 280,534,185 | 142,013,193 | (61,753,739) | -34.9% |

DISCUSSION OF MAJOR REVENUE CHANGES

Taxes: The major reduction of taxes comes from the elimination of tax increment dollars into the RDA. The City’s General Fund will see a portion of the tax increment dollars, approximately \$2.7 million in FY 2012-13.

Intergovernmental: This revenue accounts for the reduction in Library department grants in the General Fund, due to continued State budget reductions and the reduction in Gas Tax revenue due to an overall reduction of gasoline purchases in the State.

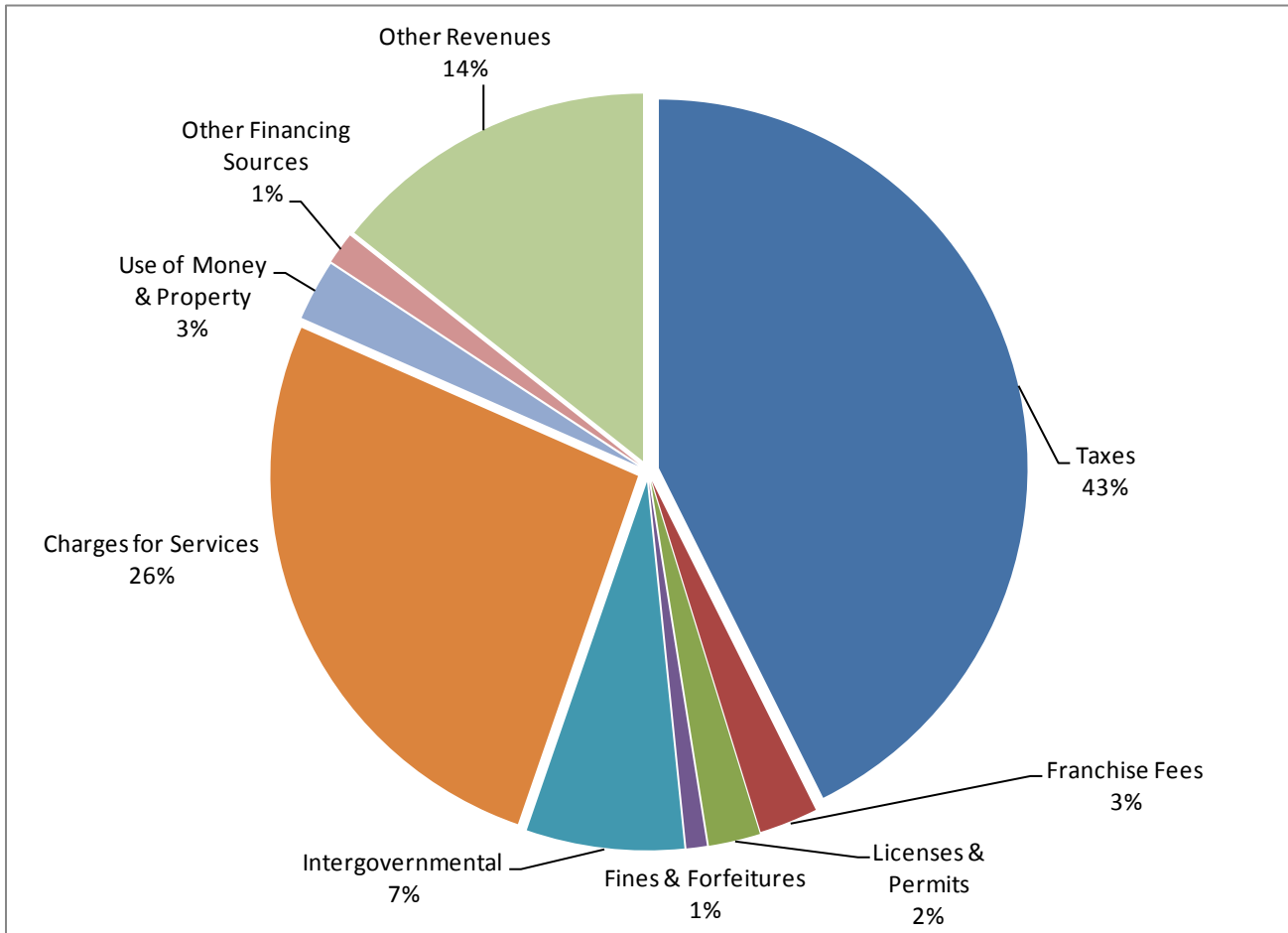
Use of Money & Property: This revenue consists primarily of interest received from the City’s investments. Interest rates are continuing to decline resulting in less interest revenue.

Other Financing Sources: In FY 2011-12 the City budgeted \$8 million in debt proceeds for improvements for the Water Quality Control Plant. The City determined that there is

OPERATING FUNDS SUMMARY

enough cash on hand in the Sewer Enterprise Fund CIP projects for FY 2012-13. The City does anticipate that by FY 2014-15 it will need to issue debt to finance WQCP upgrades.

Figure 3: FY 2012-13 Adopted Revenues by Type (not including transfers)



OPERATING FUNDS SUMMARY

REVENUES BY FUND

Schedule 3: Citywide Revenues by Fund

| Fund | Actual FY 2010-11 | Adopted FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---|----------------------|-----------------------|-------------------------|-----------------------|--------------------------------------|---------------|
| General Fund | 65,085,542 | 62,893,060 | 72,411,094 | 68,340,754 | 5,447,694 | 9% |
| Inter Agency Special Revenue | 17,210 | - | - | - | - | 0% |
| Housing Trust Fund | 89,853 | - | - | - | - | 0% |
| Park-in-Lieu Fees Funds | 71,894 | - | 54,184 | - | - | 0% |
| Gas Tax Fund | 2,096,412 | 2,157,028 | 2,703,701 | 1,879,784 | (277,244) | -13% |
| Measure A 1/2 Sales Tax Fund | 1,127,339 | 1,010,000 | 1,125,000 | 1,025,000 | 15,000 | 1% |
| Consolidated Grant Funds | 749,688 | - | 189,587 | 25,000 | - | 0% |
| Community Development Grant Fund | 399,343 | 688,310 | 753,785 | 528,705 | (159,605) | -23% |
| Common Greens Maintenance District Funds | 1,319,888 | 1,338,100 | 1,318,059 | 1,449,314 | 111,214 | 8% |
| City Housing Fund | - | - | 60,100 | 60,000 | 60,000 | 0% |
| Solid Waste Reduction Fund | 173,325 | 173,325 | 173,325 | 173,325 | - | 0% |
| Developer Deposits | 1,798,181 | - | 436,500 | - | - | 0% |
| Special Revenue Fund | 1,103,334 | - | 45,000 | - | - | 0% |
| Redevelopment Agency Debt | 227,146 | - | - | - | - | 0% |
| Capital Improvement Funds | 1,615,557 | 406,292 | 3,194,869 | 632,412 | 226,120 | 56% |
| Genentech Prepaid Capital Projects | 38,573 | - | - | - | - | 0% |
| Public Improvement Agreement Fund | 276,951 | 261,624 | - | - | (261,624) | -100% |
| RDA Merged Operating Areas Fund | 39,711,203 | 37,267,185 | - | - | (37,267,185) | -100% |
| RDA Housing Fund | 846,115 | 450,000 | - | - | (450,000) | -100% |
| Sewer Enterprise Fund | 23,735,470 | 32,596,286 | 26,889,613 | 25,716,456 | (6,879,830) | -21% |
| Parking District Fund | 734,124 | 683,000 | 725,000 | 685,000 | 2,000 | 0% |
| Sewer Capacity Charge Fund | 556,466 | 355,500 | 190,500 | 205,500 | (150,000) | -42% |
| Storm Water Fund | 411,325 | 391,000 | 414,955 | 406,000 | 15,000 | 4% |
| City Service Fund | 1,504,770 | 1,374,351 | 1,411,463 | 1,399,424 | 25,073 | 2% |
| Self Insurance Fund | 4,027,815 | 3,091,070 | 3,571,159 | 3,250,960 | 159,890 | 5% |
| Health & Benefits Fund | 5,258,016 | 9,529,298 | 10,394,516 | 10,505,930 | 976,632 | 10% |
| Equipment Replacement Fund | 1,035,014 | 1,328,245 | 1,415,189 | 3,341,657 | 2,013,412 | 152% |
| Information Technology Fund | 1,325,579 | 1,409,443 | 1,474,604 | 1,609,180 | 199,737 | 14% |
| PEG Access Fund | - | 40,000 | 73,534 | 50,000 | 10,000 | 25% |
| Gateway Assesment Distrcit | 480 | - | 2,364 | - | - | 0% |
| Consolidated Impact Fee Funds | 231,344 | - | 214,799 | - | - | 0% |
| Deferred Comp Oversight Trust | - | - | 78,650 | - | - | 0% |
| Successor Agency Funds | - | - | 22,388,886 | 9,406,987 | 9,406,987 | 0% |
| Total | 155,567,957 | 157,443,117 | 151,710,436 | 130,691,389 | (26,751,728) | -17.0% |

OPERATING FUNDS SUMMARY

EXPENDITURES

Overall, the City's adopted expenditures, not including transfers to other funds, were reduced by 1.3%, or approximately \$1.8 million, compared to the FY 2011-12 adopted budget. This reduction is primarily the result of the elimination of the Redevelopment Agency (RDA). The General Fund has absorbed the salary and benefit costs of the RDA-funded employees.

Schedule 4: Citywide Expenditures by Type

| Expenditure Types | Actual | Adopted | Projected | Adopted | Change from | |
|---------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | % Change |
| Salaries & Benefits | 75,520,241 | 65,037,132 | 62,465,475 | 66,684,934 | 1,647,802 | 2.5% |
| Supplies & Services | 43,128,465 | 56,023,708 | 64,022,475 | 51,380,352 | (4,643,356) | -8.3% |
| Capital Outlay | 12,921,322 | 1,445,514 | 15,884,481 | 4,759,511 | 3,313,997 | 229.3% |
| Debt Service | 8,828,773 | 11,976,017 | 75,729,966 | 10,510,405 | (1,465,612) | -12.2% |
| Interdepartmental Charges | 10,349,088 | 7,259,161 | 6,123,084 | 6,608,378 | (650,783) | -9.0% |
| Subtotal | 150,747,888 | 141,741,533 | 224,225,481 | 139,943,580 | (1,797,952) | -1.3% |
| Transfers Out | 111,671,069 | 19,222,206 | 159,035,679 | 11,321,804 | (7,900,402) | -41.1% |
| Total Expenditures | 262,418,957 | 160,963,739 | 383,261,159 | 151,265,384 | (11,496,307) | -7.1% |

DISCUSSION OF MAJOR EXPENDITURE CHANGES

Salaries & Benefits: Salary and Benefit changes include 2.5 Full Time Equivalent (FTE) positions, salary step increases, a ten percent increase to workers compensation premiums, new charges for Other Post Retirement Benefits (OPEB) in Sewer Fund and Parking District Fund, and increased charges for vacation and sick-leave payouts.

Supplies & Services: The \$4.6 million reduction is due to the elimination of the Redevelopment Agency.

Capital Outlay: The City anticipates additional vehicle and equipment purchases to be made in FY 2012-13 worth approximately \$1.4 million. The Successor Agency to the Redevelopment Agency has a planned expense to pay from future development at the Oyster Point Marina budgeted at \$3 million.

Debt Service: Due to the elimination of the Redevelopment Agency (RDA), the Oversight Board approved paying down debt issued by the former RDA.

Interdepartmental Charges: Due to the elimination of the RDA, the City has fewer funds to collect an administration allocation.

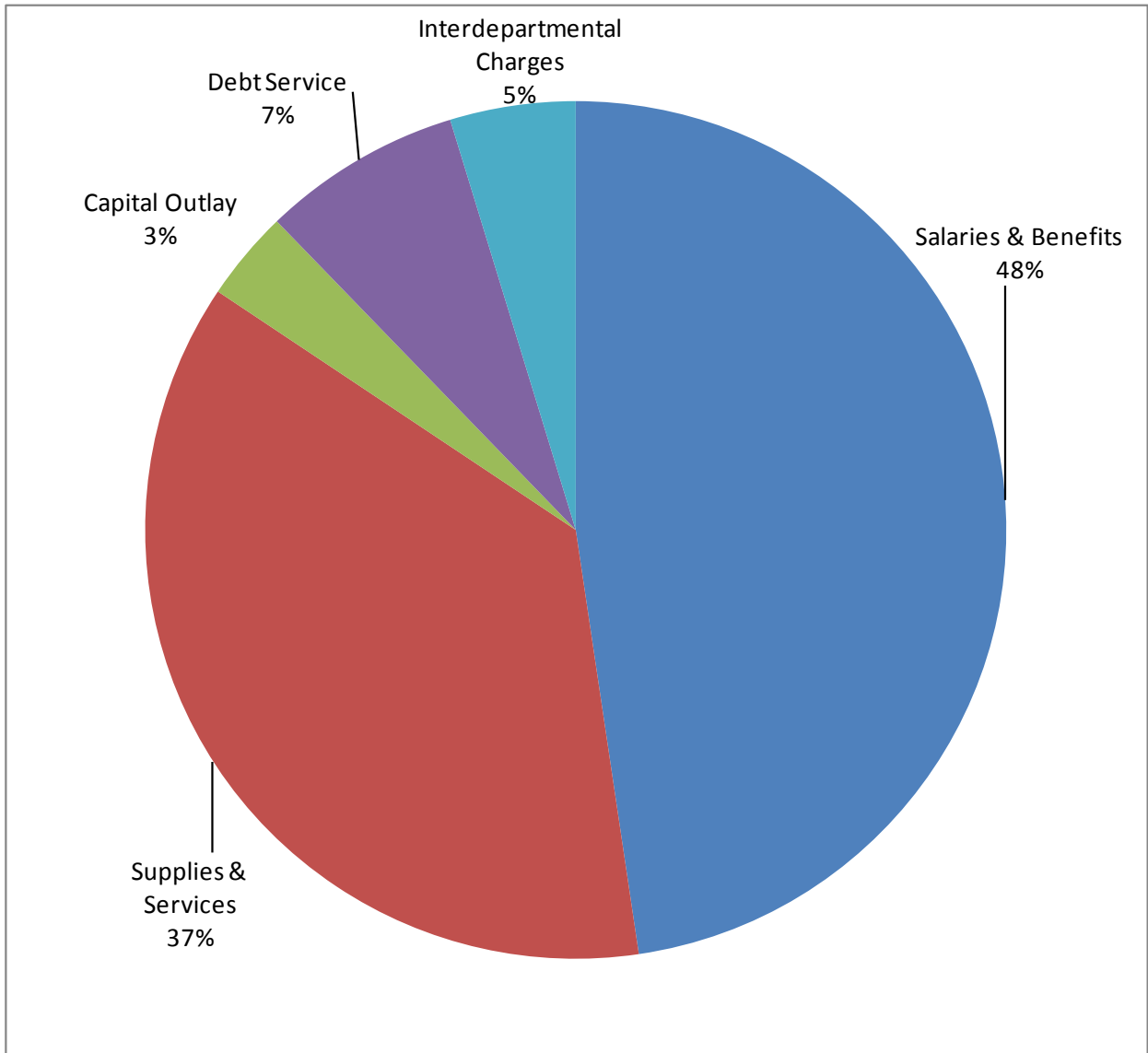
OPERATING FUNDS SUMMARY

EXPENDITURES BY FUND

Schedule 5: Citywide Expenditures by Fund

| Fund | Actual | Adopted | Projected | Adopted | Change from | % |
|------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|--------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | Change |
| General Fund | 64,825,362 | 63,551,411 | 66,549,870 | 68,491,031 | 4,939,620 | 7.8% |
| Inter Agency Special Revenue | 78,592 | - | - | - | - | 0.0% |
| Community Development Grant | 520,956 | 763,862 | 895,776 | 861,757 | 97,895 | 12.8% |
| Consolidated Grant Funds | 721,345 | 21,243 | 1,549,584 | 1,225,381 | - | |
| Common Greens Maintenance | 1,311,719 | 1,658,050 | 1,309,270 | 1,688,069 | 30,019 | 1.8% |
| District Funds | | | | | | |
| City Housing Fund | - | - | 60,100 | 98,000 | 98,000 | 0.0% |
| Solid Waste Reduction Fund | 101,614 | 179,850 | 256,375 | 179,842 | (8) | 0.0% |
| Developer Deposits | 992,591 | - | 427,000 | - | - | 0.0% |
| Special Revenue | 803,377 | - | - | - | - | 0.0% |
| Redevelopment Agency Debt | 5,408,863 | 5,405,656 | - | - | (5,405,656) | -100.0% |
| Capital Improvement Funds | 5,100,472 | 4,176,292 | 31,876,995 | 8,747,277 | 4,570,985 | 109.5% |
| RDA Merged Operating Areas | | | | | | |
| Fund | 16,460,384 | 14,152,682 | - | - | (14,152,682) | -100.0% |
| RDA Housing Fund | 4,848,405 | 4,912,848 | - | - | (4,912,848) | -100.0% |
| Sewer Enterprise Fund | 24,555,028 | 27,765,598 | 24,283,414 | 26,683,035 | (1,082,563) | -3.9% |
| Parking District Fund | 6,734,746 | 616,004 | 1,250,015 | 635,394 | 19,390 | 3.1% |
| Sewer Capacity Charge Fund | 2,500 | 2,500 | 2,500 | 2,500 | - | 0.0% |
| Storm Water Fund | 677,759 | 1,388,729 | 1,127,868 | 1,810,067 | 421,338 | 30.3% |
| City Service Fund | 1,513,480 | 1,320,315 | 1,381,649 | 1,389,944 | 69,629 | 5.3% |
| Self Insurance Fund | 3,167,585 | 3,445,130 | 3,157,848 | 3,009,876 | (435,254) | -12.6% |
| Health & Benefits Fund | 3,206,660 | 9,529,298 | 10,166,800 | 9,983,354 | 454,056 | 4.8% |
| Equipment Replacement Fund | 228,454 | 1,286,767 | 476,315 | 3,699,541 | 2,412,774 | 187.5% |
| Information Technology Fund | 1,399,469 | 1,515,198 | 1,511,622 | 1,927,750 | 412,552 | 27.2% |
| PEG Access Fund | - | 40,000 | 40,000 | 50,000 | 10,000 | 25.0% |
| Inactive Bond Fund | 127,061 | - | - | - | - | 0.0% |
| Non-Obligated Bonds | 480,814 | - | - | - | - | 0.0% |
| Consolidated Impact Fee | | | | | | |
| Funds | 573,547 | 10,000 | 65,388 | 10,000 | - | 0.0% |
| Deferred Comp Oversight | | | | | | |
| Trust | - | - | 37,000 | 43,775 | 43,775 | 0.0% |
| Successor Agency Funds | - | - | 77,800,092 | 9,406,987 | 9,406,987 | 0.0% |
| Total | 143,840,783 | 141,741,433 | 224,225,481 | 139,943,580 | (1,797,853) | -1.3% |

Figure 4: FY 2012-13 Adopted Expenditures by Type (not including transfers)



OPERATING FUNDS SUMMARY

Projected Operating Governmental Fund Balances

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

Schedule 6: Projected Governmental Fund Balances

| Fund | Projected Fund Balance 6/30/12 | Estimated Revenues | Fund Transfers Net Impact | Estimated Expenditures | Projected Fund Balance 6/30/13 | % Change |
|--|---|-------------------------------|--|-----------------------------------|---|---------------------|
| Major Funds | | | | | | |
| General Fund | 23,915,505 | 68,340,754 | (1,193,186) | 68,491,031 | 22,572,043 | -6.0% |
| Capital Improvement Fund | 2,390,904 | 632,412 | 8,114,865 | 8,747,277 | 2,390,904 | 0.0% |
| Subtotal | 26,306,409 | 68,973,166 | 6,921,679 | 77,238,308 | 24,962,947 | -5.4% |
| Non-Major Funds | | | | | | |
| Aircraft Noise Installation Program | 1,737,496 | 25,000 | - | 1,225,381 | 537,115 | -223.5% |
| Child Care Impact Fee Fund | 2,734,700 | - | - | 2,500 | 2,732,200 | -0.1% |
| City Housing Fund | - | 60,000 | 38,000 | 98,000 | - | 0.0% |
| Common Greens Maintenance District Funds | 1,476,716 | 1,449,314 | (561,077) | 1,688,069 | 676,884 | -118.2% |
| Community Development Grant Fund | 1,286,114 | 528,705 | - | 861,757 | 953,062 | -34.9% |
| East of 101 Sewer Impact Fee Fund | (1,732,643) | - | (60,000) | 2,500 | (1,795,143) | -3.5% |
| East of 101 Traffic Impact Fee Fund | 6,514,343 | - | (4,200,000) | 2,500 | 2,311,843 | -181.8% |
| Gas Tax Fund | 470,271 | 1,879,784 | (1,669,701) | - | 680,354 | 30.9% |
| Measure A 1/2 Sales Tax Fund | 1,737,496 | 1,025,000 | (1,310,496) | - | 1,452,000 | -19.7% |
| Misc. Federal Grants | 104,096 | - | - | - | 104,096 | 0.0% |
| Oyster Pt Interchange Impact Fee Fund | (12,688,330) | - | - | 2,500 | (12,690,830) | 0.0% |
| Park-in-Lieu Fees Funds | 833,159 | - | (291,744) | - | 541,415 | -53.9% |
| Sewer Capacity Charge Fund | 269,308 | 205,500 | - | 2,500 | 472,308 | 43.0% |
| Solid Waste Reduction Fund | 804,596 | 173,325 | - | 179,842 | 798,079 | -0.8% |
| Subtotal | 3,547,322 | 5,346,628 | (8,055,018) | 4,065,549 | (3,226,617) | -209.9% |
| Total | 29,853,731 | 74,319,795 | (1,133,339) | 81,303,857 | 21,736,329 | -37.3% |

DISCUSSION OF FUND BALANCE CHANGES

Collectively, the governmental non-major funds are reducing fund balance by 210 percent. The driving factor reducing fund balance is the use of funds for Capital Improvement and Minor Maintenance project.

OPERATING FUNDS SUMMARY

Aircraft Noise Installation Program Fund: This fund received a lump sum grant from the federal government to pay for noise improvements for housing in the fly zone of the San Francisco Airport. There are no new revenues expect for interest payments on the cash balance. In FY 2012-13 the City appropriated \$1.2 million from the fund balance to expand the existing program.

Common Greens Maintenance District Funds: The City appropriated additional money to fund sidewalk, playground and reforestation improvements in the Common Greens Maintenance Districts. The current levels of property tax revenues received are not enough to cover the on-going maintenance and improvement needs of the maintenance districts.

East of 101 Traffic Impact Fees Fund: The City appropriated \$4.2 million as a funding source for CIP project that will improve north bound on ramp and a north bound off ramp from Highway 101.

Park-in-Lieu Fees Fund: The revenues from this fund come from developers of housing units who pay a fee instead of adding parkland at housing development sites. As there are no new planned housing developments in the City, the fund has no new revenue sources. As such the existing funds are being used to pay for additional park improvements.

GENERAL FUND

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General Fund Summary

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

Schedule 7: General Fund Summary

| Revenues | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Taxes | 38,239,951 | 37,610,251 | 40,271,784 | 45,714,216 | 44,296,822 | 6,686,571 | 17.8% |
| Franchise Fees | 3,212,266 | 3,328,000 | 3,268,266 | 3,268,266 | 3,317,516 | (10,484) | -0.3% |
| Licenses & Permits | 3,391,062 | 3,156,219 | 3,157,923 | 3,157,923 | 2,959,155 | (197,064) | -6.2% |
| Fines & Forfeitures | 2,133,677 | 1,132,350 | 1,931,112 | 1,931,112 | 1,167,350 | 35,000 | 3.1% |
| Intergovernmental | 7,013,463 | 6,215,174 | 7,210,328 | 7,210,329 | 5,843,464 | (371,710) | -6.0% |
| Charges for Services | 7,953,230 | 8,010,779 | 7,929,660 | 7,878,863 | 7,506,062 | (504,717) | -6.3% |
| Use of Money & Property | 2,877,911 | 3,087,817 | 2,907,817 | 2,907,817 | 2,907,817 | (180,000) | -5.8% |
| Other Revenues | 263,982 | 352,470 | 342,568 | 342,568 | 342,568 | (9,902) | -2.8% |
| Subtotal | 65,085,542 | 62,893,060 | 67,019,458 | 72,411,094 | 68,340,754 | 5,447,694 | 8.7% |
| Transfers In | 840,263 | 901,829 | 901,829 | 901,829 | 1,323,939 | 422,110 | 46.8% |
| Total Revenues | 65,925,805 | 63,794,889 | 67,921,287 | 73,312,923 | 69,664,693 | 11,317,499 | 17.7% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 50,651,503 | 50,681,247 | 52,079,741 | 52,093,109 | 54,151,702 | 3,470,455 | 6.8% |
| Supplies & Services | 7,959,717 | 8,523,237 | 9,874,607 | 9,963,257 | 9,526,055 | 1,002,818 | 11.8% |
| Capital Outlay | 304,788 | 191,000 | 330,976 | 300,976 | 90,907 | (100,093) | -52.4% |
| Debt Service | 125,126 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 5,781,845 | 4,155,927 | 4,192,528 | 4,192,528 | 4,722,367 | 566,440 | 13.6% |
| Subtotal | 64,822,979 | 63,551,411 | 66,477,851 | 66,549,870 | 68,491,031 | 4,939,620 | 7.8% |
| Transfers Out | 581,968 | 825,000 | 1,242,592 | 1,242,592 | 2,517,125 | 1,692,125 | 205.1% |
| Total Expenditures | 65,404,947 | 64,376,411 | 67,720,443 | 67,792,462 | 71,008,156 | 11,571,365 | 18.0% |
| Impact on Fund Balance | 520,858 | (581,522) | 200,844 | 5,520,461 | (1,343,462) | (253,866) | |
| Reserves | | | | | | | |
| Discretionary Reserves | 14,659,718 | 15,164,404 | - | 23,623,522 | 22,575,043 | | |
| Non Discretionary Reserves | 1,636,885 | 65,000 | - | 291,983 | - | | |
| Total Reserves | 16,296,603 | 15,229,404 | - | 23,915,505 | 22,575,043 | | |
| Fund Balance | 16,296,603 | 15,229,404 | - | 23,915,505 | 22,575,043 | 7,345,639 | 48.2% |

General Fund Reserves

GENERAL FUND RESERVE POLICIES

Reserves are one indicator of a City's financial health. In effect they are the City's savings account. The City received a large one time property tax payment in FY 2011-12 due to the elimination of the City's Redevelopment Agency. The General Fund reserves are projected to end FY 2012-13 at \$22.5 million, a 48% increase over the adopted FY2011-12 estimated reserve balance. The City estimates that by the end of FY 2012-13 the General Fund Reserves will be equal to 32 percent of General Fund expenditure budget. The following are the reserve categories and policies.

General Fund Reserve for Emergencies: This reserve may be used for an emergency as approved by the City Council. The City's self-insurance policy with ABAG will cover most equipment damages after the City pays a deductible. This reserve would most likely cover general City lawsuits. The reserve policy has a target of 2% of the General Fund Operating budget to be set aside for this reserve. The City has projected that at FY 2012-13 year end there will be \$1,382,000 in this reserve, which meets the 2% target.

General Fund Reserve for Economic Contingencies: This reserve is used in the event of an economic downturn where General Fund revenue is decreased. Such an example is the relocation of a business out of the City that contributed a significant portion of the City's sales tax revenue. The reserve should only be used for a period of one year until a more comprehensive strategy may be developed to adapt to the changing economic conditions. Under GASB 54 this reserve will become committed. The City's policy has this reserve set at 7% of the General Fund Operating budget. The City estimates that this reserve will have \$4,837,000 at the end of FY 2012-13.

General Fund Reserve for Capital Projects: This reserve is used to pay for capital projects. Over the last several years, the City has pledged roughly half of expected ERAF Refund to the operating budget, with the remainder set aside in this reserve. In FY 2012-13 the City has budgeted to use 100% of the total estimated ERAF for General Fund operating expenditures. Under GASB 54 this reserve will become committed. The City estimates that there will be \$3,849,957 in this reserve at the end of FY 2012-13.

General Fund Undesignated Reserve: This reserve is primarily used for funding any mid-year budget amendments. This reserve policy has a minimum target of 4% of the General Fund budget. The City estimates that this reserve will have \$12,503,087 at the end of FY 2012-13.

Schedule 8: General Fund Reserves

| Reserve Transactions | Actual FY 2010-11 | Adopted FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|--|------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| General Fund Impact | 1,143,156 | 243,478 | 3,208,820 | 1,173,663 | 930,185 | 382.0% |
| One-Time Property Tax from RDA Dissolution | - | - | 5,397,000 | - | - | 0.0% |
| Transfers out to Capital Projects | (256,074) | - | (161,918) | (1,304,125) | (1,304,125) | 0.0% |
| Transfers out to Health & Benefit Funds | - | (550,000) | (550,000) | (1,000,000) | (450,000) | 81.8% |
| Transfers out to Storm Water Fund | (250,000) | (275,000) | (275,000) | (175,000) | 100,000 | -36.4% |
| Other Transfers | (75,894) | - | - | (38,000) | (38,000) | 0.0% |
| Net Impact on General Fund Reserves | 561,188 | (581,522) | 7,618,902 | (1,343,462) | (761,940) | 131.0% |
| Discretionary Reserves | | | | | | |
| Emergencies | 1,327,000 | 1,276,000 | 1,388,000 | 1,382,000 | 106,000 | 8.3% |
| Economic Contingencies | 4,645,000 | 4,466,000 | 4,858,000 | 4,837,000 | 371,000 | 8.3% |
| Designated for Future Economic Development and Capital Projects | 5,316,000 | 5,016,080 | 5,154,082 | 3,849,957 | (1,166,123) | -23.2% |
| Undesignated Reserve | 3,371,718 | 4,406,324 | 12,223,441 | 12,503,087 | 8,096,763 | 183.8% |
| Subtotal Discretionary (Available) Reserves | 14,659,718 | 15,164,404 | 23,623,523 | 22,572,044 | 7,407,640 | 48.8% |
| Non-Discretionary Reserves | | | | | | |
| Encumbrances | 771,849 | - | - | - | - | 0.0% |
| Inventory and Other | 67,129 | 65,000 | 65,000 | - | (65,000) | -100.0% |
| Designated for Unrealized Gains | 396,109 | - | - | - | - | 0.0% |
| Appropriated Capital Projects | 401,798 | - | 226,983 | - | - | 0.0% |
| Subtotal Non-Discretionary (Committed) Reserves | 1,636,885 | 65,000 | 291,983 | - | (65,000) | -100.0% |
| Total General Fund Reserves | 16,296,603 | 15,229,404 | 23,915,506 | 22,572,044 | 7,342,640 | 48.2% |
| Total Reserves over General Fund Expenditures (Including Transfers) | 25% | 23% | 35% | 32% | | |

General Fund Revenues

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

The City estimates that FY 2012-13 General Fund revenues will come in at \$63.8 million, 4% higher than the adopted revenues for FY 2011-12. Property taxes are expected to come in basically flat from the adopted FY 2011-12 budget, but the City does expect a property tax refund of \$391,600 as the final large installment of a settlement with Genentech. Sales taxes are projected to increase 9.3% due to improvement in the Department Stores, Building Materials sectors, Business-to-Business, Transportation (fuel), and Food Products sectors. TOT is forecast to increase due mainly to increased room rates and occupancy rates at the City's hotels.

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

PROPERTY TAXES

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

Property taxes are administered through the County, which collects and distributes the payments. Approximately 17% of property taxes paid in the City go to the General Fund.³ Of the remaining amount 45% go to schools, 22% go to the County, 7% go to the Redevelopment Agency and the rest go to special districts.

As of January 31, 2012 the City's Redevelopment Agency (RDA) ceased to exist. Any property tax increment that was generated in the former RDA project areas will now be distributed by the County of San Mateo to the local taxing entities.

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

³ San Mateo County Treasurer Tax Collector. <http://www.sanmateocountytaxcollector.org/whereYourTaxesGo.html>

SALES & USE TAX

Sales & Use taxes are collected by business on purchases and submitted to the State, which distributes sales tax revenues back to cities. The local tax rate for South San Francisco is 8.25%, comprised of the State levy of 7.25%, and the County levy of 1% for use on public transportation and street improvement projects (also called Measure A). The City's share of Sales Tax is 1%; however, due to the State's redirection of 0.25% of the tax to fund the 2004 Economic Recovery Bonds, cities see only 0.75% upfront, with the remaining 0.25% transferred out of the ad valorem property tax revenue that would otherwise be allocated to the County's Educational Revenue Augmentation Fund.

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

TRANSIENT OCCUPANCY TAX (TOT)

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

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

BUILDING & FIRE PERMITS

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

Budgeting Building & Fire Permits: The City communicates between the Finance Department, 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: FY 2012-13 General Fund Revenues by Type (not including transfers)

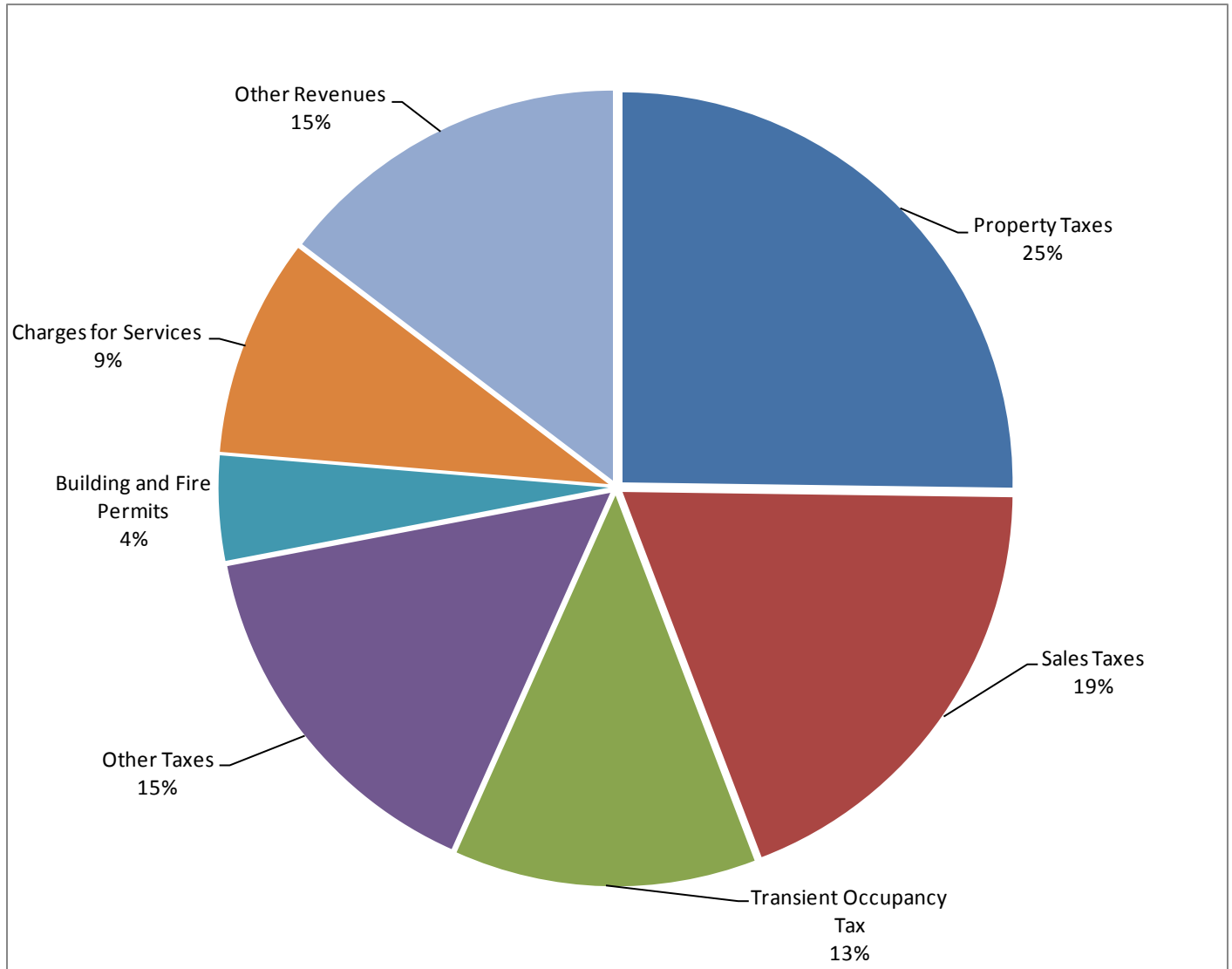
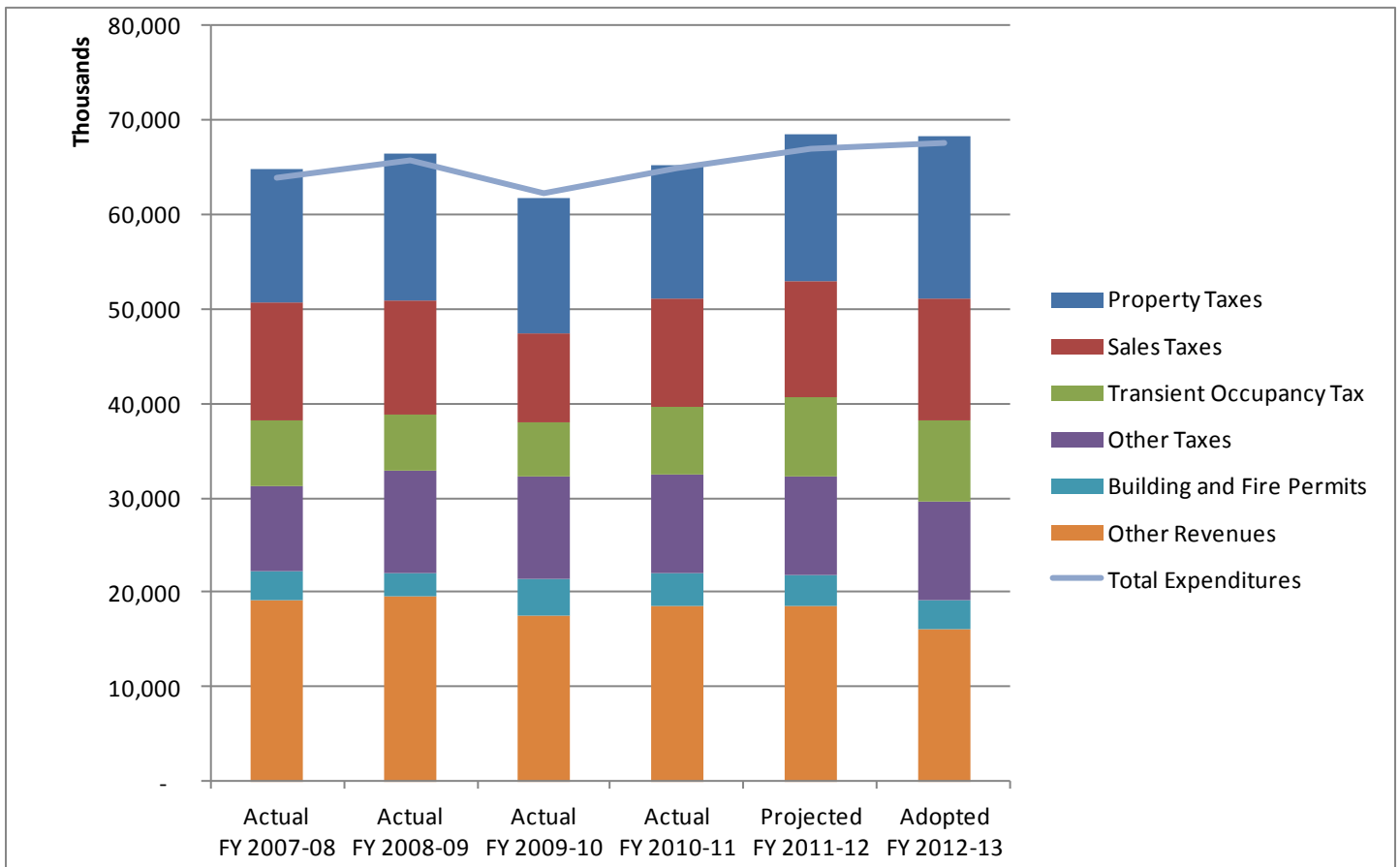


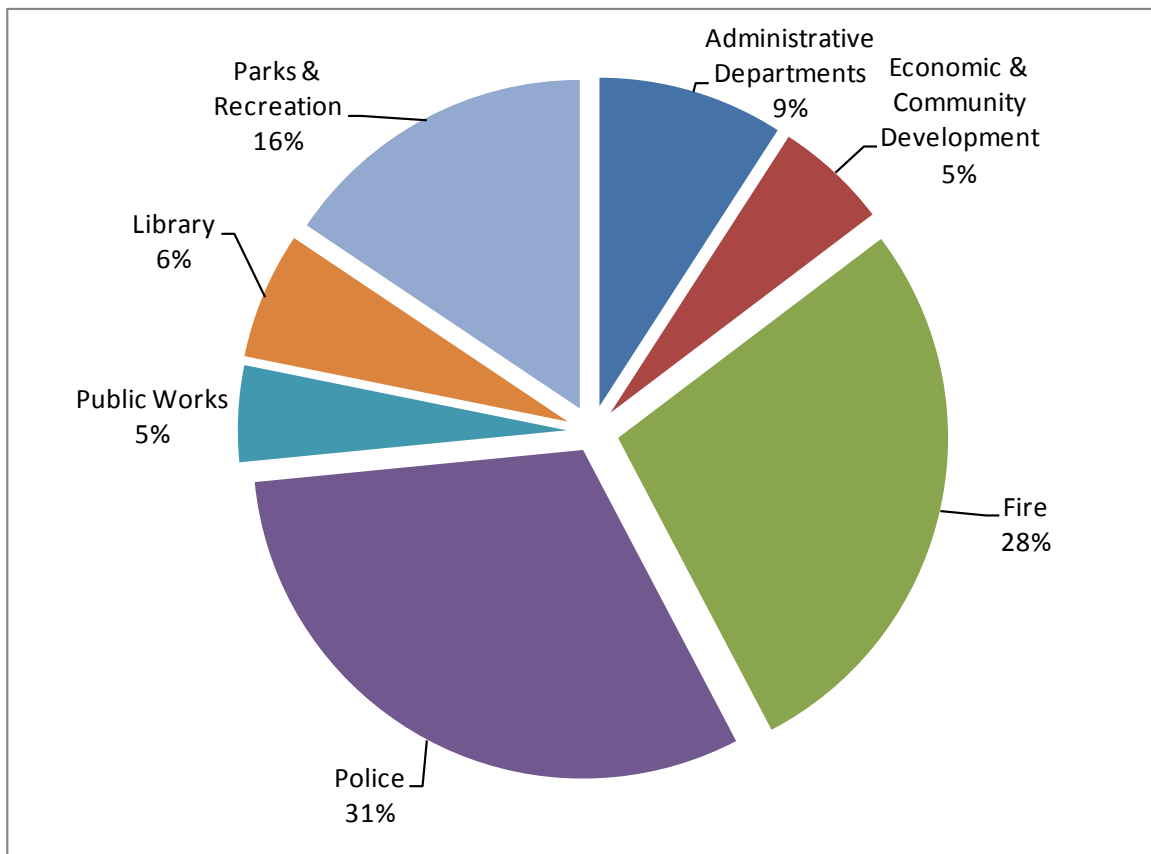
Figure 6: 5 Year History of General Fund Revenues by Type



General Fund Expenditures

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

Figure 7: FY 2012-13 Adopted General Fund Expenditures by Department



Schedule 9: General Fund Expenditures by Department

| Departments | Actual FY 2010-11 | Adopted FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|-------------------------------------|------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| City Council | 137,834 | 175,743 | 195,815 | 184,948 | 9,205 | 5.2% |
| City Clerk | 294,702 | 425,469 | 472,552 | 447,844 | 22,375 | 5.3% |
| City Treasurer | 131,648 | 174,767 | 176,098 | 175,990 | 1,223 | 0.7% |
| City Attorney | 599,426 | 745,194 | 745,683 | 751,307 | 6,113 | 0.8% |
| City Manager | 716,489 | 724,393 | 780,570 | 798,757 | 74,364 | 10.3% |
| Finance | 1,566,872 | 1,543,981 | 1,702,840 | 1,813,753 | 269,772 | 17.5% |
| Non-Departmental | 685,424 | 925,973 | 1,052,973 | 959,945 | 33,972 | 3.7% |
| Human Resources | 975,769 | 1,008,514 | 1,074,290 | 1,030,763 | 22,249 | 2.2% |
| Economic & Community Development | 3,128,572 | 2,753,697 | 3,114,038 | 3,762,691 | 1,008,994 | 36.6% |
| Fire | 18,505,181 | 18,204,149 | 18,686,348 | 18,669,464 | 465,315 | 2.6% |
| Police | 20,206,291 | 19,979,112 | 21,443,894 | 21,054,388 | 1,075,276 | 5.4% |
| Public Works | 3,474,594 | 2,853,255 | 2,973,759 | 3,203,292 | 350,037 | 12.3% |
| Library | 4,231,759 | 4,043,379 | 4,433,611 | 4,208,912 | 165,533 | 4.1% |
| Parks & Recreation | 10,168,417 | 9,993,785 | 10,110,380 | 10,539,100 | 545,315 | 5.5% |
| Subtotal Department | 64,822,978 | 63,551,411 | 66,962,851 | 67,601,154 | 4,049,743 | 6.4% |
| Minor Maintenance Projects | - | - | - | 889,877 | - | 0.0% |
| Total Expenditures | 64,822,978 | 63,551,411 | 66,962,851 | 68,491,031 | 4,939,620 | 7.8% |

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 | Adopted FY 2012-13 |
|--------------------------------------|-------------------------------|
| Aircraft Noise Insulation Program | 11,330 |
| Community Development Block Grant | 10,300 |
| Common Greens Maintenance Districts | |
| <i>West Park 1 & 2</i> | 90,640 |
| <i>West Park 3</i> | 139,050 |
| <i>Stonegate</i> | 45,320 |
| <i>Willow Gardens</i> | 8,240 |
| Solid Waste | 19,570 |
| Sewer Enterprise Fund | |
| <i>Sewer Maintenance Division</i> | 68,135 |
| <i>Water Quality Control Plant</i> | 827,089 |
| Parking District Fund | 100,940 |
| East of 101 Traffic Impact Fees | 2,500 |
| East of 101 Sewer Impact Fees | 2,500 |
| Child Care Impact Fees | 2,500 |
| Oyster Point Interchange Impact Fees | 2,500 |
| Sewer Capacity Charge | 2,500 |
| Total | 1,333,114 |

General Fund 5 Year Forecast

FY 2012-13 is the fourth consecutive year of budget balancing actions, including departmental reductions, funding shifts, fee increases, and suspension of CIP projects. These have helped the City weather the recession, particularly as total revenues dropped approximately 7% in FY 2009-10. These actions, along with some one-time revenues, have allowed the City to cover expenses in the short-term.

However, while revenue gains in FY 2011-12 and continued gradual recovery anticipated in FY 2012-13 are an indication that the City has endured through the economic downturn, there are some looming hits to the General Fund over the next five years that ongoing revenues will not be able to cover. In essence, the City has identified a structural deficit in the General Fund, meaning that expenditures are growing faster than revenues in the long term. Below is a discussion of the major factors contributing to this deficit in the five-year forecast.

PERSONNEL COSTS

The largest General Fund expenditures are employee salaries and benefits, which have increased 32% to \$50.6 million since FY 2004-05, despite a decrease in budgeted General Fund FTE's. Public Employee Retirement System (PERS) investment losses required an additional \$1 million contribution from the General Fund in FY 2011-12, with possible increases annually through 2014-15. In addition, medical rates typically increase 10%-15% per year, adding at least \$800,000 to the General Fund budget annually.

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

NON-SUSTAINABLE REDUCTIONS

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

In addition, the City has reduced its investment in the capital improvements that will develop and maintain its infrastructure and facilities. Over the last several years the City closed out or suspended less critical capital projects for a total of \$900,000 in savings. In FY 2012-13, due to revenue growth, \$1.3 million in new General Fund CIP contributions was adopted for FY 2012-13. Deferred maintenance items will continue to be addressed in the next few budget cycles.

OTHER POST EMPLOYMENT BENEFITS (OPEB)

Staff will include the updated OPEB actuarial analysis, which currently sets the liability at \$82 million, along with the General Fund long-term forecast, for discussion with the City Council in the spring 2013. Options for the City Council to consider will include setting up an OPEB-compliant trust fund, and making annual contributions towards the City's annual required contribution (ARC) for retiree health costs. The structural deficit calculations within the next update of the five-year forecast will include the ARC cost.

CONCLUSION

While the City has taken steps each budget year to preserve services and staffing levels, and has maintained healthy General Fund reserves, the next five-to-ten-year forecast will build in some large hits and will likely require a review of the budget balancing solutions currently in place. In the meantime, the growth in Sales Tax and TOT, along with the expectation of new property taxes that will be redirected from the former RDA, will allow the City some flexibility as it considers its options.

DEPARTMENT PAGES

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Departments Overview

BUDGETED CITY DEPARTMENTS

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

ADMINISTRATIVE DEPARTMENTS

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

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

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

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

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

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

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

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

OPERATING DEPARTMENTS

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

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

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

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

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

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

MISSION OF THE CITY OF SOUTH SAN FRANCISCO

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

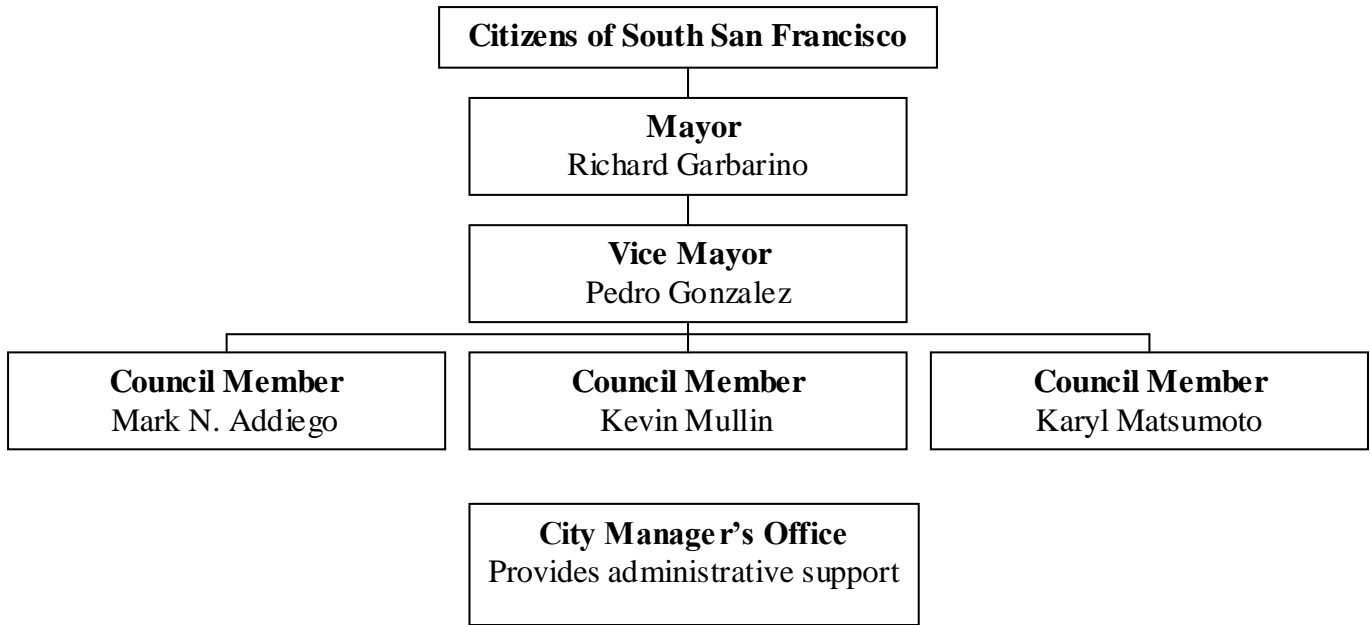
To that end, the City will strive to nurture a partnership with the Community by recruiting a diverse and highly skilled workforce, be an active partner in quality education and attract and retain a prosperous business community, all of which will foster community pride and understanding.

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

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

City Council

Chart 1: City Council Organization



Fiscal Year 2012-13 Position Budget Totals: 5.0 Part Time Elected Officials

MISSION

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

ELECTIONS

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

CITY COUNCIL SUMMARY**Schedule 11: City Council Expenditures**

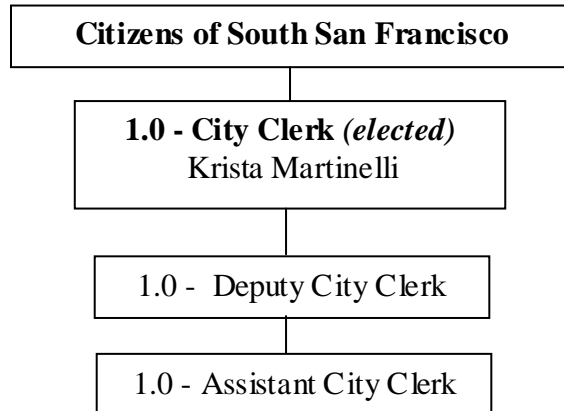
Funding Source: General Fund

| Expenditure Types | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted | Change |
| Salaries & Benefits | 97,758 | 123,108 | 123,108 | 123,108 | 127,411 | 4,303 | 3.5% |
| Supplies & Services | 29,582 | 37,331 | 56,831 | 56,831 | 40,662 | 3,331 | 8.9% |
| Interdepartmental Charges | 10,493 | 15,304 | 15,876 | 15,876 | 16,875 | 1,571 | 10.3% |
| Total Expenditures | 137,834 | 175,743 | 195,815 | 195,815 | 184,948 | 9,205 | 5.2% |

Note: In FY 2012-13 the City changed the way it accounts for most interdepartmental charges. Previously, these charges were allocated down to the program/division level. Most of them will now be allocated to a central department interdepartmental program. This reduces the Interdepartmental FY 2012-13 budget in all of the divisions. The full Interdepartmental budget can be found in the Department Summary.

City Clerk

Chart 2: City Clerk Organization



Fiscal Year 2012-13 Position Budget Totals: 1.0 FTE Full Time Elected Official, 2.0 FTE Full-time

MISSION

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

ACCOMPLISHMENTS FOR FY 2011-12

- Agenda Distribution List at roughly 400 subscribers.
- Revised and updated Records Retention Schedule to accommodate electronic documents and eliminate the need for retention of paper documents in certain categories saving physical storage space and expense and adding to the City's sustainability endeavors.
- Updated City Council Handbook to formalize procedures for granting Board and Commission Emeritus Status.
- Took on additional responsibilities related to service as the Clerk's Office for the Oversight Board for the City of South San Francisco and replaced former Redevelopment Agency responsibilities with Successor Agency Responsibilities.
- Updated City Clerk Department Website to include information related to Redevelopment changes and newly formed entities.

OBJECTIVES FOR FY 2012-13

- Continue to work with Departments to bring more online with electronic records storage through revisions to Records Retention Schedule.
- Perform audit of over 4,000 boxes presently retained in storage at the Corporation Yard to determine which are eligible for destruction, retention or conversion to electronic format.
- Implement bar code scanning and tracking for physical records storage.
- Create a permanent physical records storage environment.
- Explore options, continue learning and monitoring the efficacy of the use of Social Media for City Clerk related information.
- Increase South San Francisco voter awareness through enhancements to the City's Election Website.

FY 2012-13 SERVICE LEVEL CHANGES

Cost savings are expected to be realized through conversion to electronic records.

CITY CLERK SUMMARY

City Clerk Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| City Clerk | 1.00 | 1.00 | 1.00 | - |
| <i>Subtotal Elected Full Time</i> | <i>1.00</i> | <i>1.00</i> | <i>1.00</i> | <i>-</i> |
| Assistant City Clerk | 1.00 | 1.00 | 1.00 | - |
| Deputy City Clerk | 1.00 | 1.00 | 1.00 | - |
| <i>Subtotal Full Time</i> | <i>2.00</i> | <i>2.00</i> | <i>2.00</i> | <i>-</i> |
| Total FTE | 3.00 | 3.00 | 3.00 | - |

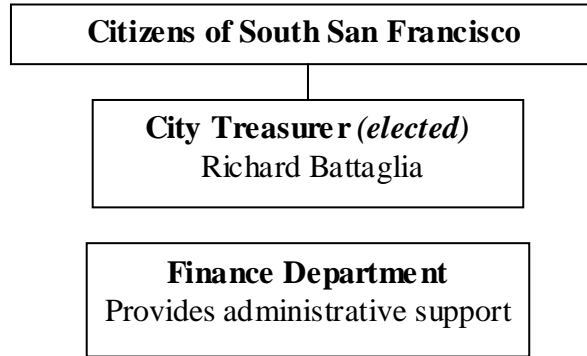
Schedule 12: City Clerk Expenditures

Funding Source: General Fund

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 248,570 | 268,267 | 308,066 | 308,066 | 380,475 | 112,208 | 41.8% |
| Supplies & Services | 24,925 | 134,010 | 140,804 | 140,804 | 34,020 | (99,990) | -74.6% |
| Interdepartmental Charges | 21,208 | 23,193 | 23,682 | 23,682 | 33,349 | 10,156 | 43.8% |
| Total Expenditures | 294,702 | 425,469 | 472,552 | 472,552 | 447,844 | 22,374 | 5.3% |

City Treasurer

Chart 3: City Treasurer Organization



Fiscal Year 2012-13 Position Budget Totals: 1.0 Part Time Elected Official

MISSION

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

RESPONSIBILITIES

The City Treasurer is charged with:

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

CITY TREASURER SUMMARY

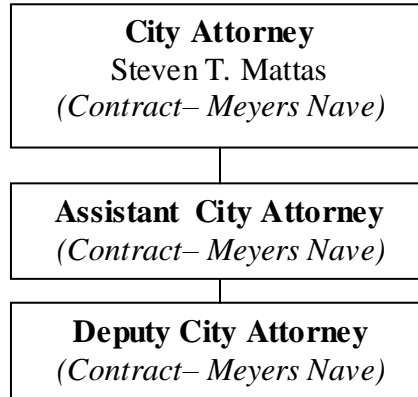
Schedule 13: City Treasurer Expenditures

Funding Source: General Fund

| Expenditure Types | Actual | Adopted | Amended | Projected | Adopted | Change from | % Change |
|---------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------|-------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | |
| Salaries & Benefits | 29,292 | 37,424 | 37,424 | 37,424 | 38,434 | 1,009 | 2.7% |
| Supplies & Services | 101,548 | 135,900 | 137,147 | 137,147 | 135,900 | - | 0.0% |
| Interdepartmental Charges | 808 | 1,442 | 1,526 | 1,526 | 1,656 | 213 | 14.8% |
| Total Expenditures | 131,648 | 174,767 | 176,098 | 176,098 | 175,990 | 1,223 | 0.7% |

City Attorney

Chart 4: City Attorney Organization



RESPONSIBILITIES

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

CITY ATTORNEY SUMMARY

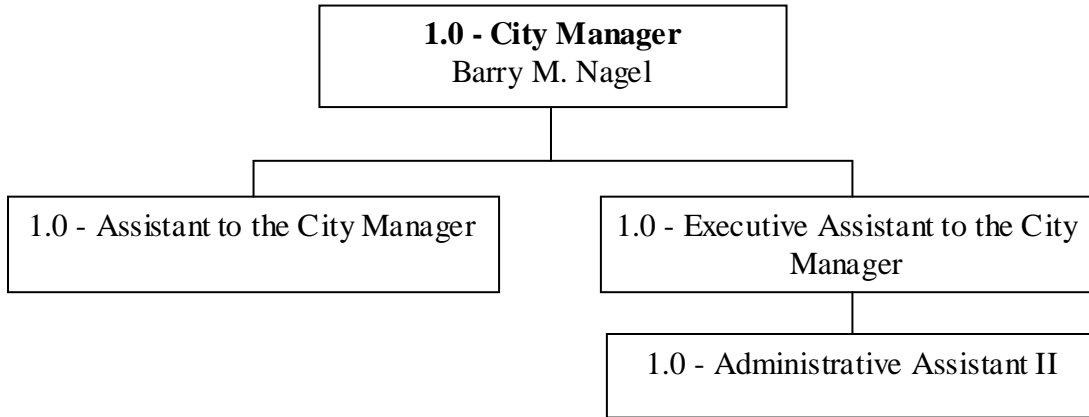
Schedule 14: City Attorney Expenditures

Funding Source: General Fund

| Expenditure Types | Actual | Adopted | Amended | Projected | Adopted | Change from | % Change |
|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------|-------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | |
| Supplies & Services | 592,051 | 739,848 | 739,848 | 739,848 | 739,826 | (22) | 0.0% |
| Interdepartmental Charges | 7,374 | 5,346 | 5,835 | 5,835 | 11,481 | 6,135 | 114.8% |
| Total Expenditures | 599,426 | 745,194 | 745,683 | 745,683 | 751,307 | 6,113 | 0.8% |

City Manager

Chart 5: City Manager Organization



Fiscal Year 2012-13 Position Budget Totals: 4.0 FTE Full Time

MISSION

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

ACCOMPLISHMENTS IN FY 2011-12

- City Council retained or secured several seats on important regional governing bodies.
- Members of City Council and staff attended 2012 BIO Conference in Boston, MA.
- Continued the development of the Sustainable SSF Division and expanded collaboration with City departments.
- Developed a consistent meeting schedule with the new Superintendent and board sub-committee of the SSFUSD to address issues common to both entities.
- Continued participation in the Community Coalition, including a Peace March in December of 2011.
- Held diversity and leadership training session for Executive Management Unit.
- Implemented the Next Door program providing web networking for neighborhoods throughout the City.
- Completed the necessary steps to dissolve the Redevelopment Agency, create a Successor Agency and participate in the newly created Oversight Board per State mandate.

OBJECTIVES FOR FY 2012-13

- Continue to evaluate the development of a five-year Strategic Plan for City services including succession planning.
- Complete Climate Action Plan and Pedestrian Master Plan.
- Evaluate accomplishments and next steps for the Community Coalition.
- Continue to work with the Oversight Board to determine the future of former Redevelopment Agency assets.
- Determine the effect the dissolution of Redevelopment will have on the General Fund, staffing and service levels and plan accordingly.

FY2012-13 SERVICE LEVEL CHANGES

None.

CITY MANAGER SUMMARY

City Manager Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Aide | 1.00 | 1.00 | - | (1.00) |
| Administrative Assistant II | - | - | 1.00 | 1.00 |
| Assistant To The City Manager | 1.00 | 1.00 | 1.00 | - |
| City Manager | 1.00 | 1.00 | 1.00 | - |
| Executive Assistant To The City Manager | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 4.00 | 4.00 | 4.00 | - |
| Total FTE | 4.00 | 4.00 | 4.00 | - |

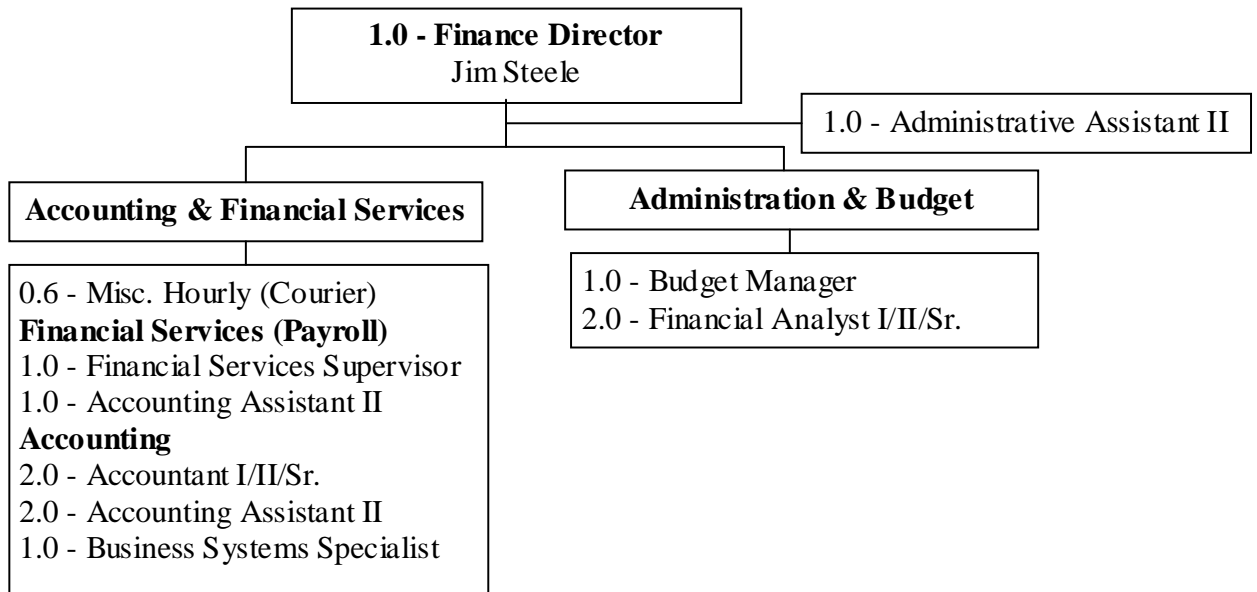
Schedule 15: City Manager Expenditures

Funding Source: General Fund

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 651,955 | 660,362 | 667,790 | 667,790 | 730,064 | 69,702 | 10.6% |
| Supplies & Services | 33,480 | 36,011 | 83,615 | 83,615 | 35,944 | (67) | -0.2% |
| Interdepartmental Charges | 31,054 | 28,020 | 29,165 | 29,165 | 32,749 | 4,729 | 16.9% |
| Total Expenditures | 716,489 | 724,393 | 780,570 | 780,570 | 798,757 | 74,364 | 10.3% |

Finance

Chart 6: Finance Organization



Fiscal Year 2012-13 Position Budget Totals: 12.0 FTE Full Time, 0.6 FTE Hourly
 1.0 FTE Financial Analyst funded through Sewer Fund.

MISSION

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

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

ACCOMPLISHMENTS FY2011-12

- Transitioned credit card processing at all departments to Wells Fargo Bank, phase 2 of the bank conversion
- Initiated an audit of business licenses for compliance.
- Led an interdepartmental team from the Economic and Community Development Department and Finance to better coordinate the business license application and review process across City departments, and to use automation more effectively to track new application status. Result will be more quick response by departments on questions from new businesses on status of applications.
- Updated Finance records retention policy to take advantage of technology, and worked with City Attorney, City Clerk and IT Departments to allow for electronic records to be official City records.
- Rolled out new budgeting module for departments to input.
- Complied with all Redevelopment Agency (RDA) Dissolution requirements from the State, including adoption of Recognized Payment Obligations Schedules (ROPS) with no questions from State.
- Investigated Retiree Health Trust options.

OBJECTIVES FOR FY 2012-13

- Complete business license application and review process improvements, and convert application form to an online input form for business applicants.
- Develop a Payroll Procedures Manual for department timekeepers.
- Cross Train another Finance staff member in payroll processing.
- As part of citywide succession planning efforts, prepare Finance staff members for additional leadership roles in the organization.
- Automate the Fee for Service Schedule and include it on the City internet page.
- Continue to support the RDA Dissolution process.
- Bring Retiree Health Trust Agreement and Funding options to the Budget Subcommittee and the Council for adoption.

FY 2012-13 SERVICE LEVEL CHANGES

None.

FINANCE DEPARTMENT SUMMARY
Schedule 16: Finance Department Expenditures
Funding Source: General Fund

| Expenditure Types | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Salaries & Benefits | 1,257,722 | 1,264,086 | 1,325,299 | 1,325,299 | 1,523,875 | 259,789 | 20.6% |
| Supplies & Services | 112,907 | 105,966 | 201,574 | 201,574 | 106,540 | 574 | 0.5% |
| Interdepartmental Charges | 196,243 | 173,929 | 175,967 | 175,967 | 183,338 | 9,409 | 5.4% |
| Total Expenditures | 1,566,872 | 1,543,981 | 1,702,840 | 1,702,840 | 1,813,753 | 269,772 | 17.5% |

FINANCE ADMINISTRATION & BUDGET DIVISION

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

Finance Administration Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant II | 1.00 | 1.00 | 1.00 | - |
| Budget & Financial Manager | 1.00 | 1.00 | 1.00 | - |
| Director Of Finance | 1.00 | 1.00 | 1.00 | - |
| Financial Analyst I/II/Sr | 2.00 | 2.00 | 2.00 | - |
| Subtotal Full Time | 5.00 | 5.00 | 5.00 | - |
| Total FTE | 5.00 | 5.00 | 5.00 | - |

Finance Administration Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 653,670 | 657,406 | 630,893 | 630,893 | 674,576 | 17,170 | 2.6% |
| Supplies & Services | 4,101 | 12,259 | 12,259 | 12,259 | 12,949 | 690 | 5.6% |
| Interdepartmental Charges | 5,951 | - | - | - | - | - | 0.0% |
| Total Expenditures | 663,722 | 669,665 | 643,152 | 643,152 | 687,525 | 17,860 | 2.7% |

ACCOUNTING & FINANCIAL SERVICES DIVISON

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

Accounting & Financial Services Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-----------------------|-----------------------|-----------------------|------------------------------|
| Accountant I/II/Sr | 2.00 | 2.00 | 2.00 | - |
| Accounting Assistant II | 3.00 | 3.00 | 3.00 | - |
| Courier | 1.00 | - | - | - |
| Data Business Systems Specialis | 1.00 | 1.00 | 1.00 | - |
| Financial Services Supervisor | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 8.00 | 7.00 | 7.00 | - |
| Miscellaneous Hourly | - | 0.60 | 0.60 | - |
| Subtotal Part Time/Hourly | - | 0.60 | 0.60 | - |
| Total FTE | 8.00 | 7.60 | 7.60 | - |

Accounting & Financial Services Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|----------------------|-----------------------|-----------------------|-------------------------|-----------------------|--------------------------------------|--------------|
| Salaries & Benefits | 604,052 | 606,679 | 694,405 | 694,405 | 849,299 | 242,620 | 40.0% |
| Supplies & Services | 108,806 | 93,707 | 189,315 | 189,315 | 93,591 | (116) | -0.1% |
| Interdepartmental Charges | 190,292 | - | - | - | - | - | 0.0% |
| Total Expenditures | 903,150 | 700,386 | 883,720 | 883,720 | 942,890 | 242,504 | 34.6% |

Non-Departmental

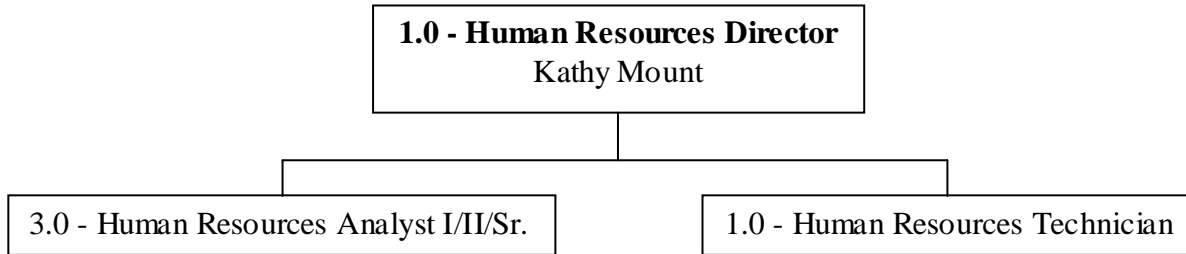
Non-Departmental are the General Fund expenditures that benefit the City as a whole, and that do not fit into one particular department. All of the expenditures are categorized as supplies and services.

Schedule 17: Non-Departmental Expenditures

| Organization/Program | Adopted FY 2010-11 | Adopted FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|----------------------------------|-----------------------|-----------------------|-----------------------|--------------------------------------|--------------|
| Animal Control | 426,000 | 437,152 | 492,822 | 55,670 | 12.7% |
| C/CAG | 54,723 | 54,723 | 56,661 | 1,938 | 3.5% |
| C/CAG Congestion Relief | 166,325 | 166,325 | 166,325 | - | 0.0% |
| Postage -Printing | 7,213 | 7,213 | 7,213 | - | 0.0% |
| Dues | | | | - | |
| ABAG | 10,750 | 10,750 | 11,862 | 1,112 | 10.3% |
| Airport Roundtable | 1,302 | 1,302 | 1,302 | - | 0.0% |
| Joint Venture | - | - | 5,000 | 5,000 | 0.0% |
| LAFCO | 8,048 | 8,048 | 8,107 | 59 | 0.7% |
| League of CA Cities | 18,690 | 18,690 | 18,690 | - | 0.0% |
| Peninsula Conflict | 17,000 | 17,000 | 17,680 | 680 | 4.0% |
| SMC Sustainable Book | - | - | 3,000 | 3,000 | 0.0% |
| SSF Chamber of Commerce | 2,500 | 2,500 | 2,500 | - | 0.0% |
| Subtotal Dues | 58,290 | 58,290 | 68,141 | 9,851 | 16.9% |
| Citizens Academy | 8,340 | 8,340 | 8,340 | - | 0.0% |
| Miscellaneous | - | - | 3,500 | 3,500 | 0.0% |
| Maint/Operating Equipment | 6,000 | 6,000 | - | (6,000) | -100.0% |
| Phone | 7,286 | 4,429 | 4,393 | (36) | -0.8% |
| Historical Commission | - | - | 2,550 | 2,550 | 0.0% |
| Grant Writer | - | - | 50,000 | 50,000 | 0.0% |
| Total | 734,177 | 742,472 | 859,945 | 117,473 | 15.8% |

Human Resources

Chart 7: Human Resources Organization



Fiscal Year 2012-13 Position Budget Totals: 5.0 FTE Full Time

MISSION

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

ACCOMPLISHMENTS IN FY 2011-12

- Completed evaluation of existing providers of deferred compensation and section 3121 social security alternative plans and implemented consolidation to a single provider for significant savings and benefits to participants.
- Provided direction and guidance in projects related to employee skill development.
- Leadership Academy graduates implemented the South City 101 project designed to introduce City employees to all aspects of City employment.
- Supervisory Academy graduates designed and worked on a City wide internship project.
- Management Talent Exchange Program resulted in two City employees going to other cities for 3 months and the City received 2 employees from other public agencies on a temporary loan.

OBJECTIVES FOR FY 2012-13

- Negotiate seven labor contracts for next fiscal year.
- Manage and implement classification and compensation review studies.
- Complete evaluation of risk pooling and workers compensation services provided to the City by other entities.
- Continue development of systems to track and manage employee health and absenteeism.
- Continue focus on employee training and development.

FY 2012-13 SERVICE LEVEL CHANGES

The shifting of responsibilities for deferred compensation and 3121 social security alternative plans to a single provider continues the Department's efforts to move more routine, repetitive work to an outside vendor and free up analyst time to focus on issues related to employee development, health, succession planning and risk management.

HUMAN RESOURCES DEPARTMENT SUMMARY
Human Resources Position Budget:

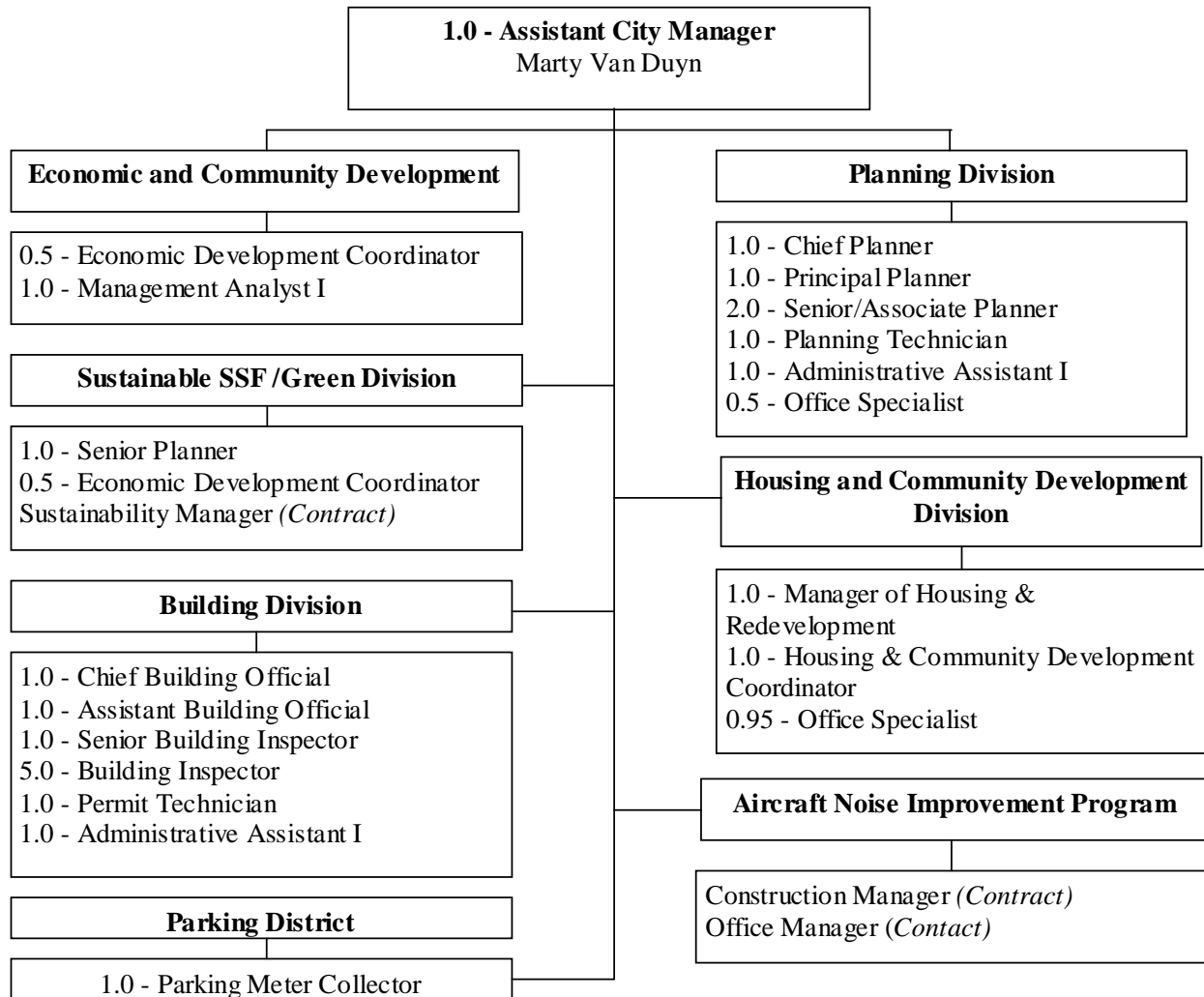
| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Director Of Human Resources | 1.00 | 1.00 | 1.00 | - |
| Human Resource Specialist II/Sr | 3.00 | 3.00 | 3.00 | - |
| Human Resources Technician | 1.00 | 1.00 | 1.00 | - |
| <i>Subtotal Full Time</i> | 5.00 | 5.00 | 5.00 | - |
| Total FTE | 5.00 | 5.00 | 5.00 | - |

Schedule 18: Human Resources Expenditures**Funding Source:** General Fund

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 813,199 | 785,481 | 785,481 | 785,481 | 804,923 | 19,443 | 2.5% |
| Supplies & Services | 122,709 | 175,738 | 240,532 | 240,532 | 177,762 | 2,024 | 1.2% |
| Interdepartmental Charges | 39,861 | 47,295 | 48,277 | 48,277 | 48,078 | 783 | 1.7% |
| Total Expenditures | 975,769 | 1,008,514 | 1,074,290 | 1,074,290 | 1,030,763 | 22,250 | 2.2% |

Economic & Community Development

Chart 8: Economic & Community Development Organization



Fiscal Year 2012-13 Position Budget Totals: 22.0 FTE Full Time, 0.95 FTE Part Time, 0.5 FTE Hourly

MISSION

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

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

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

ACCOMPLISHMENTS FY 2011-12

Housing & Community Development

- Implemented the 2011-12 Community Development Block Grant Program.
- Implemented new computerized fund application and reporting program for CDBG in collaboration with other county jurisdictions.
- Expended remaining CDBG – Recovery Reinvestment Funds from federal government to supplement regular CDBG Program.
- Initiated Analysis of Impediments to Fair Housing Choice as required by federal regulation in collaboration with other county jurisdictions.
- Completed monitoring of CDBG sub-recipients.
- Completed and submitted FY 2010-11 CAPER and subsequently approved by HUD.
- Submitted FY 12-13 CDBG One Year Action Plan to HUD.
- CDBG program collaboration with Parks and Recreation and Engineering Departments to fund approximately \$200,000 in ADA improvements at various public facilities.
- CDBG provided grant funds to repaint the medical facility at 306 Spruce.
- CDBG Housing Rehabilitation program provided a housing rehab loan, debris box vouchers and technical assistance to low income homeowners with code violations and/or rehab needs.
- Continued the management and preservation of affordable housing inventory of rental units formerly owned by redevelopment.
- Selected and hired a new full time Community Development Specialist for CDBG Program.

Building

- Implemented the new Windows based CRW permit system.
- Prepared local ordinances for the 2010 Building Codes.
- Performed 100% of all requested inspections within 24 hours of request.
- Performed plan review within or under the allotted ten day turn-a-round time.
- Simplified the over-the-counter permit process, for small tenant improvement projects.
- Worked on updating the waste diversion program.

- Increased “in-house” plan checking to 93%.
- Improved the process for customers obtaining permits related to Code Enforcement cases.
- Implemented a QA program for field staff.

Planning

- Initiated work on the Downtown Station Area and Land Use Plan.
- Approved entitlements for redevelopment of the Westborough Shopping Center.
- Coordinated with C/CAG and SamTrans in adoption of a Community Based Transportation Plan.
- Launched an Interactive (web-based) Zoning Ordinance, linked to the City’s Geographic Information System (GIS). Participated in County-wide planning efforts including the SFO ALUCP Update, Grand Boulevard Initiative, and Sustainable Communities Strategy/RHNA Process.
- Processed approximately 115 project applications.

Sustainable SSF

- Worked in collaboration with other City departments to obtain \$850,000 in grant funding (Station Area Land Use Plan, Housing Related Parks Grant etc.).
- Joined San Mateo County’s regional single use bag ban initiative.
- Conducted outreach for the single use bag ban in the business and residential community.
- Selected PMC/Fehr & Peers to complete the Climate Action Plan/Pedestrian Master Plan.
- Partnership with ReCycleWorks resulted in Green Business Certification for the South San Francisco Conference Center.

OBJECTIVES FOR FY 2012-13

Housing & Community Development

- Implement new Downtown Task Force to create an improved working and visiting environment; and create a more effective network of social services for transient needs.
- Initiate leasing of commercial tenant space at 636 El Camino.
- Initiate new HOT/PUSH Program to secure \$220,000 yearly grant funds allocated to proposed new programs in the Downtown Area.
- Continue administration of CDBG Program including submission of federal application, reports and year end CAPER as required by federal regulations.
- Continue the management and preservation of affordable housing inventory of rental units formerly owned by redevelopment; including lease renewals, annual certifications, tenant issues, repairs, etc.
- Complete Analysis of Impediment to Fair Housing Choice as required by HUD.
- Implement Housing and Commercial Rehabilitation Programs, providing technical assistance and loan funds to low income homeowners and downtown merchants for code compliance and building enhancements.

- Continue ADA improvements to public facilities as CDBG funds become available.

Building

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

Planning

- Substantially complete public draft of the Downtown Station Area and Land Use Plan and commence environmental review efforts.
- Initiate a Parks Master Plan Update in coordination with Parks and Recreation Department.
- Participate in County-wide Sustainable Communities Strategy.
- Initiate work on the 2014 Housing Element Update.
- Process a major shopping center redevelopment project application.
- Explore, and if possible, implement an on-line application system.
- Continue to develop the Division's web presence by making Division documents electronically available to the public.

Sustainable SSF

- Complete Climate Action Plan/Pedestrian Master Plan.
- Continue partnership with San Mateo County to implement a regional single use bag ban for adoption by the City Council.
- Continue to pursue "green" grant funding as a division and in cooperation with other City departments.
- Work with Energy Watch and PG&E to explore options available to upgrade City facilities with energy efficient fixtures and equipment.
- Increase visibility and use of Green X-Ray House.

FY 2012-13 SERVICE LEVEL CHANGES

The department is working with the Successor Agency and the Oversight board to wind down the City's former Redevelopment Agency.

ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY**Schedule 19: ECD Funding Sources & Expenditures**

| Funding Sources | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|--------------------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Building Fees & Permits | 2,579,499 | 2,091,009 | 2,152,302 | 2,152,302 | 2,192,927 | 101,918 | 4.9% |
| Community Development Block Grant | 1,181,322 | 798,111 | 979,305 | 979,305 | 861,757 | 63,646 | 8.0% |
| Other Fees | 84,676 | 59,642 | 91,870 | 91,870 | 86,142 | 26,500 | 44.4% |
| Parking District | 558,475 | 616,004 | 616,004 | 616,004 | 635,349 | 19,345 | 3.1% |
| Planning Fees & Permits | 95,807 | 176,750 | 95,807 | 95,807 | - | (176,750) | -100.0% |
| General Fund | - | 426,296 | 574,173 | 573,903 | 1,483,667 | 1,057,371 | 248.0% |
| Total Funding Sources | 4,499,779 | 4,167,812 | 4,509,461 | 4,509,191 | 5,259,842 | 1,092,030 | 26.2% |
| Expenditure Types | | | | | | | |
| Salaries & Benefits | 2,914,331 | 2,863,143 | 2,887,906 | 2,887,906 | 3,703,227 | 840,084 | 29.3% |
| Supplies & Services | 825,062 | 991,693 | 1,256,570 | 1,256,570 | 1,222,928 | 231,235 | 23.3% |
| Capital Outlay | 214,304 | - | - | - | - | - | 0.0% |
| Debt Service | 2,210 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 257,467 | 278,727 | 281,456 | 281,456 | 333,687 | 54,960 | 19.7% |
| Transfers Out | 34,249 | 34,249 | 83,529 | 83,259 | - | (34,249) | -100.0% |
| Total Expenditures | 4,247,623 | 4,167,812 | 4,509,461 | 4,509,191 | 5,259,842 | 1,092,030 | 26.2% |

ECONOMIC & COMMUNITY DEVELOPMENT ADMINISTRATION

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

ECD Administration Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant II | 1.00 | 1.00 | - | (1.00) |
| Assistant City Manager | 1.00 | 1.00 | 1.00 | - |
| Associate/Sr Planner | 0.15 | 0.15 | - | (0.15) |
| Economic & Community Development Coordinator | 1.00 | 1.00 | 0.50 | (0.50) |
| Management Analyst I | - | - | 1.00 | 1.00 |
| <i>Subtotal Full Time</i> | <i>3.15</i> | <i>3.15</i> | <i>2.50</i> | <i>(0.65)</i> |
| Total FTE | 3.15 | 3.15 | 2.50 | (0.65) |

ECD Administration Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 180,202 | 232,925 | 197,525 | 197,525 | 609,852 | 376,927 | 161.8% |
| Supplies & Services | 50,116 | 37,912 | 62,548 | 62,548 | 37,214 | (698) | -1.8% |
| Interdepartmental Charges | 44,018 | - | - | - | - | - | 0.0% |
| Total Expenditures | 274,336 | 270,837 | 260,073 | 260,073 | 647,066 | 376,229 | 138.9% |

SUSTAINABLE SSF/GREEN DIVISION

The mission of the Sustainable SSF Division is to build upon the City's strong foundation of innovation science and commitment to sustainability and smart growth. This division is responsible for helping residents and businesses benefit from new energy efficient technologies, working to secure federal, state and regional "green" grants, developing a locally focused Climate Action Plan and collaborating with various City departments to lower operating costs by retrofitting and upgrading facilities.

Sustainable SSF/Green Division Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Associate/Sr Planner | - | - | 1.00 | 1.00 |
| Economic & Community Development Coordinator | - | - | 0.50 | 0.50 |
| <i>Subtotal Full Time</i> | - | - | 1.50 | 1.50 |
| Total FTE | - | - | 1.50 | 1.50 |

Sustainable SSF/Green Division Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | - | - | - | - | 272,205 | 272,205 | 0.0% |
| Total Expenditures | - | - | - | - | 272,205 | 272,205 | 0.0% |

HOUSING & COMMUNITY DEVELOPMENT DIVISION

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

Housing & Community Development Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---------------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Community Development Coordinator | 1.00 | 1.00 | 1.00 | - |
| Manager Of Housing & Redevelopment | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 2.00 | 2.00 | 2.00 | - |
| Office Specialist | 0.95 | 0.95 | 0.95 | - |
| Subtotal Part Time/Hourly | 0.95 | 0.95 | 0.95 | - |
| Total FTE | 2.95 | 2.95 | 2.95 | - |

Housing & Community Development Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 315,781 | 324,399 | 309,412 | 309,412 | 191,779 | (132,620) | -40.9% |
| Supplies & Services | 602,288 | 427,056 | 573,957 | 573,957 | 657,571 | 230,515 | 54.0% |
| Capital Outlay | 214,304 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 14,700 | 12,407 | 12,407 | 12,407 | 12,407 | - | 0.0% |
| Transfers Out | 34,249 | 34,249 | 83,529 | 83,529 | - | (34,249) | -100.0% |
| Total Expenditures | 1,181,322 | 798,111 | 979,305 | 979,305 | 861,757 | 63,646 | 8.0% |

PLANNING DIVISION

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

Planning Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change From FY2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------------|
| Administrative Assistant I | - | - | 1.00 | 1.00 |
| Administrative Assistant II | 1.00 | 1.00 | - | (1.00) |
| Associate/Sr Planner | 3.85 | 3.85 | 2.00 | (1.85) |
| City Planner | 1.00 | 1.00 | 1.00 | - |
| Planning Technician | 1.00 | 1.00 | 1.00 | - |
| Principal Planner | - | - | 1.00 | 1.00 |
| Subtotal Full Time | 6.85 | 6.85 | 6.00 | (0.85) |
| Office Specialist | 0.50 | 0.50 | 0.50 | - |
| Subtotal Part Time/Hourly | 0.50 | 0.50 | 0.50 | - |
| Total FTE | 7.35 | 7.35 | 6.50 | (0.85) |

Planning Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 822,346 | 678,703 | 784,405 | 784,405 | 900,309 | 221,606 | 32.7% |
| Supplies & Services | 148,102 | 217,144 | 297,967 | 297,967 | 217,068 | (76) | 0.0% |
| Interdepartmental Charges | 33,819 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,004,267 | 895,847 | 1,082,372 | 1,082,372 | 1,117,377 | 221,530 | 24.7% |

BUILDING DIVISION

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

Building Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change From FY2011-12 |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------------|
| Administrative Assistant I | 1.00 | 1.00 | 1.00 | - |
| Assistant Building Official | 1.00 | 1.00 | 1.00 | - |
| Building Inspector | 5.00 | 5.00 | 5.00 | - |
| City Building Official | 1.00 | 1.00 | 1.00 | - |
| Permit Technician | 1.00 | 1.00 | 1.00 | - |
| Sr Building Inspector | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 10.00 | 10.00 | 10.00 | - |
| Total FTE | 10.00 | 10.00 | 10.00 | - |

Building Position Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,396,875 | 1,364,143 | 1,333,590 | 1,333,590 | 1,446,469 | 82,326 | 6.0% |
| Supplies & Services | 391,427 | 61,390 | 73,907 | 73,907 | 61,063 | (327) | -0.5% |
| Debt Service | 2,210 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 59,454 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,849,966 | 1,425,533 | 1,407,497 | 1,407,497 | 1,507,532 | 81,999 | 5.8% |

PARKING DISTRICT DIVISON

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

Parking District Position Budget:

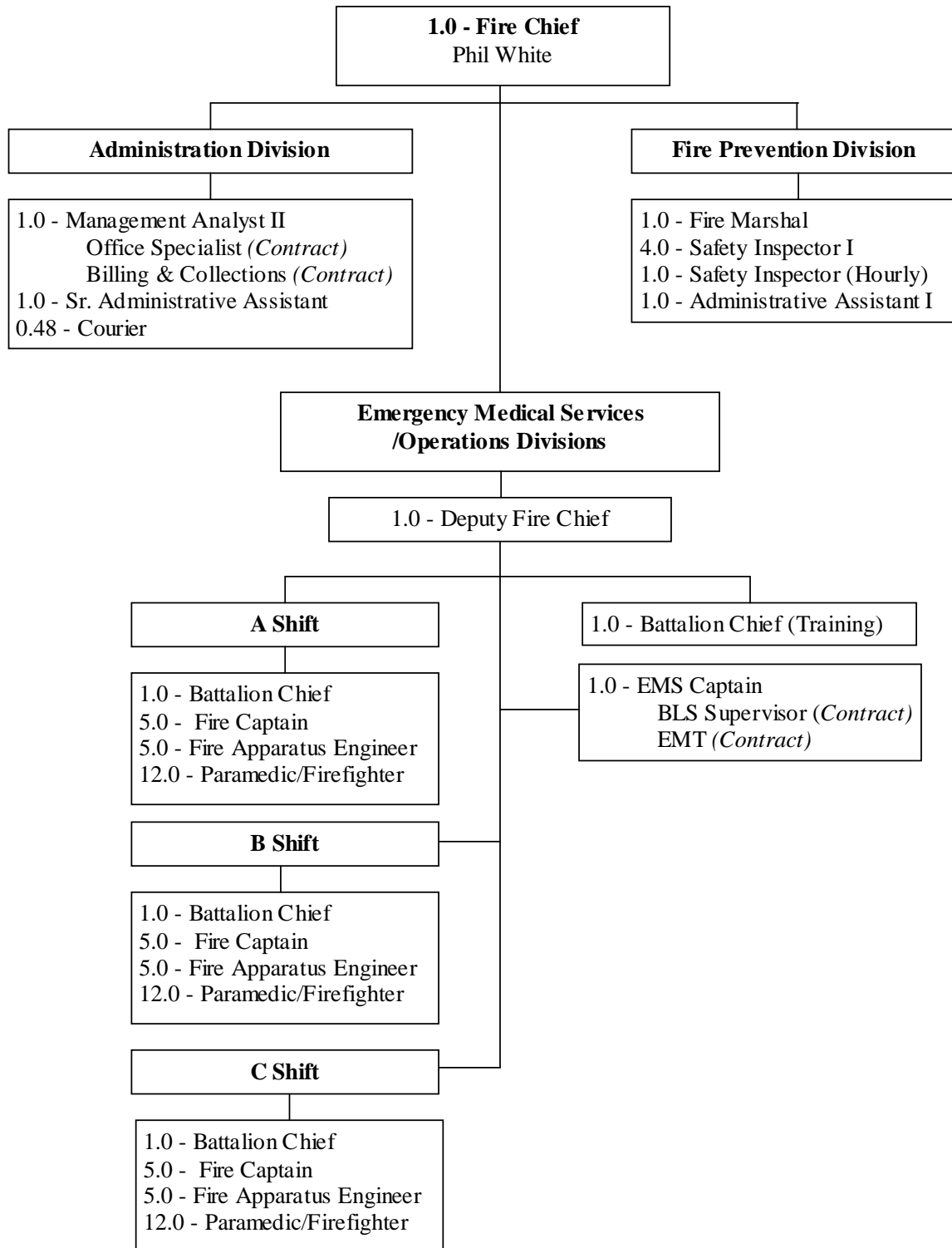
| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change From FY2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|--------------------------------------|
| Parking Meter Collector - Repair Worker | 1.00 | 1.00 | 1.00 | - |
| <i>Subtotal Full Time</i> | <i>1.00</i> | <i>1.00</i> | <i>1.00</i> | <i>-</i> |
| Total FTE | 1.00 | 1.00 | 1.00 | - |

Parking District Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 205,198 | 262,973 | 262,973 | 262,973 | 282,611 | 19,638 | 7.5% |
| Supplies & Services | 33,499 | 248,190 | 248,190 | 248,190 | 250,012 | 1,822 | 0.7% |
| Capital Outlay | 214,304 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 105,474 | 104,841 | 104,841 | 104,841 | 102,771 | (2,070) | -2.0% |
| Total Expenditures | 558,475 | 616,004 | 616,004 | 616,004 | 635,394 | 19,390 | 3.1% |

Fire

Chart 9: Fire Department Organization



Fiscal Year 2012-13 Position Budget Totals: 82.0 Full Time, 0.48 Part Time/Hourly

MISSION

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

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

ACCOMPLISHMENTS IN FY 2011-12

The department exceeded the target of its cost recovery/revenue collection goal of \$2.8 million for the General Fund in FY 11-12.

The department secured \$121,000 in grants to fund purchases for training site equipment, a sponson/collar for the rescue boat and a turnout extractor/washer. In addition to equipment we were also able to offer grant funded classes for Standardized Emergency Management Systems EOC training as well as a hazardous materials IQ class.

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

The SSF CERT Team participated in a San Mateo County readiness exercise titled Silver Dragon VI. They delivered flyers to 1,600 residences in 3 hours demonstrating the ability of CERT teams to distribute antibiotics following a terrorist attack using biological agents.

The South San Francisco Emergency Operations Center (EOC) participated in a San Mateo County EOC exercise titled San Bruno Mountain Plane Crash. The purpose of the exercise was to test the ability of EOC's throughout the County to respond to an incident where a passenger jet crashed into San Bruno Mountain, mitigate its impacts and help facilitate recovery.

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

In cooperation with the San Mateo County Fire Service Agency, we completed reprogramming of all our mobile and portable radios to comply with the Federal Communication Commission (FCC) Narrowband mandate. This collaborative effort kept us in compliance and insured interoperability with our partnering agencies.

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

In cooperation with North Peninsula Neighborhood Services Agency, South San Francisco Rotary and Interact Clubs the Fire Department conducted its annual Thanksgiving food distribution and Season of Giving Toy Drive that provided food, toys and gift cards for over 1,200 needy families.

In cooperation with the Alisa Ann Ruch Burn Foundation and Genentech Inc., the Fire Department helped raise over \$2,500 to aid burn victim survivors and their families. Some of the monies raised were used to purchase instructional materials for burn prevention programs that the Department participates in. Other monies were used to help send children who are burn survivors to "Champ Camp". Champ Camp is a place where these children can focus on having fun without their injuries being the focus of attention.

In cooperation with the South San Francisco Unified School District, we presented an interactive burn prevention program to over 4,000 school children. Participants learned how to recognize hazards in the home, what to do in the event of a fire as well as how to care for burns and other health and safety topics.

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

The Community Preservation Task Force (CPTF) hosted a community clean-up event in Colma Creek. Over 28 cubic yards of trash and litter were recovered. In addition, 25 trees were planted. The CPTF also hosted an e-waste event where over 60 yards of used computers, printers, TV's and other electronic waste were collected for recycling.

In cooperation with the South San Francisco Rotary and Interact Clubs, local businesses and residents hosted four firefighters from our sister city Antotoniico El Alto, Jalisco, Mexico. The firefighters were trained on firefighter tactics, emergency response, CPR/AED and first aid while here to take possession of a KME fire engine that was donated to Antotoniico by the City.

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

OBJECTIVES FOR FY 2012-13

The department will meet its cost recovery and/or revenue collection goals of \$2.8 million for the General Fund to assist in the reduction of the City's projected \$1.7 million dollar structural deficit over a five-year period.

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

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

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

Host the Red Area Command (Fire Branch) for Urban Shield 2012. Urban Shield is a planned 48 hour training exercise involving local, national and international first responder agencies. It is a test of our capabilities and is a performance-based competitive field tactical training and exercise program involving various law enforcement agencies, fire and emergency medical services, civilian volunteers, local, state, and federal agencies.

Continue disaster preparedness training for City employees by teaching Emergency Response Training (ERT) and Emergency Operation Center (EOC) training. This will include fire extinguisher, building evacuation, CPR/AED and first aid classes as well as specified EOC position development through the execution of a continuous four hour exercise.

Begin a Ready Responder Program for City employees which focus on their ability to prepare their homes and families in the event of a large disaster. This will include training and an informational toolkit that will help enable our City employees to feel

secure that their families are safe during a disaster, thus allowing them to report sooner and more confidently to assist in an event in South San Francisco.

SERVICE LEVEL CHANGES FY 2012-13

None.

FIRE DEPARTMENT SUMMARY

Schedule 20: Fire Department Funding Sources & Expenditures

| Funding Sources | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | Change |
| Fire Permits & Fines | 1,566,969 | 1,158,710 | 1,545,341 | 1,545,341 | 1,019,895 | (138,815) | -12.0% |
| Fire & Ambulance Svcs | 1,656,666 | 1,628,760 | 1,628,760 | 1,628,760 | 1,628,760 | - | 0.0% |
| Grants | 114,873 | - | 266,237 | 266,237 | - | - | 0.0% |
| General Fund | 15,211,091 | 15,416,679 | 15,046,011 | 15,246,011 | 16,020,809 | 604,130 | 3.9% |
| Total Funding Sources | 18,549,599 | 18,204,149 | 18,486,349 | 18,686,349 | 18,669,464 | 465,315 | 2.6% |
| Expenditure Types | | | | | | | |
| Salaries & Benefits | 15,714,407 | 15,949,735 | 16,069,895 | 16,069,895 | 16,263,163 | 313,428 | 2.0% |
| Supplies & Services | 945,091 | 1,217,863 | 1,235,481 | 1,435,481 | 1,220,853 | 2,989 | 0.2% |
| Capital Outlay | 317,441 | - | 139,976 | 139,976 | 25,907 | 25,907 | 0.0% |
| Debt Service | 91,202 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 1,481,458 | 1,036,551 | 1,040,997 | 1,040,997 | 1,159,542 | 122,991 | 11.9% |
| Total Expenditures | 18,549,599 | 18,204,149 | 18,486,349 | 18,686,349 | 18,669,464 | 465,315 | 2.6% |

FIRE ADMINISTRATION DIVISON

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

Fire Administration Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|-----------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Deputy Fire Chief | 0.50 | 1.00 | 1.00 | - |
| Fire Chief | 1.00 | 1.00 | 1.00 | - |
| Management Analyst II | 1.00 | 1.00 | 1.00 | - |
| Sr Administrative Assistant | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 3.50 | 4.00 | 4.00 | - |
| Total FTE | 3.50 | 4.00 | 4.00 | - |

Fire Administration Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 725,218 | 782,404 | 782,404 | 782,404 | 819,226 | 36,822 | 4.7% |
| Supplies & Services | 214,936 | 218,235 | 226,054 | 226,054 | 219,510 | 1,275 | 0.6% |
| Interdepartmental Charges | 189,856 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,130,010 | 1,000,639 | 1,008,458 | 1,008,458 | 1,038,736 | 38,097 | 3.8% |

FIRE PREVENTION DIVISION

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

Fire Prevention Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 1.00 | 1.00 | 1.00 | - |
| Fire Marshal | 1.00 | 1.00 | 1.00 | - |
| Safety Inspector I | 3.00 | 3.00 | 4.00 | 1.00 |
| Safety Inspector III | 1.00 | 1.00 | - | (1.00) |
| Subtotal Full Time | 6.00 | 6.00 | 6.00 | - |
| Safety Inspector | 1.00 | 1.00 | 1.00 | - |
| Subtotal Part Time/Hourly | 1.00 | 1.00 | 1.00 | - |
| Total FTE | 7.00 | 7.00 | 7.00 | - |

Fire Prevention Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 886,394 | 658,121 | 778,280 | 778,280 | 1,041,750 | 383,629 | 58.3% |
| Supplies & Services | 36,011 | 228,540 | 235,744 | 235,744 | 227,429 | (1,111) | -0.5% |
| Interdepartmental Charges | 89,560 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,011,965 | 886,661 | 1,014,024 | 1,014,024 | 1,269,179 | 382,518 | 43.1% |

DISASTER PREPAREDNESS

The Disaster Preparedness Division is responsible for coordinating citizens, businesses and the City's efforts to prepare and respond to either a manmade or natural disaster. This is accomplished by the creation and support of community emergency response teams, providing advanced training in disaster response and management, and in participation in countywide disaster simulations or exercises, and writing a disaster mitigation plan.

Disaster Preparedness Expenditures:

| Expenditure Types | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------|-------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | Change |
| Supplies & Services | 115,992 | 115,215 | 115,215 | 115,215 | 115,215 | - | 0.0% |
| Interdepartmental Charges | 5,688 | - | - | - | - | - | 0.0% |
| Total Expenditures | 121,680 | 115,215 | 115,215 | 115,215 | 115,215 | - | 0.0% |

EMERGENCY MEDICAL SERVICES DIVISION

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

Emergency Medical Services Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| EMS Captain | 1.00 | 1.00 | 1.00 | - |
| Paramedic/Firefighter | 30.00 | 30.00 | 35.00 | 5.00 |
| <i>Subtotal Full Time</i> | <i>31.00</i> | <i>31.00</i> | <i>36.00</i> | <i>5.00</i> |
| Total FTE | 31.00 | 31.00 | 36.00 | 5.00 |

Emergency Medical Services Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 6,609,687 | 5,967,794 | 5,967,794 | 5,967,794 | 6,755,480 | 787,686 | 13.2% |
| Supplies & Services | 276,568 | 497,147 | 497,147 | 497,147 | 495,998 | (1,149) | -0.2% |
| Debt Service | 91,202 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 408,218 | - | - | - | - | - | 0.0% |
| Total Expenditures | 7,385,675 | 6,464,941 | 6,464,941 | 6,464,941 | 7,251,478 | 786,537 | 12.2% |

OPERATIONS DIVISION

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

Operations Position Budget:

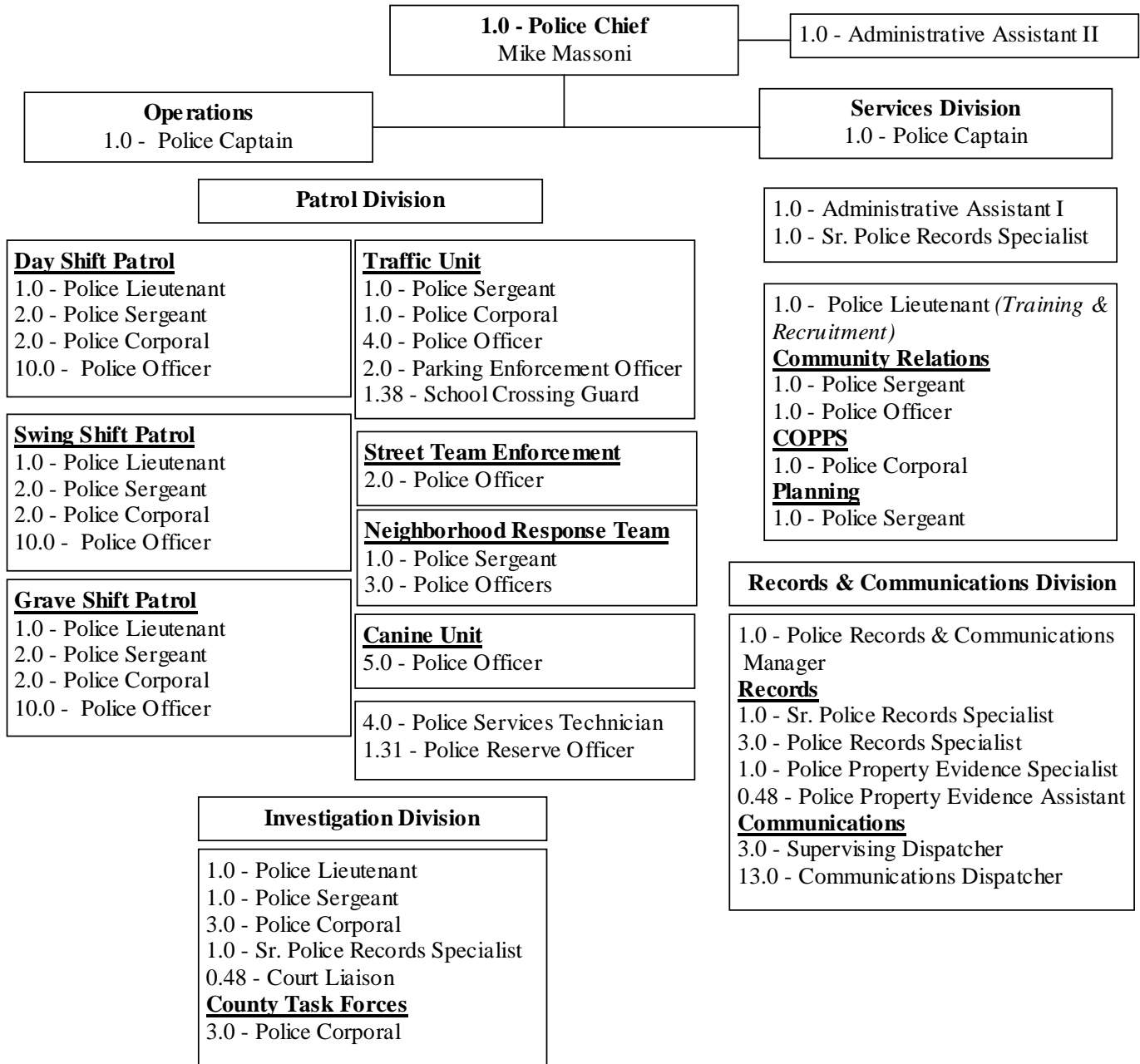
| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Fire Apparatus Engineer | 15.00 | 15.00 | 14.00 | (1.00) |
| Fire Battalion Chief (40 Hours) | 1.00 | 1.00 | 1.00 | - |
| Fire Battalion Chief (56 Hours) | 3.00 | 3.00 | 3.00 | - |
| Fire Captain | 14.00 | 14.00 | 15.00 | 1.00 |
| Firefighter | 2.00 | 2.00 | 2.00 | - |
| Paramedic/Firefighter | 5.00 | 5.00 | - | (5.00) |
| Subtotal Full Time | 40.00 | 40.00 | 35.00 | (5.00) |
| Fire Courier | 0.48 | 0.48 | 0.48 | - |
| Subtotal Part Time/Hourly | 0.48 | 0.48 | 0.48 | - |
| Total FTE | 40.48 | 40.48 | 35.48 | (5.00) |

Operations Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 7,492,963 | 8,541,416 | 8,541,416 | 8,541,416 | 7,646,706 | (894,710) | -10.5% |
| Supplies & Services | 296,670 | 158,725 | 161,320 | 361,320 | 162,076 | 3,351 | 2.1% |
| Capital Outlay | - | - | 76,082 | 76,082 | 25,906 | 25,906 | 0.0% |
| Interdepartmental Charges | 788,135 | - | - | - | - | - | 0.0% |
| Total Expenditures | 8,577,768 | 8,700,141 | 8,778,818 | 8,978,818 | 7,834,688 | (865,453) | -9.9% |

Police

Chart 10: Police Department Organization



Fiscal Year 2012-13 Position Budget Totals: 108.0 Full Time, 6.65 Part Time/Hourly
 1.0 FTE Parking Enforcement Officers funded by the Parking District.

MISSION

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

ACCOMPLISHMENTS FOR FY 2011-12

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

- The Neighborhood Response Team (NRT), which is comprised of a Sergeant and three Officers were deployed. The 3-part goal (Enforcement, Intelligence Gathering, and Enhanced Community Relationships) has been embraced by everyone involved.
- Approximately 38 Juveniles participated in our Neighborhood Enhancement Action Team (N.E.A.T.) Program, an alternative to legal action for minor violations of the law.
- Continue to offer the Citizens Academy, in English and in Spanish.
- Implementation of an ICAC (Internet Crimes Against Children) program in Investigations. Two Detectives received specialized training and are currently working on Child Exploitation cases and Internet Predators.

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

OBJECTIVES FOR FY 2012-13

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

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

The Gang Resistance Education and Training (G.R.E.A.T.) program's emphasis is on gang recognition and prevention. Like DARE, this program is presented to 5th graders. More

than 600 students receive this training yearly. The Department has started a pilot program at Parkway Heights Middle School targeting 7th graders and the GREAT Families Program (4 families received the benefits of this program during the 11-12 FY).

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

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

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

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

FY 2012-13 SERVICE LEVEL CHANGES

- Continue to hold a Parking Enforcement Officer position vacant for a savings of \$60,000, net of revenue reduction.
- Continue to hold vacant the fourth Records Specialist position within our front office. Since we have been instructed by the City Manager to maintain our current hours we are open to the public, we will cover the time with overtime. The net savings is \$50,500.

POLICE DEPARTMENT SUMMARY**Schedule 21: Police Funding Sources and Expenditures**

| Funding Sources | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Communication Svcs | 93,968 | 92,000 | 642,000 | 642,000 | 692,000 | 600,000 | 652.2% |
| County Task Force | 129,689 | 199,980 | 199,980 | 224,136 | 199,980 | - | 0.0% |
| Grants | 200,283 | - | 320,190 | 191,714 | - | - | 0.0% |
| SLESF/COPS | 100,143 | 100,000 | 100,000 | 100,000 | 100,000 | - | 0.0% |
| Traffic Fines & Svcs | 1,516,846 | 1,144,450 | 1,584,450 | 1,596,414 | 1,144,450 | - | 0.0% |
| General Fund | 18,165,362 | 18,442,682 | 18,597,275 | 18,689,631 | 18,917,958 | 475,276 | 2.6% |
| Total Funding Sources | 20,206,291 | 19,979,112 | 21,443,895 | 21,443,895 | 21,054,388 | 1,075,276 | 5.4% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 16,674,685 | 17,415,103 | 18,193,183 | 18,193,183 | 18,438,754 | 1,023,651 | 5.9% |
| Supplies & Services | 1,515,113 | 1,216,349 | 1,893,006 | 1,893,006 | 1,211,300 | (5,049) | -0.4% |
| Capital Outlay | 31,765 | 126,000 | 126,000 | 126,000 | - | (126,000) | -100.0% |
| Interdepartmental Charges | 1,984,728 | 1,221,660 | 1,231,706 | 1,231,706 | 1,404,334 | 182,674 | 15.0% |
| Total Expenditures | 20,206,291 | 19,979,112 | 21,443,895 | 21,443,895 | 21,054,388 | 1,075,276 | 5.4% |

POLICE ADMINISTRATION DIVISION

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

Police Administration Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant II | - | 1.00 | 1.00 | - |
| Chief Of Police | 1.00 | 1.00 | 1.00 | - |
| Sr Administrative Assistant | 1.00 | - | - | - |
| <i>Subtotal Full Time</i> | <i>2.00</i> | <i>2.00</i> | <i>2.00</i> | <i>-</i> |
| Total FTE | 2.00 | 2.00 | 2.00 | - |

Police Administration Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 419,586 | 392,192 | 392,192 | 392,192 | 398,152 | 5,960 | 1.5% |
| Supplies & Services | 58,550 | 210,045 | 246,045 | 246,045 | 210,045 | - | 0.0% |
| Interdepartmental Charges | 70,581 | - | - | - | - | - | 0.0% |
| Total Expenditures | 548,717 | 602,237 | 638,237 | 638,237 | 608,197 | 5,960 | 1.0% |

SERVICES DIVISION

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

Services Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 1.00 | 1.00 | 1.00 | - |
| Police Captain | 1.00 | 1.00 | 1.00 | - |
| Police Corporal | 1.00 | 1.00 | 1.00 | - |
| Police Lieutenant | 1.00 | 1.00 | 1.00 | - |
| Police Officer | 1.00 | 1.00 | 1.00 | - |
| Police Sergeant | 2.00 | 2.00 | 2.00 | - |
| Sr Police Records Specialist | 1.00 | 1.00 | 1.00 | - |
| <i>Subtotal Full Time</i> | 8.00 | 8.00 | 8.00 | - |
| Total FTE | 8.00 | 8.00 | 8.00 | - |

Services Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,157,657 | 1,476,329 | 1,476,328 | 1,041,887 | 1,460,135 | (16,194) | -1.1% |
| Supplies & Services | 50,485 | 45,708 | 45,708 | 39,087 | 45,130 | (578) | -1.3% |
| Interdepartmental Charges | 47,345 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,255,487 | 1,522,037 | 1,522,036 | 1,080,974 | 1,505,265 | (16,772) | -1.1% |

COMMUNICATIONS & RECORDS DIVISION

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

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

Communications & Records Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Communications Dispatcher | 7.00 | 10.00 | 10.00 | - |
| Communications Manager | 1.00 | - | - | - |
| Police Communications & Records Manager | - | 1.00 | 1.00 | - |
| Police Property/ Evidence Specialist | 1.00 | 1.00 | 1.00 | - |
| Police Records Manager | 1.00 | - | - | - |
| Police Records Specialist | 4.00 | 3.00 | 3.00 | - |
| Sr Police Records Specialist | 1.00 | 1.00 | 1.00 | - |
| Supervising Dispatcher | 1.00 | 3.00 | 3.00 | - |
| Subtotal Full Time | 16.00 | 19.00 | 19.00 | - |
| Communications Dispatcher | 3.00 | 3.00 | 3.00 | - |
| Police Property/Evidence Ass: | 0.48 | 0.48 | 0.48 | - |
| Subtotal Part Time/Hourly | 3.48 | 3.48 | 3.48 | - |
| Total FTE | 19.48 | 22.48 | 22.48 | - |

Communications & Records Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 2,289,217 | 2,275,793 | 2,717,793 | 2,717,793 | 2,563,685 | 287,892 | 12.7% |
| Supplies & Services | 426,453 | 495,070 | 505,687 | 505,687 | 490,599 | (4,471) | -0.9% |
| Interdepartmental Charges | 61,383 | - | - | - | - | - | 0.0% |
| Total Expenditures | 2,777,053 | 2,770,863 | 3,223,480 | 3,223,480 | 3,054,284 | 283,421 | 10.2% |

INVESTIGATIONS DIVISION

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

Investigations Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Police Corporal | 8.00 | 8.00 | 6.00 | (2.00) |
| Police Lieutenant | 1.00 | 1.00 | 1.00 | - |
| Police Sergeant | 1.00 | 1.00 | 1.00 | - |
| Sr Police Records Specialist | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 11.00 | 11.00 | 9.00 | (2.00) |
| Police Court Liason | 0.48 | 0.48 | 0.48 | - |
| Subtotal Part Time/Hourly | 0.48 | 0.48 | 0.48 | - |
| Total FTE | 11.48 | 11.48 | 9.48 | (2.00) |

Investigations Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,704,984 | 2,064,354 | 2,064,354 | 2,064,354 | 1,766,319 | (298,035) | -14.4% |
| Supplies & Services | 37,200 | 48,180 | 48,180 | 48,180 | 48,180 | - | 0.0% |
| Interdepartmental Charges | 56,085 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,798,269 | 2,112,534 | 2,112,534 | 2,112,534 | 1,814,499 | (298,035) | -14.1% |

PATROL DIVISION

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

Patrol Position Budget:

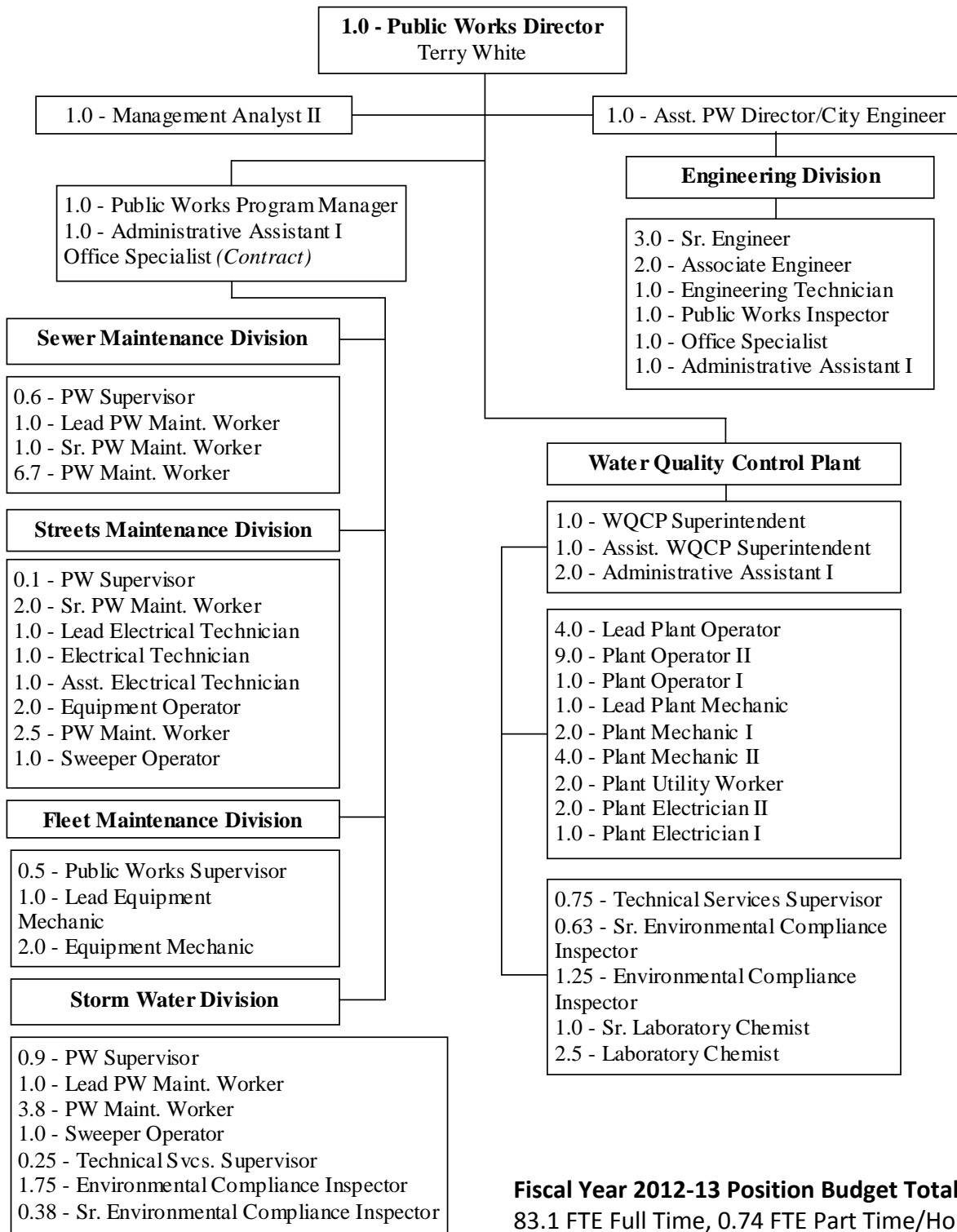
| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Parking Enforcement Officer | 2.00 | 2.00 | 2.00 | - |
| Police Captain | 1.00 | 1.00 | 1.00 | - |
| Police Corporal | 6.00 | 7.00 | 8.00 | 1.00 |
| Police Lieutenant | 3.00 | 3.00 | 3.00 | - |
| Police Officer | 43.00 | 43.00 | 44.00 | 1.00 |
| Police Sergeant | 7.00 | 8.00 | 8.00 | - |
| Police Service Technician | 4.00 | 4.00 | 4.00 | - |
| Subtotal Full Time | 66.00 | 68.00 | 70.00 | 2.00 |
| Police Reserve Officer | 1.31 | 1.31 | 1.31 | - |
| School Crossing Guard | 1.38 | 1.38 | 1.38 | - |
| Subtotal Part Time/Hourly | 2.69 | 2.69 | 2.69 | - |
| Total FTE | 68.69 | 70.69 | 72.69 | 2.00 |

Patrol Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 10,934,531 | 11,206,434 | 11,359,706 | 11,104,645 | 12,250,464 | 1,044,030 | 9.3% |
| Supplies & Services | 921,181 | 417,346 | 977,780 | 842,348 | 417,346 | - | 0.0% |
| Capital Outlay | 28,359 | 126,000 | 126,000 | - | - | (126,000) | -100.0% |
| Interdepartmental Charges | 1,749,334 | - | - | - | - | - | 0.0% |
| Total Expenditures | 13,633,405 | 11,749,780 | 12,463,486 | 11,946,993 | 12,667,810 | 918,030 | 7.8% |

Public Works

Chart 11: Public Works Organization



Fiscal Year 2012-13 Position Budget Totals:
83.1 FTE Full Time, 0.74 FTE Part Time/Hourly

MISSION

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

ACCOMPLISHMENTS FOR FY 2011-12

Engineering Division

- Completed Westborough Park Renovation Project.
- Completed Miller Avenue Parking Structure – Tenant Improvement Project.
- Initiated special pilot program with Bloom Energy and Microsoft.
- Started upgrades at WQCP.
- Completed ADA Pathways at City Hall.
- Prepared the 2012/2013 Capital Improvement Program (CIP), including a completely revised format. The new format includes removal of the Redevelopment Agency (RDA) funded projects, as well as the transfer of maintenance, equipment and operation projects. The new location of these projects is in the Operating Budget of each department. All projects in the CIP will be managed by the Engineering Division.
- Applied for and was awarded approximately \$350,000 in grant funding from the following grant programs: Federal Safe Routes to School (SRTS), Transportation Development Act (TDA), New Measure A, (PASS), and Traffic Safety Evaluation (TSE). The projects funded consists the Los Cerritos West Orange Avenue Improvement Project, Pedestrian Crossing Improvements at El Camino High School, SSF Sharrow and Striping Program, Westborough Boulevard Signal Coordination Project, Oyster Point Boulevard Bicycle Traffic Safety Evaluation.
- Completed the design and installation of new pedestrian safety systems as part of a TDA grant at the intersections of Cypress Ave/Miller Ave and W. Orange Ave/Tennis Drive.
- Completed the creation of the new BPAC website with expanded information on grant funding, bicycle/pedestrian safety, website links and updates on projects.
- Increased participation of the City's Bike Program and BPAC awareness Citywide.
- Staffed 12 Traffic Advisory Committee Meetings and resolved over 96 requests.
- Completed design, bidding, and construction of Paradise Valley Storm Drain Repair Project.
- Completed design of the proposed renovated Paradise Valley Pocket Park.
- Completed design and bidding of Magnolia Senior Center Elevator Project.
- Created Environmental Documents for the Magnolia Grand Traffic Signal.
- Processed the I-380/280 Congestion Grant Application.
- Created the Climate Action Plan/Pedestrian Master Plan – completed workshops, walk audits, TAC meetings, document reviews.
- Completed the design of the Scrub Seal and Micro Surfacing Project.

- Completed the design of the Street Rehabilitation Project.
- Completion of the Sanitary Sewer Rehabilitation Project.
- Completed Pavement Management Program update.
- 95% completion of the E101 Ramp Improvement for Oyster Point design.
- 95% completion of the E101 Ramp Improvement for Grand Ave. design.
- Completed the E101 Traffic Study and Model.
- Completed the Sister Cities Guardrail design and grant obligation.
- Completed the Los Cerritos School West Orange Improvements design grant obligation.
- Completion of the Sewer Pump Station #8 Rehabilitation Project.
- Completion of the 2010 Street Resurfacing Project.
- Completion of the 2011 Street Resurfacing Project.
- Completion of the 2011 Scrub/Micro-paving Project.
- Completion of the East Grand/Haskins Traffic Signal Improvement Project.

Electrical & Sign Maintenance Division

- Continued refurbishing of streetlight heads instead of toss and replace (green effort).
- Continued refurbishing of traffic signs instead of toss and replace (green effort).
- Continued salvaging and re-using damaged sign poles for parking meters or pole extensions (green effort).
- Continued salvaging and re-using old traffic signal poles (green effort).
- Replaced Direct Buried poles in the Brentwood area and replace using the State of California standard plans.
- Upgraded street lights on Downtown Grand Avenue from 100 watt HPS lamps to 70 watt Inductance lamps. Saving energy, money and maintenance costs.
- Installed Battery Backup systems at traffic intersections where traffic is greatly affected by power outages.
- Continued painting over graffiti with recycled paint (green effort).
- Implemented new traffic timings for Westborough Boulevard from Skyline to Junipero Serra Boulevard and Gellert Drive from Westborough to King Drive.
- Worked closely with contractor at San Bruno Avenue and San Mateo Avenue constructing grade separation for railroad tracks at traffic signals.
- Provided signal maintenance services for the Cities of San Bruno, Brisbane and Town of Colma.
- Installed countdown pedestrian signal heads and audible pedestrian push buttons along El Camino Real in San Bruno.

Streets, Storm & Sewer Maintenance

- Responded to and completed 49 storm drain calls.
- Completed 250 potholes/road repairs using 924 tons of asphalt.
- Completed 67 sidewalk repairs.
- Responded to and completed 249 sewer calls.
- Cleaned 83 miles of sewer lines.
- CCTV'd (camera) 14 miles of main lines and 150 lower laterals.

- Responded to and assisted with numerous debris and clean up calls.
- Maintained our 24 hour on call service.
- Assisted in several Improving Public Places Committee projects.
- Continued trip hazard removals (grant funded).
- Installed sculpture on Centennial Way at South Spruce Ave.
- Assisted with the Westborough Park Project.
- Completed 1.3 miles of the Sewer Line Rehabilitation Project.
- Reduced gallons of sewage that reached the bay by improving our response and recovery procedures.
- Increased manpower by hiring 3 full time Public Works Maintenance Workers.
- Implemented a new CCTV program – purchased a CCTV truck and software which has inspected 14 miles of sewer pipe.
- Implemented a new trenchless pipeline repair system providing us with the ability to repair some pipes without excavating our streets.
- Completed 80% of our GPS Project.
- Continued processing and permitting publications for Newsrack permits, along with continued maintenance of City Newsracks in downtown area and on El Camino Real.

Fleet Maintenance

- Expanded Fleet Maintenance manpower with one more full time Equipment Mechanic.
- Continued maintenance of the SWPPP (storm water control) program at the Corporation Yard.
- Implement Spill Prevention Control and Countermeasure (SPCC) plan and inspections per California Environmental Protection Agency requirements.
- Maintained and completed our vehicle maintenance agreement with the City of Millbrae.
- Emergency vehicles put into service:
 - 1 Hi-Tech Spartan Triple Combination Pumper Fire Engine for Fire Department.
 - 5 Patrol Vehicles for Police Department.

Water Quality Division

- Processed 3,350 MG of wastewater with no violations of our NPDES permit.
- Removed and dewatered 1,935 tons of solids from the treated wastewater.
- The WQCP participated in the PG&E load reduction program whereby we received over \$21,000 in savings by shedding some of our electrical load temporarily during peak energy demand days.
- Environmental Compliance staff conducted 10 week-long classroom sessions of Sewer Science to area high school classes.
- Environmental Compliance Inspectors performed 51 erosion control inspections at construction locations in the City and 342 commercial, industrial, or stormwater inspections last year.
- Began design and layout of 150kw PV Solar Project.

- Design of new generator building reached the 90% submittal level.
- Plant Superintendent of 37 years retired. Staff transitioned to accommodate the change in leadership.
- Plant Maintenance staff responded to 2450 computer generated preventative maintenance work orders and 350 staff generated work requests.
- Completed rehabilitation of Sewage Pump Station 10 - including new pumps valves and control scheme (by plant staff).
- Completed rehabilitation of Sewage Pump Station 8 - including grinder installation (contractor).
- Upgraded Sewage Pump Stations 2, 3, 5, and 7 to PLC / graphical display units and pressure transducers for level control.
- Performed annual service to the following equipment:
 - All influent pumps.
 - Rebuild influent pump 1.
 - All 14 sewage pump station pumps.
 - All standby emergency generators.
 - All plant and station lifting equipment.
 - Influent grit chambers.
- Completed construction of a new Server Room in the Administration Building to accommodate the new Plant-Wide SCADA upgrade.
- Installed a new Mixed Liquor Meter to determine the solids concentration of processed water and improve plant performance.
- Two Channel Monster Grinders were removed from service at the pump stations, replaced with spares, and sent out for complete overhaul.
- Blower 2 Motor was removed, repaired, and re-installed with WQCP staff. This level of repair usually involves outside contractors and return of the equipment to the manufacturer's facility for repair. Staff performs this service in-house.
- Removed, rebuilt and re-installed 3W pump # 3.
- Removed and replaced drive gears on both Belt Filter Presses.
- Removed, rebuilt and re-installed WAS Pump 2.
- Replaced horizontal screws for Grit Chambers 1 & 2, increasing efficiency in the grit removal system.
- Serviced and tested Cogeneration Unit Main Breaker, providing greater reliability in the plant's ability to utilize produced electricity.
- Lined Sodium Hypochlorite tanks 1 & 2 with PVC liners, increasing their reliability and extending their useful life.
- Replaced Sodium Hypochlorite draw-down calibration tubes.
- Upgraded Storm Water Pump Station 2 from bubbler level control to pressure transducer.
- Purchased third vector debris box and fabricated with screens for improved drainage.
- Inspected and serviced the incoming 12 Kv, high voltage utility power panel.

OBJECTIVES FOR FY 2012-13

Engineering

- Start Construction of East of 101 Ramp Improvements.
- Complete all Parks & Recreation Playground Replacements.
- Start WQCP Standby Generator & Bus Duct Replacement Project.
- Prepare the 2013/2014 Capital Improvement Program (CIP) with an expanded format to include more information on each project.
- Continue to apply for and receive grant funding. Grants that staff has applied for include the Highway Safety Improvement Program and the Measure A Highway Program.
- Continue to expand BPAC's role of reviewing plans, grants and studies on various projects, as well as participation in City sponsored events.
- Construction of Magnolia Senior Center Elevator Project.
- East of 101 Traffic Impact Fee update.
- Continue to lead Traffic Advisory Committee meetings.
- Complete design of Magnolia/Grand Traffic Signal.
- Bid and construct the Paradise Valley Pocket Park renovations.
- Completion of the Fire Station 63 Upgrade Project.
- Completion of the 2012 Street Resurfacing Project.
- Completion of the 2012 Scrub/ Micro-paving Project.
- Completion of the Seven Bridges Maintenance Project.
- Manage construction of E101 Ramp Improvement for Oyster Point.
- Manage construction of E101 Ramp Improvement for Grand Ave.
- Complete the construction of Sister Cities Guardrail and reimbursement of Grant.
- Completion of the Los Cerrito School/West Orange Improvements.
- Design and complete the construction of 2012/2013 Sewer Rehabilitation Project.

Electrical & Sign Maintenance

- Continue signal maintenance services for the Cities of San Bruno, Brisbane, and the Town of Colma.
- Continue green efforts with graffiti removal, streetlight heads, traffic signs, and sign poles.
- Continue providing excellent service to the City of South San Francisco and our contracted cities as listed above.

Streets, Storm & Sewer Maintenance

- Continue providing excellent customer service to our community.
- Continue reducing City sanitary sewer overflows.
- Continue increasing manpower with new Public Works Maintenance Workers.
- Complete remainder of GPS Project.

Fleet Maintenance

- Continue providing excellent service and repair to South San Francisco's fleet.
- Continue offering our fleet maintenance services to other surrounding cities.

- Continue maintenance of SWPPP program and SPCC inspections.

Water Quality Control Plant

- Reduce chemical and energy costs.
- Violation-free performance of the WQCP.
- Improve digester performance and methane gas production.
- Improve recordkeeping and increase level of detail submitted to GIS program.

FY 2012-13 SERVICE LEVEL CHANGES FY 2012-13

None.

PUBLIC WORKS DEPARTMENT SUMMARY

Schedule 22: Public Works Funding Sources and Expenditures

| Funding Sources | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | Change |
| Inspection Fees & Permits | 159,069 | 174,005 | 87,547 | 195,702 | 88,848 | (85,157) | -48.9% |
| Signal Maint. Revenues | 115,013 | 100,568 | 102,731 | 159,924 | 103,768 | 3,200 | 3.2% |
| Sewer Fund | 18,798,989 | 20,789,463 | 21,070,063 | 21,020,063 | 22,177,036 | 1,387,573 | 6.7% |
| Storm Water Fund | 699,247 | 1,388,729 | 1,546,770 | 1,546,771 | 1,550,066 | 161,338 | 11.6% |
| Fleet Maint. Fund | 1,513,770 | 1,320,315 | 1,368,223 | 1,368,223 | 1,389,914 | 69,599 | 5.3% |
| General Fund | 3,332,763 | 2,784,775 | 3,019,679 | 2,904,329 | 3,480,928 | 696,154 | 25.0% |
| Total Funding Sources | 24,618,850 | 26,557,855 | 27,195,013 | 27,195,012 | 28,790,561 | 2,232,706 | 8.4% |
| Expenditure Types | | | | | | | |
| Salaries & Benefits | 8,953,947 | 9,360,283 | 9,360,283 | 9,360,283 | 10,429,343 | 1,069,060 | 11.4% |
| Supplies & Services | 7,634,479 | 8,698,531 | 9,054,187 | 9,054,187 | 9,039,891 | 341,360 | 3.9% |
| Capital Outlay | 3,440,968 | 232,304 | 482,142 | 482,142 | 226,000 | (6,304) | -2.7% |
| Debt Service | 2,098,160 | 6,305,804 | 6,305,804 | 6,305,804 | 7,027,346 | 721,542 | 11.4% |
| Interdepartmental Charges | 2,491,296 | 1,960,933 | 1,992,596 | 1,992,596 | 2,067,981 | 107,048 | 5.5% |
| Total Expenditures | 24,618,850 | 26,557,855 | 27,195,013 | 27,195,012 | 28,790,561 | 2,232,707 | 8.4% |

ENGINEERING DIVISION

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

Engineering Division Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 0.70 | 1.00 | 1.00 | - |
| Assistant Public Works | | | 0.75 | 0.75 |
| Director/City Engineer | - | - | | |
| Associate Civil Engineer | 2.00 | 2.00 | 2.00 | - |
| City Engineer | 0.98 | 0.75 | - | (0.75) |
| Director Of Public Works | 0.25 | 0.05 | 0.05 | - |
| Engineering Technician | 0.80 | 1.00 | 1.00 | - |
| Office Specialist | 0.20 | 0.20 | 0.20 | - |
| Public Works Inspector | 1.00 | 1.00 | 1.00 | - |
| Sr Civil Engineer | 2.15 | 3.00 | 3.00 | - |
| Subtotal Full Time | 8.08 | 9.00 | 9.00 | - |
| Total FTE | 8.08 | 9.00 | 9.00 | - |

Engineering Division Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 549,946 | 605,359 | 605,359 | 605,359 | 829,250 | 223,891 | 37.0% |
| Supplies & Services | 69,347 | 120,159 | 179,277 | 179,277 | 110,243 | (9,916) | -8.3% |
| Interdepartmental Charges | 71,344 | - | - | - | - | - | 0.0% |
| Total Expenditures | 690,637 | 725,518 | 784,636 | 784,636 | 939,493 | 213,975 | 29.5% |

SEWER MAINTENANCE DIVISION

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

Sewer Maintenance Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 0.50 | 0.40 | 0.40 | - |
| Administrative Assistant II | 0.20 | 0.40 | - | (0.40) |
| Director Of Public Works | 0.35 | 0.35 | 0.35 | - |
| Lead Public Works Maintenance Worker | 1.00 | 1.00 | 1.00 | - |
| Management Analyst II | - | - | 0.40 | 0.40 |
| Public Works Maintenance Worker | 5.20 | 5.70 | 6.70 | 1.00 |
| Public Works Program Manager | - | - | 0.40 | 0.40 |
| Public Works Supervisor | 0.90 | 0.60 | 0.60 | - |
| Sr Public Works Maintenance Worker | - | 1.00 | 1.00 | - |
| Superintendent Of Public Works | 0.25 | 0.40 | - | (0.40) |
| Subtotal Full Time | 8.40 | 9.85 | 10.85 | 1.00 |
| Total FTE | 8.40 | 9.85 | 10.85 | 1.00 |

Sewer Maintenance Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,138,409 | 1,383,953 | 1,383,953 | 1,383,953 | 1,578,638 | 194,684 | 14.1% |
| Supplies & Services | 79,577 | 194,443 | 194,443 | 194,443 | 138,980 | (55,463) | -28.5% |
| Capital Outlay | - | 215,000 | 388,776 | 338,776 | 215,000 | - | 0.0% |
| Debt Service | 899 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 328,535 | 283,192 | 283,192 | 283,192 | 277,826 | (5,366) | 0.0% |
| Total Expenditures | 1,547,419 | 2,076,588 | 2,250,364 | 2,200,364 | 2,210,444 | 133,855 | 6.4% |

STREETS MAINTENANCE DIVISION

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

Streets Maintenance Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change From FY2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|--------------------------------------|
| Administrative Assistant I | 0.25 | 0.20 | 0.20 | - |
| Administrative Assistant II | 0.60 | 0.45 | - | (0.45) |
| Assistant Electrical Technician | 1.00 | 1.00 | 1.00 | - |
| Director Of Public Works | - | 0.05 | 0.05 | - |
| Electrical Technician | 1.00 | 1.00 | 1.00 | - |
| Equipment Operator | 1.80 | 2.00 | 2.00 | - |
| Lead Electrical Technician | 1.00 | 1.00 | 1.00 | - |
| Lead Public Works Maintenance Worker | 0.60 | - | - | - |
| Management Analyst II | - | - | 0.45 | 0.45 |
| Public Works Maintenance Worker | 2.50 | 2.50 | 2.50 | - |
| Public Works Program Manager | - | - | 0.30 | 0.30 |
| Public Works Supervisor | 0.60 | 0.10 | 0.10 | - |
| Sr Public Works Maintenance Worker | 2.70 | 2.00 | 2.00 | - |
| Superintendent Of Public Works | 0.20 | 0.30 | - | (0.30) |
| Sweeper Operator | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 13.25 | 11.60 | 11.60 | - |
| Total FTE | 13.25 | 11.60 | 11.60 | - |

Streets Maintenance Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,396,813 | 977,812 | 977,812 | 977,812 | 987,389 | 9,577 | 1.0% |
| Supplies & Services | 581,865 | 658,423 | 716,189 | 716,189 | 662,561 | 4,138 | 0.6% |
| Debt Service | 31,714 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 792,484 | - | - | - | - | - | 0.0% |
| Total Expenditures | 2,802,876 | 1,636,235 | 1,694,001 | 1,694,001 | 1,649,950 | 13,715 | 0.8% |

FLEET MAINTENANCE (GARAGE) DIVISION

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

Fleet Maintenance Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change From FY2011-12 |
|--------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------------|
| Administrative Assistant I | 0.35 | 0.30 | 0.30 | - |
| Administrative Assistant II | 0.05 | 0.05 | - | (0.05) |
| Director Of Public Works | 0.05 | 0.05 | 0.05 | - |
| Equipment Mechanic | 2.00 | 2.00 | 2.00 | - |
| Lead Equipment Mechanic | 1.00 | 1.00 | 1.00 | - |
| Management Analyst II | - | - | 0.05 | 0.05 |
| Public Works Program Manager | - | - | 0.10 | 0.10 |
| Public Works Supervisor | 0.70 | 0.50 | 0.50 | - |
| Superintendent Of Public Works | 0.05 | 0.10 | - | (0.10) |
| Subtotal Full Time | 4.20 | 4.00 | 4.00 | - |
| Total FTE | 4.20 | 4.00 | 4.00 | - |

Fleet Maintenance Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 589,519 | 489,905 | 489,905 | 489,905 | 506,523 | 16,618 | 3.4% |
| Supplies & Services | 887,739 | 784,946 | 804,537 | 804,537 | 871,828 | 86,882 | 11.1% |
| Capital Outlay | 1,056 | 6,304 | 6,304 | 6,304 | - | (6,304) | -100.0% |
| Interdepartmental Charges | 35,455 | 39,160 | 67,477 | 67,477 | 11,563 | (27,597) | -70.5% |
| Total Expenditures | 1,513,770 | 1,320,315 | 1,368,223 | 1,368,223 | 1,389,914 | 69,599 | 5.3% |

STORM WATER DIVISION

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

Storm Water Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change From FY2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|--------------------------------------|
| Administrative Assistant I | 0.20 | 0.10 | 0.10 | - |
| Administrative Assistant II | 0.10 | 0.10 | - | (0.10) |
| City Engineer | 0.02 | - | - | - |
| Director Of Public Works | 0.10 | 0.10 | 0.10 | - |
| Environmental Compliance Inspector | 1.50 | 1.75 | 1.75 | - |
| Equipment Operator | 0.20 | - | - | - |
| Lead Public Works Maintenance Worker | 0.40 | 1.00 | 1.00 | - |
| Management Analyst II | - | - | 0.10 | 0.10 |
| Public Works Maintenance Worker | 2.30 | 2.80 | 3.80 | 1.00 |
| Public Works Program Manager | - | - | 0.20 | 0.20 |
| Public Works Supervisor | 0.40 | 0.90 | 0.90 | - |
| Sr Environmental Compliance Inspector | - | 0.38 | 0.38 | - |
| Sr Public Works Maintenance Worker | 0.30 | - | - | - |
| Superintendent Of Public Works | 0.25 | 0.20 | - | (0.20) |
| Sweeper Operator | 1.00 | 1.00 | 1.00 | - |
| Technical Services Supervisor | 0.25 | 0.25 | 0.25 | - |
| <i>Subtotal Full Time</i> | <i>7.02</i> | <i>8.58</i> | <i>9.58</i> | <i>1.00</i> |
| Total FTE | 7.02 | 8.58 | 9.58 | 1.00 |

Storm Water Expenditures:

| Expenditure Types | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|----------------|------------------|------------------|------------------|------------------|-----------------------|--------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | Change |
| Salaries & Benefits | 500,851 | 1,001,453 | 1,001,453 | 1,001,453 | 1,116,164 | 114,710 | 11.5% |
| Supplies & Services | 107,331 | 317,318 | 349,134 | 349,134 | 364,180 | 46,862 | 14.8% |
| Capital Outlay | 25,687 | - | 126,063 | 126,063 | - | - | 0.0% |
| Interdepartmental Charges | 65,378 | 69,958 | 70,121 | 70,121 | 69,723 | (235) | -0.3% |
| Total Expenditures | 699,247 | 1,388,729 | 1,546,770 | 1,546,771 | 1,550,066 | 161,338 | 11.6% |

WATER QUALITY CONTROL PLANT

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

Water Quality Control Plant Position Budget:

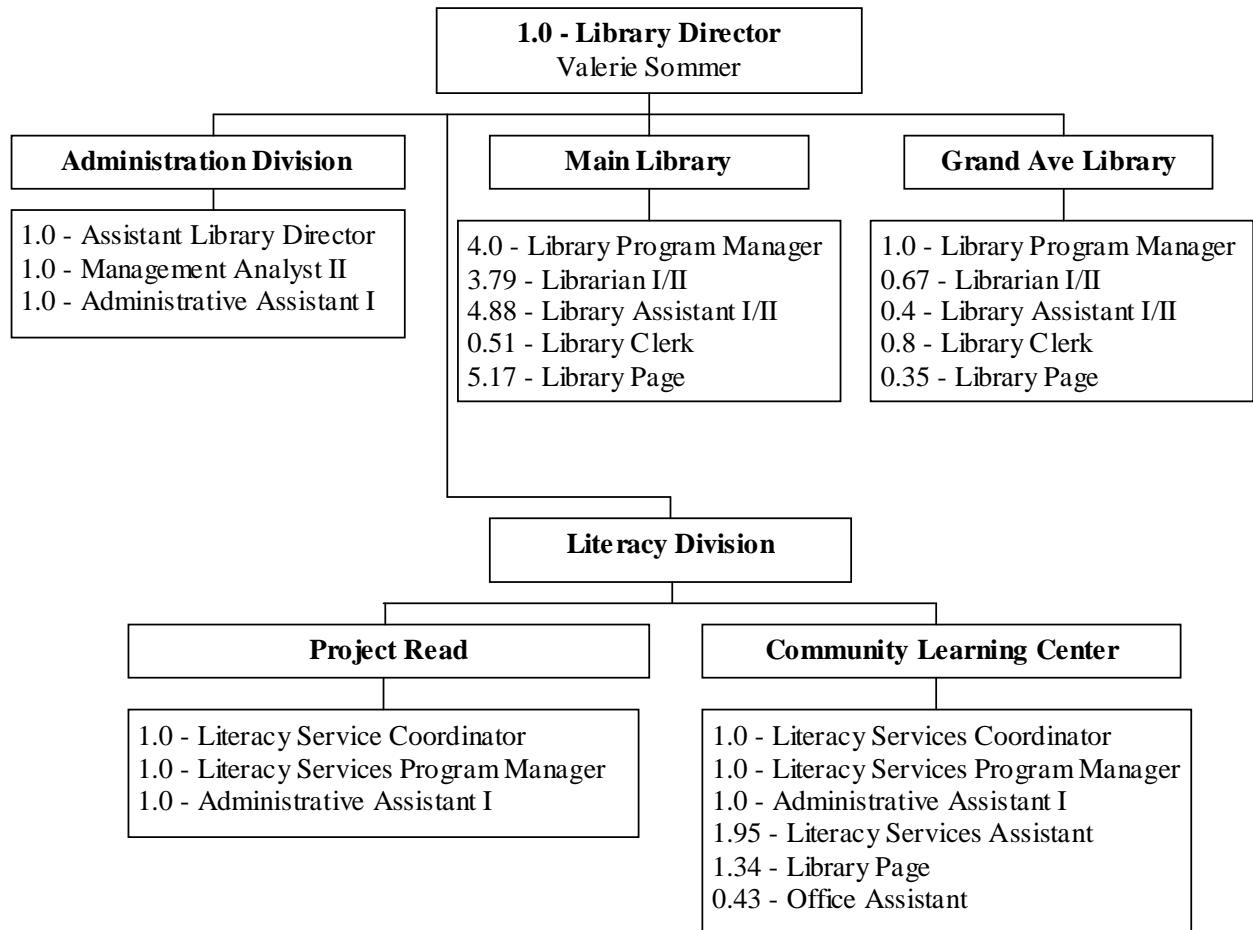
| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change From FY2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|--------------------------------------|
| Administrative Assistant I | 2.00 | 2.00 | 2.00 | - |
| Assistant Plant Superintendent | 1.00 | 1.00 | 1.00 | - |
| Assistant Public Works Director/City Engineer | - | - | 0.25 | 0.25 |
| City Engineer | - | 0.25 | - | (0.25) |
| Director Of Public Works | 0.25 | 0.40 | 0.40 | - |
| Engineering Technician | 0.20 | - | - | - |
| Environmental Compliance Inspector | 1.50 | 1.25 | 1.25 | - |
| Laboratory Chemist | 2.00 | 2.00 | 2.00 | - |
| Lead Plant Mechanic | 1.00 | 1.00 | 1.00 | - |
| Lead Plant Operator | - | - | 4.00 | 4.00 |
| Office Specialist | 0.80 | 0.80 | 0.80 | - |
| Operator I | 1.00 | 1.00 | 1.00 | - |
| Plant Electrician I | 1.00 | 1.00 | 1.00 | - |
| Plant Electrician II | 2.00 | 2.00 | 2.00 | - |
| Plant Mechanic I | 2.00 | 2.00 | 2.00 | - |
| Plant Mechanic II | 4.00 | 4.00 | 4.00 | - |
| Plant Operator II | 13.00 | 13.00 | 9.00 | (4.00) |
| Plant Utility Worker | 2.00 | 2.00 | 2.00 | - |
| Sr Environmental Compliance Inspector | 1.00 | 0.63 | 0.63 | - |
| Sr Laboratory Chemist | 1.00 | 1.00 | 1.00 | - |
| Superintendent Of WQCP | 1.00 | 1.00 | 1.00 | - |
| Technical Services Supervisor | 0.75 | 0.75 | 0.75 | - |
| WQCP Maintenance Supervisor | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 38.50 | 38.08 | 38.08 | - |
| Consultant | 0.24 | 0.24 | 0.24 | - |
| Laboratory Chemist | 0.50 | 0.50 | 0.50 | - |
| Subtotal Part Time/Hourly | 0.74 | 0.74 | 0.74 | - |
| Total FTE | 39.24 | 38.82 | 38.82 | - |

Water Quality Control Plant Expenditures:

| Expenditure Types | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted | Change |
| Salaries & Benefits | 4,770,338 | 4,901,800 | 4,901,800 | 4,901,800 | 5,411,350 | 509,550 | 10.4% |
| Supplies & Services | 5,823,579 | 6,461,840 | 6,568,665 | 6,568,665 | 6,470,757 | 8,917 | 0.1% |
| Capital Outlay | 3,414,224 | 11,000 | 11,000 | 11,000 | 11,000 | - | 0.0% |
| Debt Service | 2,065,548 | 6,305,804 | 6,305,804 | 6,305,804 | 7,027,346 | 721,542 | 11.4% |
| Interdepartmental Charges | 1,177,881 | 1,032,430 | 1,032,430 | 1,032,430 | 1,046,139 | 13,709 | 1.3% |
| Total Expenditures | 17,251,569 | 18,712,875 | 18,819,699 | 18,819,699 | 19,966,592 | 1,253,718 | 6.7% |

Library

Chart 12: Library Organization



Fiscal Year 2012-13 Position Budget Totals: 20.0 FTE Full Time, 15.35 FTE Part Time/Hourly

MISSION

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

ACCOMPLISHMENTS IN FY 2011-12

RFID: Implemented Radio Frequency Identification (RFID) tagging to provide greater efficiency for self-checkout of materials, collection management and security. At 94.55%, South San Francisco currently has the highest rate of patrons in PLS using the self-checkout option.

Programming: A total of 36,038 people attended 1,250 library programs in 2011/2012 including viewing family friendly movies; weekly after school programming for kids and teens at Grand Library, Community Learning Center, and Main Library; financial literacy; job resource programs; and programs focused on popular literacy trends. The Library has also joined the Discover & Go Network, a new service which provides SSF library cardholders with free and discounted passes to local museums and cultural institutions.

Historical Photographs: An intern from San Francisco State University digitized over 500 historical photographs in the Library's collection. A Library Services and Technology Act grant also enabled the library to print enlargements of over 100 historical photographs which are now displayed in the Main Library along with a graphic timeline of South San Francisco.

Reorganization: Reorganized Project Read and the Community Learning Center (CLC), combining services under one Community Outreach and Literacy program. LSTA funding has been secured to further blend the two programs and a Kaiser Foundation grant has been received to provide Project Read health literacy programming to CLC program participants.

Library Services: Library staff in all divisions received \$470,557 in grant funding in fiscal year 2011/2012 to provide programming to meet the needs of the local community. In addition, the Friends of the Library provided \$12,000 in support of programs and services. The library collection contains 181,672 books and audio visual materials, and the Technical Services Division processed 13,932 items this year, an 18% increase over 2010/2011. There were 708,862 items checked out of the library in fiscal year 2011/2012.

Volunteer hours: Community volunteers donated the equivalent in hours of 11.99 FTE (full-time equivalent) staff members, or 24,933.82 hours of service to Library programs.

OBJECTIVES FOR FY 2012-13

Automation: Evaluate needs and requirements to upgrade to an Automated Materials Handling (AMH) system to provide greater efficiency for self-check in of materials, freeing limited staff resources to concentrate on customer service, collection development and programming. Participate, along with the Peninsula Libraries Automated Network, in vendor selection for an AMH system. Investigate new software to manage in-library computer use, printing, and payment of fines and fees.

E-services: Maximize e-services through expansion and promotion of e-books and digital collections including exploring options for making scanned historical photographs available online. Implement a software upgrade modifying the online catalog with a more patron friendly interface that would provide additional capabilities.

Programming: Provide targeted programming and educational opportunities to meet the needs of library patrons including increased programming for under-served populations.

FY 2012-2013 SERVICE LEVEL CHANGES

None.

LIBRARY DEPARTMENT SUMMARY

Schedule 23: Library Funding Sources & Expenditures

| Funding Sources | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------|-------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | Change |
| Donations | 22,876 | - | - | 30,000 | - | - | 0.0% |
| Fines & Misc. Revenues | 93,597 | 103,050 | 103,050 | 103,050 | 103,050 | - | 0.0% |
| Grants | 740,278 | 339,389 | 928,038 | 928,038 | 326,783 | (12,606) | -3.7% |
| General Fund | 3,375,008 | 3,600,940 | 3,402,522 | 3,372,522 | 3,779,079 | 178,139 | 4.9% |
| Total Funding Sources | 4,231,759 | 4,043,379 | 4,433,610 | 4,433,610 | 4,208,912 | 165,533 | 4.1% |
| Expenditure Type | | | | | | | |
| Salaries & Benefits | 3,342,564 | 3,130,743 | 3,352,761 | 3,352,761 | 3,238,518 | 107,774 | 3.4% |
| Supplies & Services | 587,252 | 513,996 | 678,374 | 678,374 | 538,276 | 24,280 | 4.7% |
| Capital Outlay | - | 65,000 | 65,000 | 65,000 | 65,000 | - | 0.0% |
| Interdepartmental Charges | 301,943 | 333,639 | 337,475 | 337,475 | 367,118 | 33,479 | 10.0% |
| Total Expenditures | 4,231,759 | 4,043,379 | 4,433,610 | 4,433,610 | 4,208,912 | 165,533 | 4.1% |

LIBRARY ADMINISTRATION

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

Library Administration Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 1.00 | 1.00 | 1.00 | - |
| Assistant Library Director | 0.80 | 0.80 | 0.80 | - |
| Librarian II | 0.13 | 0.13 | 0.25 | 0.12 |
| Library Assistant II | 0.38 | 0.38 | 0.38 | - |
| Library Director | 1.00 | 1.00 | 1.00 | - |
| Library Program Manager | 0.80 | 0.80 | 0.80 | - |
| Management Analyst II | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 5.11 | 5.11 | 5.23 | 0.12 |
| Librarian I | 0.13 | 0.13 | 0.13 | - |
| Library Assistant I | 0.68 | 0.68 | 0.93 | 0.25 |
| Library Page | 1.53 | 1.53 | 1.53 | - |
| Subtotal Part Time/Hourly | 2.34 | 2.34 | 2.59 | 0.25 |
| Total FTE | 7.45 | 7.45 | 7.82 | 0.37 |

Library Administration Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 880,806 | 898,397 | 890,397 | 890,397 | 904,458 | 6,061 | 0.7% |
| Supplies & Services | 251,092 | 242,698 | 333,020 | 333,020 | 266,642 | 23,944 | 9.9% |
| Capital Outlay | - | 65,000 | 65,000 | 65,000 | 65,000 | - | 0.0% |
| Interdepartmental Charges | 50,455 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,182,353 | 1,206,095 | 1,288,417 | 1,288,417 | 1,236,100 | 30,005 | 2.5% |

MAIN LIBRARY DIVISION

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

Main Library Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Assistant Library Director | 0.20 | 0.20 | 0.20 | - |
| Librarian II | 2.20 | 2.20 | 2.75 | 0.55 |
| Library Assistant II | 1.62 | 1.62 | 1.62 | - |
| Library Program Manager | 3.40 | 3.40 | 3.40 | - |
| Subtotal Full Time | 7.42 | 7.42 | 7.97 | 0.55 |
| Librarian I | 1.13 | 1.13 | 1.13 | - |
| Librarian II | 0.20 | 0.20 | 0.20 | - |
| Library Assistant I | 2.00 | 2.00 | 1.75 | (0.25) |
| Library Assistant II | 0.20 | 0.20 | 0.20 | - |
| Library Clerk | 0.51 | 0.51 | 0.51 | - |
| Library Page | 3.64 | 3.64 | 3.64 | - |
| Subtotal Part Time/Hourly | 7.68 | 7.68 | 7.43 | (0.25) |
| Total FTE | 15.10 | 15.10 | 15.40 | 0.30 |

Main Library Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,175,752 | 1,186,114 | 1,134,614 | 1,134,614 | 1,275,347 | 89,233 | 7.5% |
| Supplies & Services | 174,811 | 188,944 | 197,944 | 197,944 | 188,944 | - | 0.0% |
| Interdepartmental Charges | 120,957 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,471,520 | 1,375,058 | 1,332,558 | 1,332,558 | 1,464,291 | 89,233 | 6.5% |

GRAND AVENUE LIBRARY DIVISION

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

Grand Avenue Library Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Librarian II | 0.67 | 0.67 | - | (0.67) |
| Library Program Manager | 0.80 | 0.80 | 0.80 | - |
| Subtotal Full Time | 1.47 | 1.47 | 0.80 | (0.67) |
| Library Assistant I | 0.10 | 0.10 | 0.10 | - |
| Library Assistant II | 0.30 | 0.30 | 0.30 | - |
| Library Clerk | 0.80 | 0.80 | 0.80 | - |
| Library Page | 0.30 | 0.30 | 0.30 | - |
| Local History Specialist | 0.05 | 0.05 | 0.05 | - |
| Subtotal Part Time/Hourly | 1.55 | 1.55 | 1.55 | - |
| Total FTE | 3.02 | 3.02 | 2.35 | (0.67) |

Grand Avenue Library Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 285,448 | 246,149 | 236,149 | 236,149 | 186,464 | (59,685) | -24.2% |
| Supplies & Services | 43,302 | 46,890 | 50,168 | 50,168 | 46,856 | (34) | -0.1% |
| Interdepartmental Charges | 46,023 | - | - | - | - | - | 0.0% |
| Total Expenditures | 374,773 | 293,039 | 286,317 | 286,317 | 233,320 | (59,719) | -20.4% |

LITERACY DIVISION

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

Literacy Position Budget:

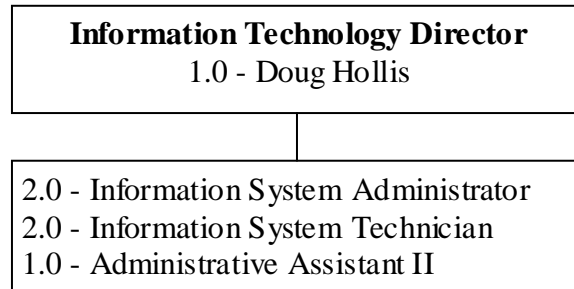
| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 2.00 | 2.00 | 2.00 | - |
| Literacy Program Manager | 2.00 | 2.00 | 2.00 | - |
| Literacy Services Coordinator | 3.00 | 2.00 | 2.00 | - |
| <i>Subtotal Full Time</i> | <i>7.00</i> | <i>6.00</i> | <i>6.00</i> | <i>-</i> |
| Library Page | 1.34 | 1.34 | 1.34 | - |
| Literacy Services Assistant C | 0.06 | 0.06 | 0.06 | - |
| Literacy Services Assistant I | 1.95 | 1.95 | 1.95 | - |
| Office Assistant | 0.43 | 0.43 | 0.43 | - |
| <i>Subtotal Part Time/Hourly</i> | <i>3.78</i> | <i>3.78</i> | <i>3.78</i> | <i>-</i> |
| Total FTE | 10.78 | 9.78 | 9.78 | - |

Literacy Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,000,558 | 800,084 | 1,091,602 | 1,091,602 | 872,249 | 72,165 | 9.0% |
| Supplies & Services | 118,047 | 35,464 | 97,215 | 97,215 | 35,834 | 370 | 1.0% |
| Interdepartmental Charges | 84,507 | - | - | - | - | - | 0.0% |
| Total Expenditures | 1,203,112 | 835,548 | 1,188,817 | 1,188,817 | 908,083 | 72,535 | 8.7% |

Information Technology

Chart 13: Information Technology Organization



Fiscal Year 2012-13 Position Budget Totals: 6.0 FTE Full Time

MISSION

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

ACCOMPLISHMENTS IN FY 2011-12

- Virtualized City Servers.
- Replicate City Data across the SANs (disk storage).
- Create Firemap application in GIS.

OBJECTIVES FOR FY 2012-13

- Create disaster recovery method.
- Implement desktop virtualization for a number of City PCs.
- Identify a new location to house City servers.
- Improve network security.
- Replace core switch, EOC and Fire Station 61 switches.

SERVICE LEVEL CHANGES FOR FY 2012-13

The part-time Webmaster position was frozen due to budget reduction changes. The IT department has taken on the broadcasting of Council and Planning Commission meetings.

INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

Information Technology Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---------------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant II | 1.00 | 1.00 | 1.00 | - |
| Computer Services Technician | 2.00 | 2.00 | 2.00 | - |
| Director Of Information Technology | 1.00 | 1.00 | 1.00 | - |
| Information Systems Administrator | 2.00 | 2.00 | 2.00 | - |
| Subtotal Full Time | 6.00 | 6.00 | 6.00 | - |
| Total FTE | 6.00 | 6.00 | 6.00 | - |

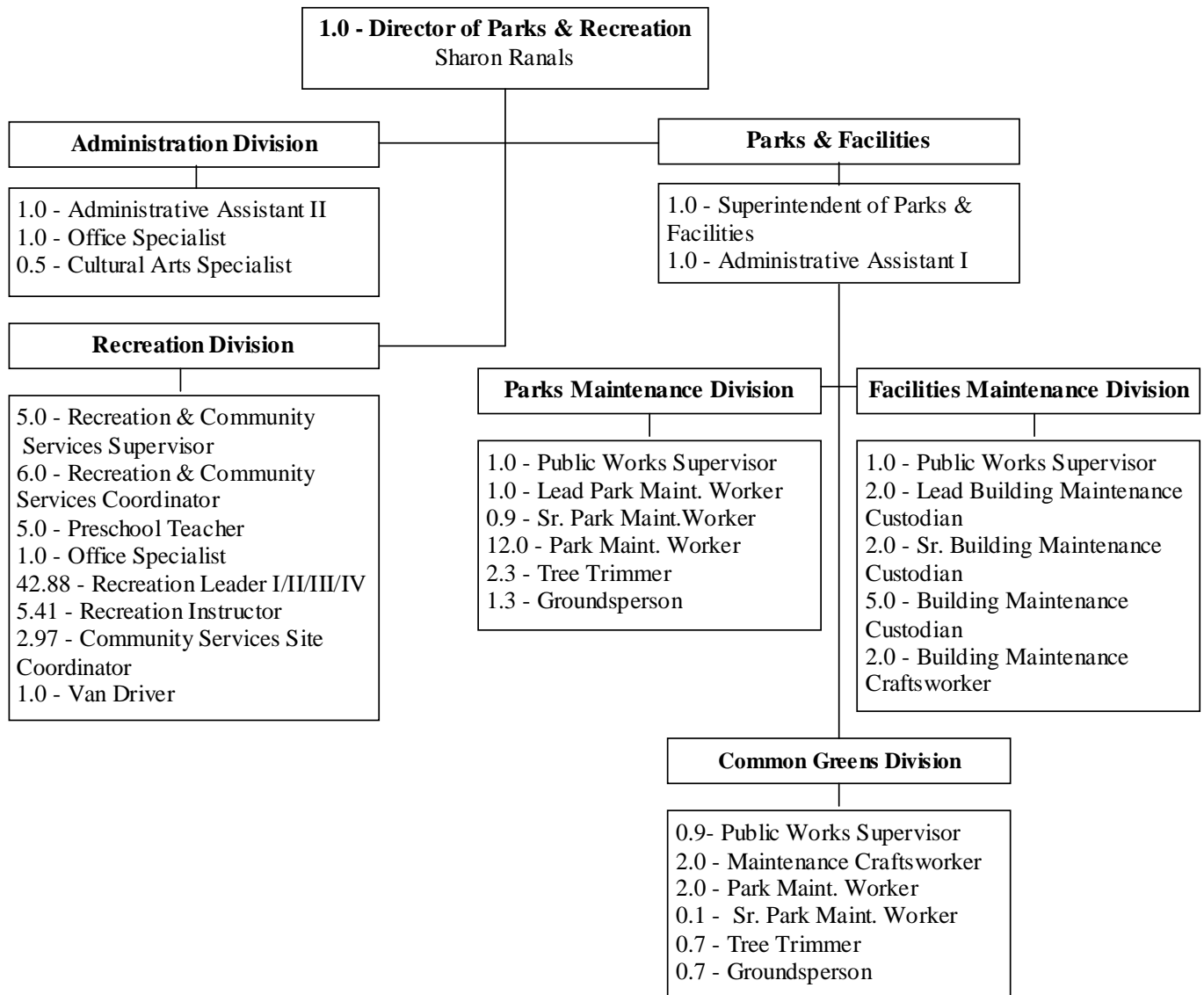
Schedule 24: Information Technology Expenditures

Funding Source: Information Technology Fund

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 802,159 | 761,574 | 761,574 | 761,574 | 968,811 | 207,237 | 27.2% |
| Supplies & Services | 578,454 | 676,697 | 1,133,853 | 1,133,853 | 717,442 | 40,745 | 6.0% |
| Capital Outlay | - | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 15,182 | 4,927 | 5,331 | 5,331 | 6,497 | 1,570 | 31.9% |
| Total Expenditures | 1,395,795 | 1,443,198 | 1,900,758 | 1,900,758 | 1,692,750 | 249,552 | 17.3% |

Parks & Recreation

Chart 14: Parks & Recreation Organization



Fiscal Year 2012-13 Position Budget Totals: 60.90 FTE Full Time, 50.76 FTE Part Time/Hourly
0.15 FTE Parks Maintenance Worker funded by the Storm Water Fund. 1.0 Parks Maintenance Worker, 0.15 FTE Lead Parks Maintenance Worker funded by the Sewer Fund.

MISSION

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

ACCOMPLISHMENTS FOR FY 2011-12

Westborough Park Renovation

Parks and Recreation worked closely with the Engineering division, which managed the construction project, on the renovation of Westborough Park. Improvements include a new picnic shelter that can accommodate up to 150 people, with two gas grills, a sink, and electrical outlets. The restrooms in the park were renovated, and capacity was increased. Two new playgrounds, divided by age group, were installed. The basketball court and tennis courts were re-colored. Dead and declining trees and landscape were removed, with 66 new trees planted and new turf, irrigation, and landscape. A ribbon cutting event was held to open the new park on July 14, with over 600 people in attendance. The event included comments by the Mayor and Chair of the Parks and Recreation Commission, a free hot dog lunch and a variety of fun recreation activities.

Orange Memorial Park Playground Renovation

The large playground at Orange Memorial Park was renovated in 2011-12. Phase 1 was accomplished through a KaBOOM! grant; approximately $\frac{1}{4}$ of the area was completed with new play equipment funded by the Dr. Pepper Snapple Group, and installed by community volunteers on August 26, 2011. Phase 2 was completion of a traditional capital improvement project to install additional playground equipment on the remaining $\frac{3}{4}$ of the site. Rubberized surface was installed in the majority of the playground, with the pre-school area surfaced with wood chip. The playground has been very well received by residents.

Public Art Installations

The Cultural Arts Commission conducted a call for entries for a sculpture to be installed on Spruce at Centennial Way. A contemporary piece made of stainless steel, titled *Evohelix*, by artist Roger White Stoller, was selected and installed, including solar lighting for illumination of the sculpture at night.

The Improving Public Places group initiated a project to enlarge seven images of native wildflowers growing along Centennial Way, which were taken by photographer Billy Hustace, and mount them on large, durable panels for placement outdoors along the trail just north of Spruce. The group also directed staff to install four “upcycled” metal panels on Centennial Way north of Chestnut, just beyond the Antoinette Lane entrance.

Eight fine art giclee prints of California butterfly illustrations by San Rafael artist MaryAnn Nardo were installed in the Municipal Services Building.

Childcare Expanded

The department established a new licensed before and after school childcare program at Buri Buri School; the capacity at Monte Verde was increased; and the enrollment at Siebecker Pre-School was expanded from 40 children to 55 following a remodel in 2011 which increased the interior square footage.

The number of spaces available in the summer camp program was expanded in 2012, and participation was at an all-time high. Offered at 3 locations, Orange Park, Terrabay, and Ponderosa School, almost every session was full to capacity.

Class Enrollments Increase

Annual enrollment in recreation classes increased from 8,676 registrations in 2010/11 to 9,875 in 2011/12, a 14% increase. 350 class sessions, including 60 sections of tennis lessons, are offered quarterly.

Special Events

The Recreation Division sponsored 28 city-wide special events in 2011/12, including: Photography Exhibit, Fire Department/Senior Services Picnic, Quilting and Floral Design Show, Middle School Dances (2), Halloween Extravaganza, Holiday Boutique, Thanksgiving Fun Run, Santa Comes to Town, Senior Health Fair, Youth Art Show, Easter Egg Hunt, Parks Alive! Streets Alive!, Senior Pancake Breakfast, Orange Memorial Park Playground Ribbon Cutting, Westborough Park Ribbon Cutting, Youth Government Day, Arbor Day, Bay Front Clean-up, General Art Show, Junior Giants First Pitch meeting, *Evohelix* dedication, Spring Ballet Showcase, Nutcracker Ballet Performance, KaBOOM! Community Build Playground event, Senior Flu Clinic.

In addition to these large events, each program area sponsored a variety of additional events for participants, such as the Holiday Shopping event for childcare participants, and the Summer Barbeque for swimmers at Orange Pool.

Community Coalition and Peace Walk

Parks and Recreation staff participated in monthly meetings with the Community Coalition, a group initiated by Council members Kevin Mullin and Pedro Gonzalez to develop a multi-pronged approach to reducing youth violence in the community. The Community Coalition sponsored a Peace Walk on Saturday, December 10, 2011.

Parkway Summer Program

In response to issues with youth violence, a recreation program was offered at Parkway Middle School for the third summer in 2012, at no cost to students. The Recreation Division staffed open gym with approximately 30 middle school students participating in basketball, indoor soccer, dodge ball, and other activities. One hour classes were also provided in hip-hop dance, cheerleading, cooking, crafts, clay adventures, and drama, with approximately 12 – 15 students enrolled in each class.

Arbor Day

The Beautification Committee sponsored the annual Arbor celebration at the Sculpture Garden with over 80 volunteers in attendance. Work performed included planting of the Arbor Day Tree, removal of old growth vegetation, and the planting of flowers and shrubs. The official Arbor Day tree is a Cherry Blossom tree, donated by the Japanese Consulate as a gesture of goodwill. Kei Hagiwara, Vice Consul for Intergovernmental Affairs, attended the event to represent the San Francisco office of the Consulate General of Japan.

Youth Baseball League Merger

Recreation staff facilitated the merger of the Pee Wee League and the Pinto/Mustang/Shetland League into one league for those participating in baseball between the ages of 5 to 10 years beginning with the 2012 season. The merger included the modification of existing by-laws, determining consistent rules of game play, and appointing a transitional board.

Junior Giants Program

The Junior Giants program was offered for the second summer in 2012, following a very positive response to the program in 2011. In addition to teaching the fundamentals of baseball, the program, which is free, has a very strong character development curriculum that includes leadership, teamwork, confidence, and integrity. In 2011 the program had 176 children enrolled, 30 coaches, and 12 teams; in 2012 the program enrollment increased to 210 children, 45 coaches, and 16 teams. Girls comprised 21% of the players in the program.

E-Newsletter

The Department initiated an e-mail newsletter to highlight department events and activities for the coming month. It is sent to approximately 6,000 individuals who have requested to be placed on the mailing list.

Recreation Interns

Parks and Recreation hosted three interns over the summer of 2012. Areas included the Sports division, working with the Junior Giants program; Parks division, taking GIS coordinates of irrigation controllers and valves; and Recreation, conducting participant surveys and marketing programs.

Grant Applications

Staff applied for several grants during the fiscal year. These included: State of California Parks Office of Grants and Local Services (OGALS), \$5 million for the acquisition and development of property to expand Orange Memorial Park (declined); National Endowment of the Arts, \$100,000 to purchase and install sculptures from each of South San Francisco's Sister Cities (declined); California Department of Housing and Community Development, Housing Related Parks Program, \$291,350 to fund in part the renovation of Paradise Valley Pocket Park (awarded).

Staff Development

Parks division staff participated in a series of training sessions designed to increase job skills. Topics included pesticide application, backflow maintenance, loader operation, safe chainsaw operation, emergency plumbing repairs, and a demonstration on the new sewer jet truck.

The City hosted a public workshop on combating graffiti and vandalism, sponsored by Stop Urban Blight. Approximately 10 City employees as well as several Commissioners and Council members attended.

Coastal Clean-Up

South San Francisco hosted its annual Coastal Clean-up Day at the Bay Front Trail at the end of Haskins Way. The Beautification Committee in cooperation with the San Mateo Countywide Water Pollution Prevention Program sponsored the event. Over 85 volunteers participated and cleaned a ½ mile long area along the bay front. The volunteers removed over 800 pounds of debris and another 50 pounds of recyclables. Most of the volunteers came from Westborough Middle School, South San Francisco High School, and El Camino High School.

City Hall/Annex/Grand Avenue Library Painted

The exteriors of City Hall, the adjacent City Hall Annex, and the Grand Avenue Library were painted. The project included lead abatement and replacement of an emergency exit staircase at City Hall. The color scheme was augmented to include two colors, white and cream, as well as gold accents. The exterior doors were refinished, with several coats of protective sealant applied.

Butterfly Room/Municipal Services Building

A room at the Municipal Services Building that was formerly used by Senior Services was upgraded with paint, window coverings, carpet cleaning, and the installation of artwork. The room is being heavily utilized by classes, meetings, and community groups. New carpeting, baseboard, and trim were installed in the hallways outside the Recreation offices.

Volunteer Activities

A number of volunteer efforts were coordinated by staff throughout the fiscal year to participate in recreation programs and to enhance parks and public areas. Participating groups included Improving Public Places landscape improvement projects; Kaiser Permanente's Day of Service on Centennial Way; KaBOOM! community-build playground project at Orange Memorial Park with the Dr. Pepper Snapple Group; Genentech service at the Adult Day Care program; Full of Fun camp for young adults with disabilities, with volunteers from local high schools; Gimbals' Candies adoption of Paradise Valley Park; Coastal Clean-up on the Bay Front Trail, with over 85 volunteers

from the community and local schools; National Honor Society students from El Camino and South San Francisco High School adopted a section of Centennial Way; AARP Tax Volunteers prepared 840 tax returns for local residents at no cost; Kiwanis Day of Service at Orange Memorial Park; Westborough Middle School 8th Grade Projects; Social Vocational Services developmentally disabled adult service projects; SSFUSD Special Education for students with special needs to learn job skills; South San Francisco and El Camino High School Interact Clubs and Rotary Club clean-up and native planting; Social Vocational Services disabled adults spent 3 hours per week at Orange Park.

Awards

Recreation Supervisor John Wong was awarded the Distinguished Professional Award by the California Parks and Recreation Society, District IV. Cultural Arts Commissioner Shane Looper and volunteers from Gimbals' Candies were awarded volunteer citations; Parks Division Tree Trimmer Anastacio Gonzalez was awarded a professional merit award; and the Siebecker Renovation Project received the project merit award at a ceremony hosted by South San Francisco.

Kelli Jo Cullinan, Recreation Supervisor in charge of Childcare, received the Outstanding Professional Award from the Childcare Coordinating Council of San Mateo County.

Special Projects

A number of special projects were accomplished throughout the year, including the following:

- Fourth Lane Plaza Landscape (new breezeway between Miller Parking Garage and Grand Avenue).
- City Hall Arbor – removal of rotted timbers.
- Wind Harp ADA Pathway Improvement.
- Callan Boulevard Renovation and Tree Replacement.
- Grand Avenue ADA Counter Upgrade.
- Civic Ballet Storage Expansion.
- Grand Avenue Breezeway Landscape Renovation.
- Energy Efficient Lighting Upgrades.
- Buri Buri Park ADA Pathway Repairs and Playground Ramp Installation.
- Brentwood Park Restroom Upgrade (new privacy panels fabricated and installed).
- Adaptation of Recreation Conference Room to Accommodate City Council Closed Sessions.

GIS Mapping and Tree Inventory

A portable GIS device was used to digitally record the location of City owned water meters, back flow devices, and irrigation controllers and valves throughout the City's parks and medians. Coordinates were used to create a GIS layer to assist in the tracking and location of this equipment.

Grant funding from the Association of Bay Area Governments (ABAG) also made possible the preparation of a database of City-owned trees using a specialized software program created specifically for this purpose. The tree survey provided some valuable and accessible information about our urban forest, including the number (7,800), condition, location, species, and other details which will be useful in managing this very important resource. For example, identification of specific trees considered unsafe resulted in further ABAG funding for the removal of some potentially hazardous trees.

OBJECTIVES FOR FY 2012-13

- Work with consultant to conduct a Park and Recreation Master Plan and propose updates to the City's Park-in-lieu Fee Ordinance to expand revenue available for future park projects.
- Oversee completion of all maintenance projects carried over from 2011-12, and approved in the department's 2012-13 Operating Budget, including: Installation of (4) playgrounds in the Common Greens; Hazardous tree removals and reforestation in City parks and medians as well as Common Greens; Replacement of the chairs in the Municipal Building Social Hall; Miscellaneous facility improvement projects; and development of a water savings strategy.
- Assist the Engineering Division to accomplish construction projects approved in the 2012-13 Capital Improvement Budget, including: Magnolia Senior Center Boiler and Cooling Tower Replacement; Municipal Services Building and Siebecker Center Roof Replacements; Magnolia Senior Center Elevator Renovation; Playground Replacements at Buri Buri, Clay, Francisco Terrace, and Winston Manor Parks; Paradise Valley Pocket Park Renovation; Stonegate Tennis Court Renovation; and Sister Cities Guard Rail Project.
- Develop a staffing plan that responds to retirements and vacancies to reorganize and fill positions to effectively deliver departmental services and accomplish goals.
- Develop specifications to bid out the landscape maintenance functions that are contracted out.
- Continue to apply for applicable grants related to Parks and Recreation, including Safe Routes to School funding for before and after school sites; Association of Bay Area Government (ABAG) funding for facility safety and risk assessment.
- Work with the Building Division to identify any facilities or areas that are not in compliance with Americans with Disabilities Act (ADA), and seek funding to upgrade or made repairs.
- Implement a maintenance plan for the newly renovated Westborough Park and complete punch list items for which the City is responsible, as well as Paradise Valley Pocket Park when renovation is completed.
- Revise the Tree Preservation Ordinance.
- Continue to coordinate and expand the use of volunteers to perform special projects, adopt park areas such as Centennial Way and the Dog Park, and provide individual support for program participants, such as the Full of Fun program for young adults with disabilities.

- Encourage programs and efforts that facilitate and promote better nutrition and healthy activities to address the high rate of childhood obesity in South San Francisco.
- Continue to evaluate water and energy usage, coordinate with Sustainability division and Public Works, as well as PG&E and the San Mateo County Energy Watch program to accomplish resource conservation and budget savings; implement interior lighting retrofit program.
- Improve marketing and outreach to increase visibility, market programs, acknowledge excellent employees, encourage healthy activity, include more participants, increase enrollments, and increase revenue, and communicate the value of services offered; expand monthly e-newsletter distribution.
- Organize a ribbon-cutting event for the re-opening of Paradise Valley Pocket Park when completed.
- Implement a Park and Recreation Commission initiative to sponsor a free family-oriented outdoor movie night at Orange Memorial Park, Summer 2012.
- Complete GPS/GIS mapping project of the parks and facilities irrigation valves and controllers.
- Continue to expand mutually beneficial partnerships with outside agencies, such as San Mateo County Juvenile Probation Department to maintain trails and provide maintenance support.
- Begin the process of using Laserfiche to convert paper records to digital files to improve record keeping, reduce storage, and facilitate document searches.
- Continue to provide custodial service for the Miller Parking Garage and Police Substation, and expand service to include office spaces when occupied.

FY 2012-13 SERVICE LEVEL CHANGES

Full-time positions in the Parks and Recreation Department have been reduced by 28.4 positions since budget cuts began in 2005. While some of these positions have been filled through internal promotions and part-time employees, it has been very challenging to continue to deliver the same level of service with so many fewer employees.

Several more staff retirements will occur in 2012-13, which is both a great loss of expertise and experience, but also an opportunity to consider ways to restructure positions. Three new full time employees were hired in 2012, including a Tree Trimmer, Pre-School Teacher, and Building Maintenance Custodian. One full time employee transferred into the position of Lead Building Maintenance Custodian. These new hires will be extremely helpful in providing services, and the intention is to resume filling vacancies or restructure positions in 2012-13.

Discontinuation of Day in the Park in 2011 significantly reduced the demand on Parks and Recreation staff involved in organizing and staffing the event. However, the Parks and Recreation Commission is interested in offering some smaller scale community

events to fill the void, beginning with a free outdoor Movie Night, to be held on Friday, August 24, 2012.

Westborough Park and Paradise Valley Pocket Park have been closed during the past year either under renovation or awaiting restoration. This has resulted in water and energy savings, and labor savings since the parks were not being serviced by staff. Low water landscape and efficient irrigation systems have been installed, however both parks will need a significant investment of maintenance, particularly while the trees and plants are young and just getting established.

As a result of ongoing assessment of City-wide water usage, improved irrigation equipment, and the increased use of low water landscape water costs have declined since 2008. Due to the retrofitting of lights with energy saving fixtures, similar reductions have been realized in electricity usage.

A new childcare site has been opened at Buri Buri School; programs at Monte Verde School, and at Siebecker Pre-School. The number of children that can be accommodated in Summer Camp has also been expanded.

The consolidation of services for seniors, which at one time included two full service Senior Centers at El Camino and Magnolia Center, continues to concentrate most activities at the Magnolia Center.

PARKS & RECREATION DEPARTMENT SUMMARY

Schedule 25: Parks & Recreation Funding Sources & Expenditures

| Funding Sources | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Program Fees | 3,003,113 | 3,162,195 | 3,014,086 | 3,014,086 | 3,161,289 | (906) | 0.0% |
| Grants | 273,612 | 257,210 | 190,708 | 190,708 | 190,708 | (66,502) | -25.9% |
| Common Greens Funds | 1,314,608 | 1,334,100 | 1,334,100 | 1,334,100 | 1,437,553 | 103,453 | 7.8% |
| General Fund | 6,897,663 | 6,898,331 | 7,229,568 | 7,229,538 | 7,437,620 | 539,289 | 7.8% |
| Total Funding Sources | 11,488,996 | 11,651,836 | 11,768,462 | 11,768,432 | 12,227,170 | 575,334 | 4.9% |
| Expenditure Types | | | | | | | |
| Salaries & Benefits | 8,101,884 | 7,894,391 | 8,004,438 | 8,004,438 | 8,366,409 | 472,019 | 6.0% |
| Supplies & Services | 2,341,452 | 2,837,987 | 2,837,860 | 2,837,860 | 2,926,567 | 88,580 | 3.1% |
| Capital Outlay | 8,858 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 1,036,801 | 919,458 | 926,134 | 926,134 | 934,193 | 14,736 | 1.6% |
| Total Expenditures | 11,488,996 | 11,651,836 | 11,768,432 | 11,768,432 | 12,227,170 | 575,334 | 4.9% |

PARKS & RECREATION ADMINISTRATION DIVISION

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

Parks & Recreation Administration Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant II | 1.00 | 1.00 | 1.00 | - |
| Director Of Parks & Recreation Office Specialist | 0.75 | 0.75 | 0.75 | - |
| Subtotal Full Time | 2.75 | 2.75 | 2.75 | - |
| Cultural Arts Specialist | 0.50 | 0.50 | 0.50 | - |
| Subtotal Part Time/Hourly | 0.50 | 0.50 | 0.50 | - |
| Total FTE | 3.25 | 3.25 | 3.25 | - |

Parks & Recreation Administration Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 532,139 | 458,871 | 485,871 | 485,871 | 452,711 | (6,160) | -1.3% |
| Supplies & Services | 55,247 | 103,196 | 113,406 | 113,406 | 102,804 | (392) | -0.4% |
| Interdepartmental Charges | 137,144 | - | - | - | - | - | 0.0% |
| Total Expenditures | 724,530 | 562,067 | 599,277 | 599,277 | 555,515 | (6,552) | -1.2% |

RECREATION DIVISION

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

Recreation Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Community Services Site Coordinator | 1.00 | 1.00 | 1.00 | - |
| Office Specialist | 1.00 | 1.00 | 1.00 | - |
| Preschool Teacher | 5.00 | 5.00 | 5.00 | - |
| Recreation & Community Svcs Coordinator | 5.00 | 6.00 | 6.00 | - |
| Recreation & Community Svcs Supervisor | 4.00 | 4.00 | 5.00 | 1.00 |
| Recreation Leader IV | 1.00 | 1.00 | 1.00 | - |
| Van Driver | 1.00 | 1.00 | 1.00 | - |
| <i>Subtotal Full Time</i> | <i>18.00</i> | <i>19.00</i> | <i>20.00</i> | <i>1.00</i> |
| Community Services Site Coordinator | 1.97 | 1.97 | 1.97 | - |
| Consultant | 0.50 | 0.50 | - | (0.50) |
| Recreation Instructor | 5.41 | 5.41 | 5.41 | - |
| Recreation Leader I | 1.09 | 1.09 | 1.09 | - |
| Recreation Leader II | 11.07 | 12.72 | 12.72 | - |
| Recreation Leader III | 22.84 | 23.34 | 23.34 | - |
| Recreation Leader IV | 4.73 | 4.73 | 4.73 | - |
| <i>Subtotal Part Time/Hourly</i> | <i>47.61</i> | <i>49.76</i> | <i>49.26</i> | <i>(0.50)</i> |
| Total FTE | 65.61 | 68.76 | 69.26 | 0.50 |

Recreation Expenditures:

| Expenditure Types | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted | Change |
| Salaries & Benefits | 3,725,112 | 3,551,336 | 3,592,133 | 3,592,133 | 3,794,959 | 243,622 | 6.9% |
| Supplies & Services | 394,969 | 518,540 | 535,744 | 535,744 | 528,323 | 9,783 | 1.9% |
| Interdepartmental Charges | 90,281 | - | - | - | - | - | 0.0% |
| Total Expenditures | 4,210,362 | 4,069,876 | 4,127,877 | 4,127,877 | 4,323,282 | 253,406 | 6.2% |

PARKS MAINTENANCE DIVISION

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

Parks Maintenance Division Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 0.25 | 0.25 | 0.25 | - |
| Director Of Parks & Recreatio | 0.15 | 0.15 | 0.15 | - |
| Groundsperson | 1.30 | 1.30 | 1.30 | - |
| Lead Park Maintenance Worke | 2.00 | 1.00 | 1.00 | - |
| Park Maintenance Worker | 12.00 | 12.00 | 12.00 | - |
| Public Works Supervisor | 1.50 | 1.00 | 1.00 | - |
| Sr Civil Engineer | 0.10 | - | - | - |
| Sr Park Maintenance Worker | 1.90 | 0.90 | 0.90 | - |
| Superintendent Of Parks & Facilities | 0.10 | 0.10 | 0.10 | - |
| Tree Trimmer | 2.30 | 2.30 | 2.30 | - |
| Subtotal Full Time | 21.60 | 19.00 | 19.00 | - |
| Total FTE | 21.60 | 19.00 | 19.00 | - |

Parks Maintenance Expenditure Budget:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,983,495 | 1,886,703 | 1,886,703 | 1,886,703 | 2,024,206 | 137,503 | 7.3% |
| Supplies & Services | 769,603 | 898,723 | 902,076 | 902,076 | 905,933 | 7,211 | 0.8% |
| Capital Outlay | 8,858 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 382,223 | - | - | - | - | - | 0.0% |
| Total Expenditures | 3,144,179 | 2,785,426 | 2,788,779 | 2,788,779 | 2,930,139 | 144,713 | 5.2% |

FACILITIES MAINTENANCE DIVISION

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

Facilities Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 0.34 | 0.34 | 0.34 | - |
| Building Maintenance | | | | |
| Craftsworker | 2.00 | 2.00 | 2.00 | - |
| Building Maintenance Custodian | 4.00 | 4.00 | 5.00 | 1.00 |
| Director Of Parks & Recreation | 0.10 | 0.10 | 0.10 | - |
| Lead Building Maintenance Custodian | 2.00 | 2.00 | 2.00 | - |
| Public Works Supervisor | 1.00 | 1.00 | 1.00 | - |
| Sr Building Maintenance Custodian | 3.00 | 2.00 | 2.00 | - |
| Sr Civil Engineer | 0.10 | - | - | - |
| Superintendent Of Parks & Facilities | 0.10 | 0.10 | 0.10 | - |
| Subtotal Full Time | 12.64 | 11.54 | 12.54 | 1.00 |
| Building Maintenance Custodian | - | 1.00 | - | (1.00) |
| Subtotal Part Time/Hourly | - | 1.00 | - | (1.00) |
| Total FTE | 12.64 | 12.54 | 12.54 | - |

Facilities Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 1,231,281 | 1,086,584 | 1,155,834 | 1,155,834 | 1,186,185 | 99,601 | 9.2% |
| Supplies & Services | 744,538 | 872,144 | 810,201 | 810,201 | 911,421 | 39,277 | 4.5% |
| Interdepartmental Charges | 116,889 | - | - | - | - | - | 0.0% |
| Total Expenditures | 2,092,707 | 1,958,728 | 1,966,035 | 1,966,035 | 2,097,606 | 138,878 | 7.1% |

COMMON GREENS DIVISION

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

Common Greens Position Budget:

| Position Title | Amended FY 2010-11 | Amended FY 2011-12 | Adopted FY 2012-13 | Change from FY 2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|---------------------------------------|
| Administrative Assistant I | 0.41 | 0.41 | 0.41 | - |
| Administrative Assistant II | 0.05 | - | - | - |
| Groundsperson | 0.70 | 0.70 | 0.70 | - |
| Maintenance Craftworker | 2.00 | 2.00 | 2.00 | - |
| Park Maintenance Worker | 2.00 | 2.00 | 2.00 | - |
| Public Works Supervisor | 0.90 | 0.90 | 0.90 | - |
| Sr Civil Engineer | 0.25 | - | - | - |
| Sr Park Maintenance Worker | 0.10 | 0.10 | 0.10 | - |
| Superintendent Of Parks & Facilities | 0.80 | 0.80 | 0.80 | - |
| Superintendent Of Public Works | 0.25 | - | - | - |
| Tree Trimmer | 0.70 | 0.70 | 0.70 | - |
| Subtotal Full Time | 8.16 | 7.61 | 7.61 | - |
| Total FTE | 8.16 | 7.61 | 7.61 | - |

Common Greens Expenditures:

| Expenditure Types | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---|---------------------|
| Salaries & Benefits | 627,667 | 910,896 | 910,896 | 910,896 | 908,349 | (2,548) | -0.3% |
| Supplies & Services | 373,788 | 445,384 | 445,384 | 445,384 | 478,086 | 32,702 | 7.3% |
| Interdepartmental Charges | 310,264 | 301,770 | 301,770 | 301,770 | 301,635 | (135) | 0.0% |
| Total Expenditures | 1,311,719 | 1,658,051 | 1,658,050 | 1,658,050 | 1,688,069 | 30,019 | 1.8% |

CAPITAL IMPROVEMENT PROGRAM

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Capital Improvement Program Overview

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

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

For FY 2012-13 the Engineering Division revised its definition of the projects that qualify to be part of the CIP. This greatly reduced the number of projects listed on the CIP. There are now two types of projects, CIP and Minor Maintenance Improvement Projects (MMP). The MMPs are appropriated on an annual basis and are part of the City's operating budget. Any funds appropriated and not used at year end expire.

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

Capital Expenditures: The City designates "Capital Expenditures" as any budgeted expenditure as part of CIP. In FY 2012-13 the City Council approved \$13.5 million in new CIP appropriations. The total estimated appropriations for CIP projects including remaining balances from prior year appropriations is \$33.5 million. This number may change once FY 2011-12 is closed.

Capital Projects are tracked by project type and individual project. There are a total of 67 CIP projects divided between the project types which include:

Parks: These 11 projects will replace playgrounds and tennis courts, improve walkways, and park facilities in City owned public spaces.

Public Facilities: These 7 projects will replace the roof at the Municipal Services Building, remodel Fire Station 63, and improve other City buildings.

Sanitary Sewer: These 13 projects will improve the infrastructure at the Water Quality Treatment Plant and improve and rehabilitate Sewer lines within the City.

Streets: These 10 projects will improve bridges and resurface streets.

Storm Drain: These 2 projects will repair and improve storm drains to reduce pollution that runs off into the San Francisco Bay.

Traffic: These 24 projects focus on key intersections within the City to provide improved pedestrian safety, traffic calming and better bicycle rider safety on City streets.

Schedule 26: New FY 2012-13 Appropriations by Project Type

| Project Type | Amount | % of Total |
|---------------------|-------------------|-------------------|
| Streets | 2,477,908 | 18.3% |
| Storm Drain | 260,000 | 1.9% |
| Sanitary Sewer | 4,506,000 | 33.3% |
| Public Facilities | 1,304,125 | 9.7% |
| Parks | 600,244 | 4.4% |
| Traffic | 4,365,000 | 32.3% |
| Total | 13,513,277 | 100.0% |

Schedule 27: Total CIP Appropriations by Project Type

| Project Type | Amount | % of Total |
|---------------------|-------------------|-------------------|
| Streets | 3,302,755 | 9.9% |
| Storm Drain | 335,000 | 1.0% |
| Sanitary Sewer | 13,848,519 | 41.4% |
| Public Facilities | 3,999,609 | 12.0% |
| Parks | 4,080,542 | 12.2% |
| Traffic | 7,897,281 | 23.6% |
| Total | 33,463,706 | 100.0% |

CIP Funding Sources

Funding of the CIP projects come from sources such as Gas Tax, Measure A ½ Cent Sales Tax, the General Fund, sewer charges, impact fees and grants. FY 2012-13 includes \$13.5 million in new appropriations and \$19.9 million in prior year unspent appropriations.

SEWER FUND

Sewer fund revenues account for \$13.1 million or 43% of the total CIP appropriations.

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

DEVELOPMENT IMPACT FEES

The various impact fees account for \$6.5 million or 18% of the total CIP appropriations.

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

GRANTS

Grant revenues account for \$3.6 million or 10% of total CIP appropriations.

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

PARK IN-LIEU FEES

Park in-lieu fees account for \$3.4 million or 10% of the total CIP appropriations.

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

MEASURE A

Measure A revenues account for \$1.8 million or 5% of total CIP appropriations.

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

GENERAL FUND

General fund revenues account for \$1.5 million or 4% of the total CIP appropriations.

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

HIGHWAY USER TAX (GAS TAX)

Gas Tax revenues account for \$800,000 or 2% of total CIP appropriations.

Gas taxes are generated from the \$0.18 per gallon State excise tax on motor vehicle fuel sold in California. Prior to 2010, the City also received Proposition 42 funding which included a portion of the 6% sales tax on fuel. Beginning in 2010, the legislature approved a swap and eliminated the sales tax on fuel, and substituted it with a \$0.173 per gallon gas excise tax resulting in no planned changes to revenues in the Gas Tax Fund. The State Board of Equalization administers the tax and the State Controller distributes the proceeds to cities and counties using formulas based on population and

lane-miles of maintained roadways. The use of gas tax funds is limited to research, planning, construction, improvement, and maintenance and operation of public street and public transit guide ways including storm drainage facilities.

DEVELOPER CONTRIBUTIONS

Developer contributions account for \$700,000 or 2% of total CIP appropriations.

The City has collected developer contributions via a funding agreement from a large biotech firm located on the East side of 101 for specific sewer CIP projects. The last sewer CIP project utilizing this funding source is expected to be completed early in fiscal year 2012-13.

GATEWAY ASSESSMENT DISTRICT

Gateway assessment district funds account for \$660,000 or 2% of total CIP appropriations.

The assessment district was set up several years ago to improve the project area's infrastructure including streets, storm drainage, sewers, and landscaping. Revenues were generated from a property assessment collected on the property tax bill. This funding represents the remaining assessments that were collected and the remaining project is expected to be completed early in fiscal year 2012-13.

COMMON GREENS

Common Greens revenues account for just over \$400,000 or 1% of the total CIP appropriations.

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

PARKING DISTRICT

Parking District revenues account for just over \$400,000 or 1% of the total CIP appropriations.

CAPITAL IMPROVEMENT PROGRAM

The parking district revenues are generated from parking meter and parking permit fees collected for the purpose of maintaining or expanding parking facilities in the downtown area.

STORM WATER FUND

Storm water fund revenues account for \$260,000 or 1% of the total CIP appropriations.

The majority of the revenues in this fund are generated by a service fee that is collected for the City's cost to operate the storm water system in compliance with state and federal regulations. The fee is collected on the property tax bill and pays a portion of the City costs to provide this service.

MISCELLANEOUS

Miscellaneous revenues account for about \$300,000 or 1% of the total CIP appropriations and represent all other funding sources.

Schedule 28: New FY 2012-13 CIP Appropriations by Funding Source

| Funding Source | Amount | % of Total |
|-----------------------|-------------------|-------------------|
| General Fund | 1,304,125 | 9.7% |
| Grants | 632,412 | 4.7% |
| Park-in-Lieu Fees | 266,744 | 2.0% |
| Gas Tax | 15,200 | 0.1% |
| Measure A | 1,335,296 | 9.9% |
| Sewer Enterprise Fund | 3,399,434 | 25.2% |
| Common Greens | 308,500 | 2.3% |
| Traffic Impact Fees | 4,200,000 | 31.1% |
| Other[1] | 2,051,566 | 15.2% |
| Total | 13,513,277 | 100.0% |

Schedule 29: Total CIP Appropriations by Funding Source

| Funding Source | Amount | % of Total |
|-----------------------|-------------------|-------------------|
| General Fund | 1,497,584 | 4.5% |
| Grants | 3,564,110 | 10.7% |
| Parking District | 434,893 | 1.3% |
| Park-in-Lieu Fees | 3,372,933 | 10.1% |
| Egas Tax | 756,873 | 2.3% |
| Measure A | 1,846,325 | 5.5% |
| Sewer Enterprise Fund | 9,441,832 | 28.2% |
| Common Greens | 450,707 | 1.3% |
| Traffic Impact Fees | 6,187,994 | 18.5% |
| Sewer Impact Fees | 63,007 | 0.2% |
| Other[1] | 5,847,448 | 17.5% |
| Total | 33,463,706 | 100.0% |

Significant Nonrecurring Capital Expenditures

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

WQCP Critical Rehabilitation: \$7.7 million

WQCP Upgrades: \$1.5 million

WQCP Solar PV: \$1.3 million

Fire Station 63 Improvements: \$1.3 million

Oyster Point Boulevard Route 101 North Bound On-Ramp: \$2.7 million

Route 101 North Bound Off-Ramp to East Grand Avenue: \$1.5 million

Westborough Park Improvements: \$2.1 million

Ongoing Maintenance & Operation Costs

Some CIP projects construct new existing infrastructure that will have to be operated and maintained once the project is completed. New ongoing maintenance costs will be funded by the Sewer Fund (sewer projects only), the General Fund (for departmental projects and improvements of City-owned facilities), and various Special Revenue Funds (where appropriate: maintenance of new facilities in the Common Greens Area, for example, are funded on an ongoing basis by the Common Greens Funds).

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MINOR MAINTENANCE PROGRAM

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Minor Maintenance Program Overview

Starting in FY 2012-13, the Engineering division revised the Capital Improvement Program (CIP) to only include truly large scale infrastructure, improvements, and construction projects. This removed a number of important Minor Maintenance Projects (MMP) from the CIP. The MMPs will be housed in departments operating budgets. The MMPs will charge to the General Fund with the exception of the Aircraft Noise Reduction Program (ANIP) and Information Technology projects. MMPs spent will not carry over unspent budgets each year unless re-approved by City Council.

In total there will be \$2.3 million in new appropriations. The General Fund, Information Technology Fund and Aircraft Noise Fund will house the MMP projects.

Of the 33 MMP projects, 25 of the projects were part of prior years CIP and have been subsequently moved to the MMP.

Schedule 30: FY 2012-13 MMP Appropriations by Funding Source

| Funding Source | Amount | % of Total |
|------------------------|------------------|-------------------|
| General Fund | 325,300 | 14.0% |
| Aircraft Noise | 1,200,000 | 51.6% |
| Common Greens | 252,577 | 10.9% |
| Gas Tax | 197,000 | 8.5% |
| Information Technology | 235,000 | 10.1% |
| Measure A | 10,000 | 0.4% |
| Park-in-Lieu Fees | 25,000 | 1.1% |
| Sewer Enterprise Fund | 20,000 | 0.9% |
| Sewer Impact Fees | 60,000 | 2.6% |
| Total | 2,324,877 | 100.0% |

MINOR MAINTENANCE PROGRAM

Schedule 31: Minor Maintenance Projects by Expense Fund

| Project Title | Adopted FY 2012-13 | Estimated Carry-Over FY 2012-13 | Total Appropriation FY 2012-13 | Removed from CIP |
|---|-------------------------------|--|---|-----------------------------|
| <i>Aircraft Noise Fund</i> | | | | |
| Aircraft Noise Projects | | | | |
| ANIP Phase 21 | - | 347,000 | 347,000 | x |
| ANIP Phase 22 | 1,200,000 | 713,000 | 1,913,000 | x |
| Subtotal | 1,200,000 | 1,060,000 | 2,260,000 | |
| <i>Information Technology Fund</i> | | | | |
| Information Technology Projects | | | | |
| Miller Garage Server Room | 175,000 | - | 175,000 | |
| Network Site Upgrade | 60,000 | - | 60,000 | |
| IT Phase 2 | - | 74,000 | 74,000 | x |
| GIS | - | 23,000 | 23,000 | x |
| Finance/HR System | - | 150,000 | 150,000 | x |
| Phone System Upgrade | - | 8,000 | 8,000 | x |
| Finance System Equip Replacement | - | 18,000 | 18,000 | x |
| Security Appliance and Reporting | - | 9,000 | 9,000 | x |
| PERS IT System Change | - | 7,000 | 7,000 | x |
| New Backup Solution | - | 3,500 | 3,500 | x |
| Network Security Upgrade | - | 55,000 | 55,000 | x |
| Fire Station 61 Server Room A/C | - | 22,000 | 22,000 | x |
| Subtotal | 235,000 | 369,500 | 604,500 | |
| <i>General Fund</i> | | | | |
| Parks & Facilities Projects | | | | |
| MSB Social Chairs | 80,000 | - | 80,000 | |
| City Wide Reforestation | 70,000 | - | 70,000 | |
| Miscellaneous City Facilities Maintenance | 100,000 | - | 100,000 | |
| Westpark 3 Reforestation | 68,000 | - | 68,000 | x |
| Stonegate Reforestation | 23,800 | - | 23,800 | x |
| Willow Gardens Reforestation | 16,777 | - | 16,777 | x |
| Westpark 1 & 2 Reforestation | 79,000 | - | 79,000 | x |
| Water Saving Strategy | 25,000 | - | 25,000 | x |
| Public Works Projects | | | | |
| Road Marking & Street Legend Map | 20,000 | - | 20,000 | x |
| Orange Park Soil Remediation | 25,300 | - | 25,300 | |
| 736 Tennis Dr Environmental Monitoring | 50,000 | - | 50,000 | |
| Westpark Maint. Dist. 1 & 2 Sidewalk Improvements | 40,000 | - | 40,000 | x |
| Westpark Maint. Dist. 3 Sidewalk Improvements | 25,000 | - | 25,000 | x |
| Pavement Management Update | 12,000 | - | 12,000 | x |
| Capital Improvement Study | 35,000 | - | 35,000 | x |
| Miscellaneous Traffic Improvements | 150,000 | - | 150,000 | x |
| East of 101 Sewer Impact Fee Update | 60,000 | - | 60,000 | x |
| Guard Rail Replacement | 10,000 | - | 10,000 | x |
| Subtotal | 889,877 | - | 889,877 | |
| Total | 2,324,877 | 1,429,500 | 3,754,377 | |

DEBT OBLIGATIONS

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Debt Service Obligations

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

Schedule 32: Legal Debt Limit

| | |
|---|----------------|
| Assessed Valuation [1] | 13,906,416,880 |
| Bonded Debt Limit (3.75% of assessed value) | 521,490,633 |
| Less Debt Subject to Limit | - |
| Legal Bonded Debt Limit | 521,490,633 |

[1] Source: San Mateo County Assessor Office FY 2012-13 Combined Roll

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

DEBT OBLIGATIONS

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

1. **1988 Costco (Price Club) Notes** – \$2,270,000, 8.5% due 12/6/13. The City borrowed money from the retail company, then known as Price Club, to purchase land adjacent to their store located on South Airport Boulevard, which currently operates as Costco Wholesale. The City leases the land back to Costco. The lease payments are made to the City by Costco.
2. **1993, 1999, 2004, 2008 State Water Resources Control Board Loans** - \$70,387,123, 2.4% to 3.0% due 10/8/13, 8/1/22, 1/1/27. These loans were used to improve and expand the City's wastewater treatment plant. Loan proceeds were issued as projects progressed. Debt service payment commence one year after project completion. Sewage treatment plant user fees support the debt service payments. \$60.7 million of principal outstanding.

3. **2005D Water and Wastewater Revenue Bonds** - \$6,000,000, 2.75% to 5.0%, due 4/30/26. The City participated in a pooled bond sale. The bonds were used to finance sewer system capital improvement projects. The debt service is paid from the net revenues of the City's Sewer Enterprise Fund. \$5.2 million of principal outstanding.
4. **2003 Revenue Bonds** - \$5,865,000, 2.25% to 4.0%, due 9/1/18. The City of South San Francisco Capital Improvement Financing Authority issued these bonds to finance improvements on the South San Francisco Conference Center. The debt service payments come from a \$2.50 per day hotel room tax. These obligations are not recorded as part of the City's government debt. \$2.89 million of principal outstanding.

FY 2012-13 Changes in Debt Obligations

In FY 2011-12 the Oversight Board to the Successor Agency agreed to call the 2000 HUD Section 108 Loan and defease the 2006 Tax Allocation Bonds.

Tax Allocation Revenue Bonds Series 2006A - \$70,675,000, 3.75% to 5.13%, due 9/1/35. These bonds will be called on the first called date in September 2017. The Successor Agency will continue to pay the annual debt service on the bonds until the first call date.

2000 HUD Section 108 Loan – \$1,750,000, 4.4% to 6.6% due 8/1/23. This loan was secured under a “Contract for Loan Guarantee Assistance under Section 108 of the Housing and Community Development Act of 1974”. The proceeds of this loan were used to finance the acquisition of real property, the rehabilitation of rental housing, and the rehabilitation of a public facility, pursuant to 24 CFR Statute 570.500. \$1.66 million in principal outstanding.

1999 Certificates of Participation - \$6,145,000, 3.2% to 5.0%, due 4/1/29. These bonds were issued to finance the acquisition of land and the improvements of the South San Francisco Conference Center. The Redevelopment Agency pledged to pay debt service from tax increment revenues. \$4.6 million of principal outstanding.

Capital Leases

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

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

DEBT OBLIGATIONS

3. **2011 Two Ambulances** – Projected balance \$500,454, due 12/30/17.

FY 2012-13 Debt Service Payments

| Fund | FY 12-13 Adopted |
|---------------------------------------|-----------------------------|
| Sewer Enterprise Fund | |
| DEBT SERVICE PRINCIPAL | 5,383,381 |
| INTEREST | 1,643,965 |
| Subtotal | 7,027,346 |
| Equipment Replacement | |
| DEBT SERVICE PRINCIPAL | 329,931 |
| INTEREST | 112,006 |
| Subtotal | 441,937 |
| RDA Obligation Retirement Fund | |
| DEBT SERVICE PRINCIPAL | 1,540,000 |
| INTEREST | 1,501,122 |
| Subtotal | 3,041,122 |
| TOTAL | 10,510,405 |

GOVERNMENTAL FUNDS

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Governmental Funds Overview

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

CAPITAL IMPROVEMENT FUND

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

CITY HOUSING FUND

Up until Redevelopment Agencies were abolished in FY 2011-12 by the State of California under AB 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 (20% of Redevelopment property tax dollars) 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.

COMMON GREENS MAINTENANCE DISTRICT FUNDS

There are four Common Greens Maintenance Districts within the City: West Park 1&2, West Park 3, Stonegate Ridge, and Willow Gardens. The areas cover approximately 2600 residential parcels. The funding for these maintenance districts comes from a portion of 1% Property Tax on the assessed value paid by the parcel owners. The property tax that funds these maintenance districts is diverted from the City's portion of property taxes that would otherwise go to the General Fund.

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

COMMUNITY DEVELOPMENT BLOCK GRANT

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

CONSOLIDATED GRANT FUNDS

This fund summary covers the following special revenue grant funds:

Aircraft Noise Installation Program: This fund received grant funds from the Federal government to install new windows in homes under the flight path of planes at San Francisco International Airport. The grant funds have been received.

Miscellaneous Federal Grant Fund: This fund is used to track miscellaneous federal grants. Currently the only expenses are for the Department of Energy American Recovery and Reinvestment Act grant awarded to the City for energy efficiency projects.

CONSOLIDATED IMPACT FEE FUNDS

This fund summary covers the following special revenue impact fee funds:

East of 101 Traffic Impact Fees: These are developer paid fees that are used to fund traffic improvement projects East of 101.

Child Care Impact Fees: These are developer paid fees that are used to build child care facilities in the City.

Oyster Point Interchange Impact Fees: These are developer paid fees used for the 101 and Oyster Point Boulevard interchange project.

EAST OF 101 SEWER IMPACT FEE FUND

The revenue for this restricted fund is received from development impact fees paid by new development upon building permit issuance. The revenues may only be used to fund specific sewer capital projects as outlined in a nexus study previously adopted by the City Council. The nexus study shows the relationship between new development and the need for sewer system improvements to support that development. The fee is charged to new development located East of 101.

GAS TAX FUND

Gas Tax is the City portion of the state tax on gas purchases. The funding is distributed by the State of California and is used for street and related improvements.

MEASURE A ½ CENT SALES TAX FUND

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

As with any tax related measure, the City has seen swings in the amount of Measure A funds available due to the volatile nature of the regional economy.

PARK-IN-LIEU FEES FUND

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

SOLID WASTE MANAGEMENT FUND

This fund is used to pay for monitoring costs at the closed Oyster Point landfill and is funded by a portion of the Solid Waste franchise fees.

SEWER CAPACITY CHARGE FUND

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

providing collection and treatment capacity to new and expanding development not funded by the East of 101 Sewer Impact Fee Program.

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 2012-13 adopted budget reflects the change in the CIP process and the elimination of the Redevelopment Agency. The FY 2012-13 adopted budget reflects new appropriations and not any prior year carry forward appropriations. At the time of the budget adoption it was estimated that the Capital Improvement Fund would have approximately \$15.1 million of carry forward budget appropriations. The final actual amount of carry forward appropriations will be finalized as part of the FY 2011-12 closing process and the carry forward budgets will then be reflected as part of the FY 2012-13 amended budget.

Schedule 33: Capital Improvement Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|------------------|------------------|-------------------|-------------------|------------------|------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Intergovernmental | 1,593,195 | 406,292 | 3,194,869 | 3,194,869 | 632,412 | 226,120 | 55.7% |
| Charges for Services | 2,250 | - | - | - | - | - | 0.0% |
| Use of Money & Property | 20,112 | - | - | - | - | - | 0.0% |
| Subtotal | 1,615,557 | 406,292 | 3,194,869 | 3,194,869 | 632,412 | 226,120 | 55.7% |
| Transfers In | 5,661,476 | 3,770,100 | 58,002,246 | 37,382,126 | 8,114,865 | 4,344,765 | 115.2% |
| Total Revenues | 7,277,033 | 4,176,392 | 61,197,115 | 40,576,995 | 8,747,277 | 4,797,005 | 114.9% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 508,727 | - | - | - | - | - | 0.0% |
| Supplies & Services | 4,579,745 | 4,176,292 | 47,888,995 | 22,888,995 | 8,747,277 | 4,570,985 | 109.5% |
| Capital Outlay | 12,000 | - | 8,988,000 | 8,988,000 | - | - | 0.0% |
| Subtotal | 5,100,472 | 4,176,292 | 56,876,995 | 31,876,995 | 8,747,277 | 4,570,985 | 109% |
| Transfers Out | 683,694 | - | - | 8,700,000 | - | - | 0.0% |
| Total Expenditures | 5,784,166 | 4,176,292 | 56,876,995 | 40,576,995 | 8,747,277 | 4,570,985 | 109.5% |
| Surplus/(Deficit) | 1,492,867 | 100 | 4,320,120 | - | - | 226,020 | |
| Fund Balance | 2,390,904 | 2,391,004 | 6,711,024 | 2,390,904 | 2,390,904 | - | 0.0% |

City Housing Fund**Schedule 34: City Housing Fund Summary**

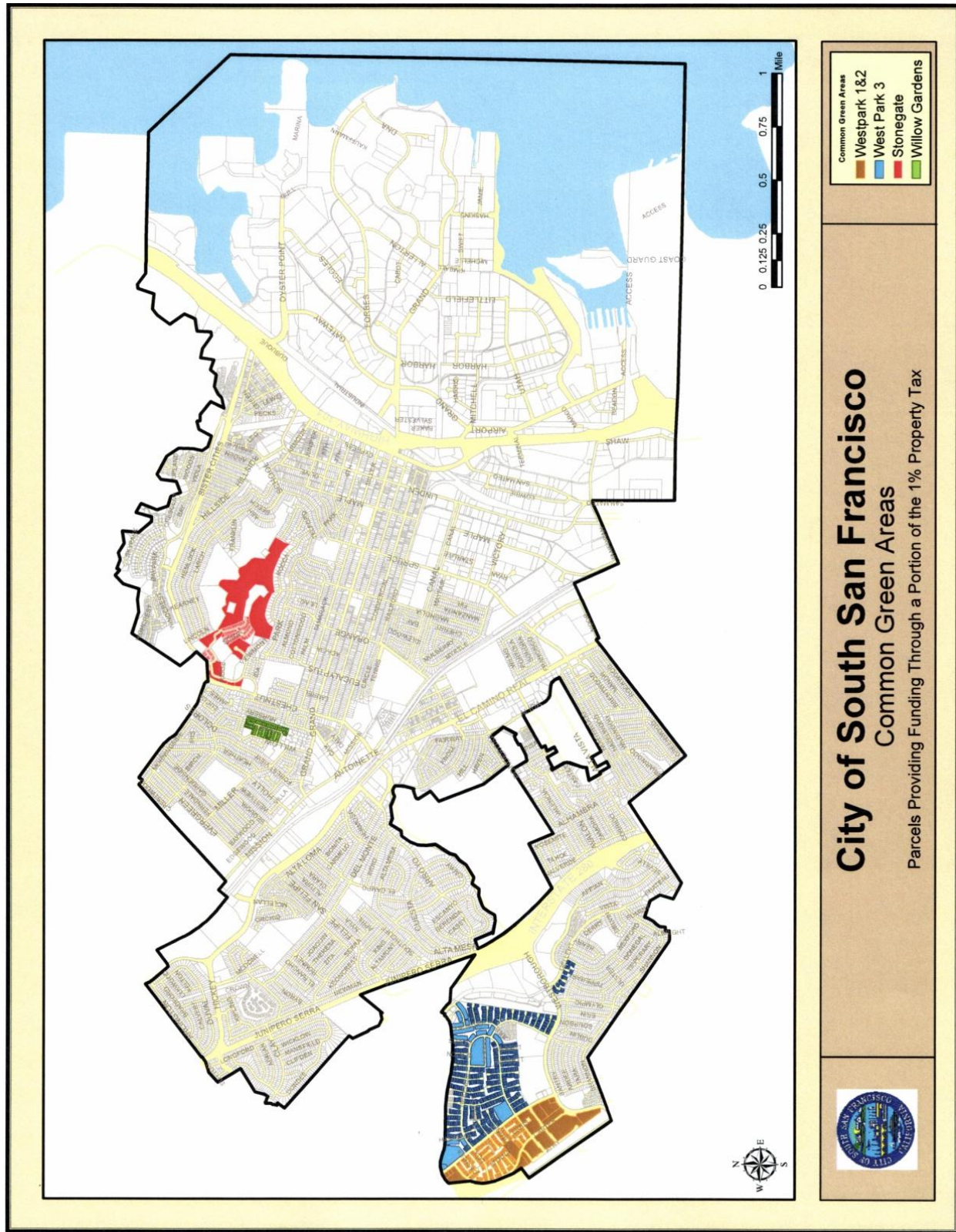
| | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted | Change |
| Use of Money & Property | - | - | - | 60,000 | 60,000 | 60,000 | 0.0% |
| Other Revenues | - | - | - | 100 | - | - | 0.0% |
| Subtotal | - | - | - | 60,100 | 60,000 | 60,000 | 0.0% |
| Transfers In | - | - | - | - | 38,000 | 38,000 | 0.0% |
| Total Revenues | - | - | - | 60,100 | 98,000 | 98,000 | 0.0% |
| Expenditures | | | | | | | |
| Salaries & Benefits | - | - | - | 16,000 | - | - | 0.0% |
| Supplies & Services | - | - | - | 44,100 | 98,000 | 98,000 | 0.0% |
| Interdepartmental Charges | - | - | - | - | - | - | 0.0% |
| Subtotal | - | - | - | 60,100 | 98,000 | 98,000 | 0.0% |
| Transfers Out | - | - | - | - | - | - | 0.0% |
| Total Expenditures | - | - | - | 60,100 | 98,000 | 98,000 | 0.0% |
| Surplus/(Deficit) | - | - | - | - | - | - | 0.0% |
| Fund Balance | - | - | - | - | - | - | 0.0% |

Common Greens Maintenance District Funds

Schedule 35: Common Greens Maintenance District Funds Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change | % |
|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Taxes | | | | | | | |
| West Park 1 & 2 | 403,976 | 410,000 | 410,000 | 403,944 | 446,106 | 36,106 | 8.8% |
| West Park 3 | 651,858 | 661,700 | 661,700 | 646,262 | 711,443 | 49,743 | 7.5% |
| Stonegate | 217,878 | 221,000 | 221,000 | 220,544 | 242,525 | 21,525 | 9.7% |
| Willow Gardens | 46,176 | 45,400 | 45,400 | 47,309 | 49,240 | 3,840 | 8.5% |
| Subtotal | 1,319,888 | 1,338,100 | 1,338,100 | 1,318,059 | 1,449,314 | 111,214 | 8.3% |
| Transfers In | 73,542 | - | - | - | - | - | 0.0% |
| Total Revenues | 1,393,430 | 1,338,100 | 1,338,100 | 1,318,059 | 1,449,314 | 222,429 | 16.6% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 627,667 | 910,896 | 910,896 | 650,000 | 908,349 | (2,547) | -0.3% |
| Supplies & Services | 373,788 | 445,384 | 445,384 | 357,500 | 478,086 | 32,702 | 7.3% |
| Interdepartmental Charges | 310,264 | 301,770 | 301,770 | 301,770 | 301,635 | (135) | 0.0% |
| Subtotal | 1,311,719 | 1,658,050 | 1,658,050 | 1,309,270 | 1,688,069 | 30,019 | |
| Transfers Out | 36,706 | 75,000 | 432,440 | 243,930 | 561,077 | 486,077 | 648.1% |
| Total Expenditures | 1,348,425 | 1,733,050 | 2,090,490 | 1,553,200 | 2,249,146 | 546,116 | 31.5% |
| Surplus/(Deficit) | 45,005 | (394,950) | (752,390) | (235,141) | (799,832) | (323,687) | |
| West Park 1 & 2 Balance | 378,018 | 272,606 | - | 322,193 | 151,055 | (121,551) | -44.6% |
| West Park 3 Balance | 800,082 | 521,889 | - | 555,050 | 243,395 | (278,494) | -53.4% |
| Stonegate Balance | 477,505 | 477,128 | - | 544,377 | 246,168 | (230,960) | -48.4% |
| Willow Gardens Balance | 55,579 | 44,611 | - | 55,096 | 36,266 | (8,345) | -18.7% |
| Combined Fund Balance | 1,711,184 | 1,316,234 | 958,794 | 1,476,716 | 676,884 | (639,350) | -48.6% |

Figure 8: Common Greens Maintenance District Map



Community Development Block Grant

The City Council annually determines the allocation of the CDBG funds. In FY 2012-13, the City received notice from HUD that the annual CDBG appropriations would be reduced. At the time of budget adoption the City Council approved the following appropriations for CDBG with the understanding that the appropriations may be amended during the fiscal year to reflect ongoing changes and budget reductions within the Federal Government.

Schedule 36: Community Development Block Grant Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change from Adopted | % Change |
|---------------------------|------------------|------------------|------------------|------------------|----------------|---------------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | |
| Intergovernmental | 386,453 | 602,310 | 651,560 | 651,560 | 417,746 | (184,564) | -30.6% |
| Use of Money & Property | 12,240 | - | - | 16,225 | - | - | 0.0% |
| Other Revenues | 650 | 86,000 | 86,000 | 86,000 | 110,959 | 24,959 | 29.0% |
| Subtotal | 399,343 | 688,310 | 737,560 | 753,785 | 528,705 | (159,605) | -23.2% |
| Transfers In | - | 56,500 | 56,500 | - | - | (56,500) | -100.0% |
| Total Revenues | 399,343 | 744,810 | 794,060 | 753,785 | 528,705 | (375,710) | -50.4% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 309,709 | 324,399 | 309,412 | 309,412 | 311,779 | (12,620) | -3.9% |
| Supplies & Services | 196,547 | 427,056 | 573,957 | 573,957 | 537,571 | 110,515 | 25.9% |
| Interdepartmental Charges | 14,700 | 12,407 | 12,407 | 12,407 | 12,407 | - | 0.0% |
| Subtotal | 520,956 | 763,862 | 895,776 | 895,776 | 861,757 | 97,895 | 12.8% |
| Transfers Out | 34,249 | 34,249 | 34,249 | 83,529 | - | (34,249) | -100.0% |
| Total Expenditures | 555,205 | 798,111 | 930,025 | 979,305 | 861,757 | 161,541 | 20.2% |
| Surplus/(Deficit) | (155,862) | (53,301) | (135,965) | (225,520) | (333,052) | (537,251) | |
| Fund Balance | 1,511,634 | 1,458,333 | 1,375,669 | 1,286,114 | 953,062 | (505,271) | -34.6% |

Consolidated Grant Funds

This fund summary combines the smaller special revenue grant funds. These funds were setup to segregate special grant money used to fund CIP projects or fund general operating costs. The funds included in the summary are: Federal Aviation Grant Fund, Miscellaneous Federal Grant Fund and Supplemental Law Services Fund. These funds are listed in the Appropriated Fund Summary section of this budget document.

The revenues for these funds are either on a reimbursement basis such as the Miscellaneous Federal Grant Fund or come from deferred revenue (cash that was received in prior years) such as the Federal Aviation Grant Fund. In FY 2012-13 any revenue budget or additional expenditure budget will be part of the FY 2012-13 amended budget.

Schedule 37: Consolidated Grant Funds Summary

| Revenues | Actual | Adopted | Amended | Projected | Adopted | Change | % Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-------------------------------|---------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | from Adopted FY 2011-12 | |
| Taxes | 98,164 | - | - | - | - | - | 0.0% |
| Intergovernmental | 592,122 | - | 149,189 | 149,189 | - | - | 0.0% |
| Use of Money & Property | 59,402 | - | - | 40,398 | 25,000 | 25,000 | 0.0% |
| Subtotal | 749,688 | - | 149,189 | 189,587 | 25,000 | 25,000 | 0.0% |
| Transfers In | - | - | - | - | - | - | 0.0% |
| Total Revenues | 749,688 | - | 149,189 | 189,587 | 25,000 | 50,000 | 0.0% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 294,134 | - | - | 318,813 | - | - | 0.0% |
| Supplies & Services | 408,728 | - | 1,528,341 | 1,209,528 | 1,200,000 | 1,200,000 | 0.0% |
| Interdepartmental Charges | 18,483 | 21,243 | 21,243 | 21,243 | 25,381 | 4,138 | 0.0% |
| Subtotal | 721,345 | 21,243 | 1,549,584 | 1,549,584 | 1,225,381 | 1,204,138 | 0.0% |
| Transfers Out | - | - | - | - | - | - | 0.0% |
| Total Expenditures | 721,345 | 21,243 | 1,549,584 | 1,549,584 | 1,225,381 | 1,204,138 | 0.0% |
| Surplus/(Deficit) | 28,343 | (21,243) | (1,400,395) | (1,359,997) | (1,200,381) | (1,154,138) | |
| Fund Balance | 4,089,235 | 4,067,992 | 2,688,840 | 2,729,238 | 1,528,857 | (2,539,135) | -62.4% |

Consolidated Impact Fee Funds

The following funds were listed in the FY 2010-11 CAFR as major funds and are being treated as non major funds for budgeting purposes. These funds include: East of 101 Traffic Impact Fee Fund, Oyster Point Interchange Impact Fee Fund, and Child Care Impact Fee Fund. These funds collect deposits from developers to pay for CIP projects within the designated impact fee area.

The Oyster Point Interchange Impact Fee Fund has a net deficit as of June 30, 2011 of \$12 million. The fund received a loan from the Redevelopment Agency to prepay for capital project in the Oyster Point area. It is anticipated that once the large \$10 billion development plan in Oyster Point begins construction, the fund will be able to start collecting revenues.

Schedule 38: Consolidated Impact Fee Funds Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change from Adopted | % Change |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------------|-----------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | |
| Use of Money & Property | 219,629 | - | - | 155,089 | - | - | 0.0% |
| Other Revenues | 11,715 | - | - | 59,710 | - | - | 0.0% |
| Subtotal | 231,344 | - | - | 214,799 | - | - | 0.0% |
| Transfers In | - | - | - | - | - | - | 0.0% |
| Total Revenues | 231,344 | - | - | 214,799 | - | - | 0.0% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 1,599 | - | - | 1,500 | - | - | 0.0% |
| Supplies & Services | 3,686 | - | 53,888 | 53,888 | - | - | 0.0% |
| Debt Service | 558,262 | - | - | - | - | - | 0.0% |
| Interdepartmental Charges | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | - | 0.0% |
| Subtotal | 573,547 | 10,000 | 63,888 | 65,388 | 10,000 | - | 0.0% |
| Transfers Out | 436,982 | - | 2,893,031 | 2,648,031 | 4,260,000 | 4,260,000 | 0.0% |
| Total Expenditures | 1,010,529 | 10,000 | 2,956,919 | 2,713,419 | 4,270,000 | 4,260,000 | 42600.0% |
| Surplus/(Deficit) | (779,185) | (10,000) | (2,956,919) | (2,498,620) | (4,270,000) | (4,260,000) | |
| Fund Balance | (2,673,310) | (2,683,310) | (5,630,229) | (5,171,930) | (9,441,930) | (6,758,620) | 251.9% |

East of 101 Sewer Impact Fee Fund

In 2007, the City entered into an agreement with Genentech in which the company agreed to pre-fund the sewer impact fees for the E. Grand Avenue Sewer Trunk project in order for the project to be completed prior to Genentech applying for building permits. As a result, the pre-funding is shown on the City's books as a liability until sufficient Genentech development generates impact fees to cover the prepayment of those fees.

Schedule 39: East of 101 Sewer Impact Fee Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change from Adopted | % |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Use of Money & Property | (1,200) | - | - | - | - | - | 0.0% |
| Other Revenues | 11,715 | - | - | 9,342 | - | - | 0.0% |
| Total Revenues | 10,515 | - | - | 9,342 | - | - | 0.0% |
| Expenditures | | | | | | | |
| Interdepartmental Charges | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | - | 0.0% |
| Subtotal | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | - | |
| Transfers Out | 1,896 | - | 337,049 | 92,049 | 60,000 | 60,000 | 0.0% |
| Total Expenditures | 4,396 | 2,500 | 339,549 | 94,549 | 62,500 | 60,000 | 0.0% |
| Surplus/(Deficit) | 6,119 | (2,500) | (339,549) | (85,207) | (62,500) | (60,000) | |
| Net Assets | | | | | | | |
| Fund Balance | (1,647,436) | (1,649,936) | (1,986,985) | (1,732,643) | (1,795,143) | (145,207) | 8.8% |

Gas Tax Fund

Beginning in FY 2011-12 the new Measure M San Mateo County Vehicle Registration Fee will begin to generate an estimated \$225,000 in annual revenue for the next 25 years. This new revenue will be transferred out to the Storm Water fund to supplement the increased storm water regulation cost. The original San Mateo County Vehicle Registration Fee that collected approximately \$105,000 annually will permanently cease to generate revenues effective December 31, 2012.

Schedule 40: Gas Tax Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change | % |
|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Intergovernmental | 2,054,970 | 2,127,028 | 2,127,028 | 2,673,701 | 1,869,784 | (257,244) | -12.1% |
| Use of Money & Property | 41,442 | 30,000 | 30,000 | 30,000 | 10,000 | (20,000) | -66.7% |
| Subtotal | 2,096,412 | 2,157,028 | 2,157,028 | 2,703,701 | 1,879,784 | (277,244) | -12.9% |
| Transfers | - | - | - | - | - | - | |
| Total Revenues | 2,096,412 | 2,157,028 | 2,157,028 | 2,703,701 | 1,879,784 | (257,244) | -11.9% |
| Expenditures | | | | | | | |
| Transfers Out | 3,251,426 | 2,524,301 | 4,486,770 | 4,071,279 | 1,669,701 | (854,600) | -33.9% |
| Total Expenditures | 3,251,426 | 2,524,301 | 4,486,770 | 4,071,279 | 1,669,701 | (854,600) | -33.9% |
| Surplus/(Deficit) | (1,155,014) | (367,273) | (2,329,742) | (1,367,578) | 210,083 | 597,356 | |
| Fund Balance | 1,837,849 | 1,470,576 | (491,893) | 470,271 | 680,354 | (790,222) | -53.7% |

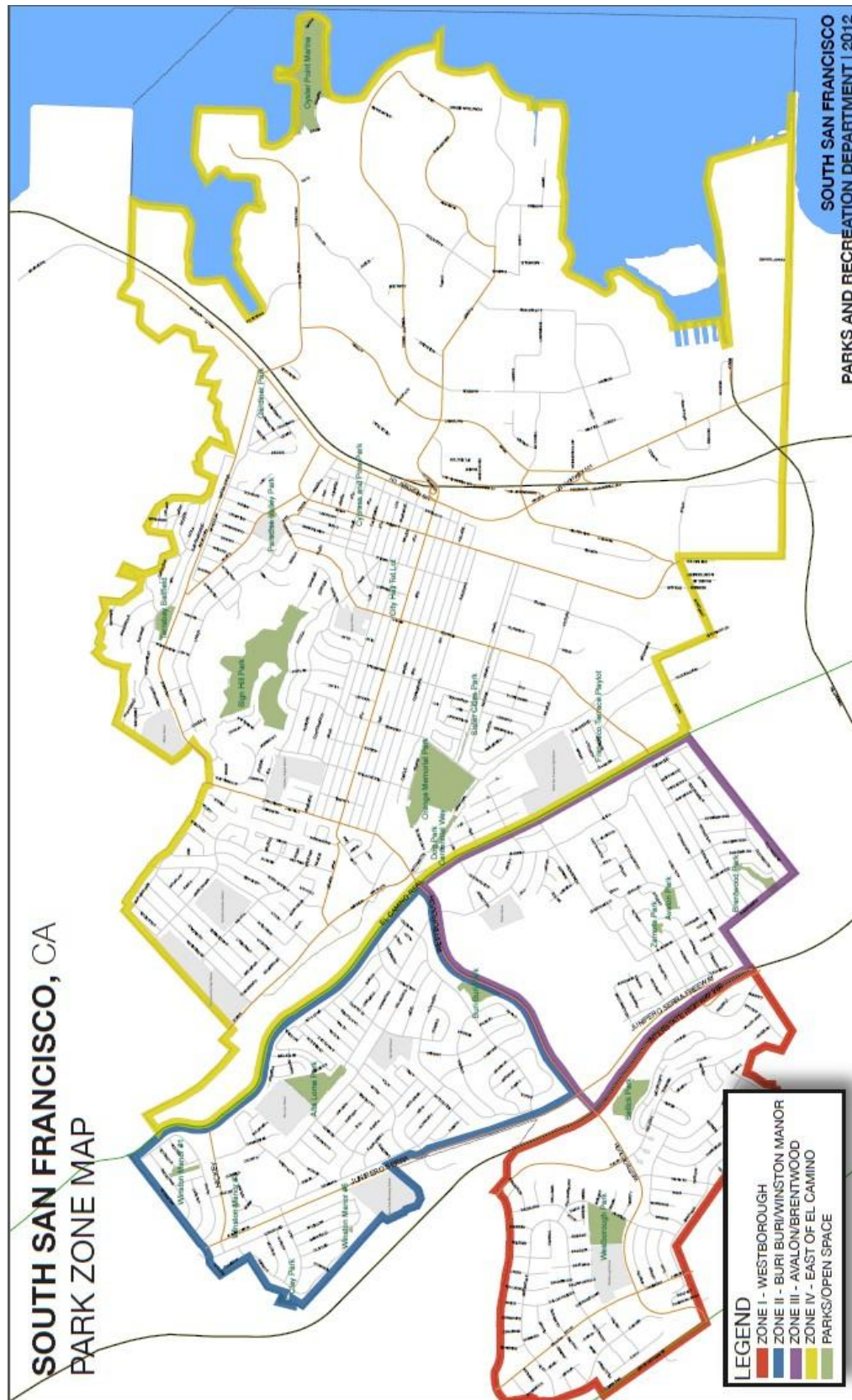
Measure A ½ Cent Sales Tax Fund**Schedule 41: Measure A Fund Summary**

| | Actual | Adopted | Amended | Projected | Adopted | Change from Adopted | % Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|---------------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | |
| Taxes | 1,087,889 | 1,000,000 | 1,000,000 | 1,100,000 | 1,000,000 | - | 0.0% |
| Use of Money & Property | 39,450 | 10,000 | 10,000 | 25,000 | 25,000 | 15,000 | 150.0% |
| Subtotal | 1,127,339 | 1,010,000 | 1,010,000 | 1,125,000 | 1,025,000 | 15,000 | 1.5% |
| Transfers In | 120,695 | - | - | - | - | - | 0.0% |
| Total Revenues | 1,248,034 | 1,010,000 | 1,010,000 | 1,125,000 | 1,025,000 | 30,000 | 3.0% |
| Expenditures | | | | | | | |
| Transfers Out | 743,983 | 1,670,000 | 3,010,309 | 2,520,008 | 1,310,496 | (359,504) | -21.5% |
| Total Expenditures | 743,983 | 1,670,000 | 3,010,309 | 2,520,008 | 1,310,496 | (359,504) | -21.5% |
| Surplus/(Deficit) | 504,051 | (660,000) | (2,000,309) | (1,395,008) | (285,496) | 389,504 | |
| Fund Balance | 2,347,976 | 1,687,976 | 347,667 | 952,968 | 667,472 | (1,020,504) | -60.5% |

Park-in-Lieu Fees Funds**Schedule 42: Park-in-Lieu Funds Summary**

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|------------------------------|----------------------|-----------------------|-----------------------|-------------------------|-----------------------|---|---------------|
| Revenues | | | | | | | |
| Use of Money & Property | 71,894 | - | - | 54,184 | - | - | 0.0% |
| Subtotal | 71,894 | - | - | 54,184 | - | - | 0.0% |
| Transfers In | 383,694 | - | - | - | - | - | 0.0% |
| Total Revenues | 455,588 | - | - | 54,184 | - | - | 0.0% |
| Expenditures | | | | | | | |
| Transfers Out | 182,272 | 735,000 | 3,301,089 | 3,276,089 | 291,744 | (443,256) | -60.3% |
| Total Expenditures | 182,272 | 735,000 | 3,301,089 | 3,276,089 | 291,744 | (443,256) | -60.3% |
| Surplus/(Deficit) | 273,316 | (735,000) | (3,301,089) | (3,221,905) | (291,744) | 443,256 | |
| Zone I Balance | 2,070,672 | 2,070,672 | (130,172) | - | - | | |
| Zone II Balance | 695,099 | 520,099 | 445,374 | 315,203 | 91,603 | | |
| Zone IV Balance | 1,210,319 | 650,319 | 542,956 | 517,956 | 449,812 | | |
| Combined Fund Balance | 3,976,090 | 3,241,090 | 858,159 | 833,159 | 541,415 | (2,699,675) | -83.3% |

Figure 9: Park-in-Lieu Fee Zone Map



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 43: Solid Waste Management Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change | % |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Charges for Services | 173,325 | 173,325 | 173,325 | 173,325 | 173,325 | - | 0.0% |
| Subtotal | 173,325 | 173,325 | 173,325 | 173,325 | 173,325 | - | 0.0% |
| Transfers In | - | - | - | - | - | - | 0.0% |
| Total Revenues | 173,325 | 173,325 | 173,325 | 173,325 | 173,325 | - | 0.0% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 8,072 | - | - | - | - | - | 0.0% |
| Supplies & Services | 73,322 | 160,280 | 236,805 | 236,805 | 160,272 | (8) | 0.0% |
| Interdepartmental Charges | 20,220 | 19,570 | 19,570 | 19,570 | 19,570 | - | 0.0% |
| Subtotal | 101,614 | 179,850 | 256,375 | 256,375 | 179,842 | (8) | 0.0% |
| Transfers Out | 6,924 | - | - | - | - | - | 0.0% |
| Total Expenditures | 108,538 | 179,850 | 256,375 | 256,375 | 179,842 | (16) | 0.0% |
| Surplus/(Deficit) | 64,787 | (6,525) | (83,050) | (83,050) | (6,517) | 16 | 0.0% |
| Fund Balance | 887,646 | 881,121 | 804,596 | 804,596 | 798,079 | (83,042) | -9.4% |

Sewer Capacity Charge Fund

Schedule 44: Sewer Capacity Charge Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change | % |
|---------------------------|----------------|----------------|----------------|----------------|----------------|------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Use of Money & Property | 7,525 | 5,500 | 5,500 | 5,500 | 5,500 | - | 0.0% |
| Other Revenues | 548,941 | 350,000 | 350,000 | 185,000 | 200,000 | (150,000) | -42.9% |
| Subtotal | 556,466 | 355,500 | 355,500 | 190,500 | 205,500 | (150,000) | |
| Transfers In | - | - | - | - | - | - | |
| Total Revenues | 556,466 | 355,500 | 355,500 | 190,500 | 205,500 | (150,000) | -42.2% |
| Expenditures | | | | | | | |
| Interdepartmental Charges | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | - | 0.0% |
| Subtotal | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | | |
| Transfers Out | - | 750,000 | 750,000 | 750,000 | - | (750,000) | -100.0% |
| Total Expenditures | 2,500 | 752,500 | 752,500 | 752,500 | 2,500 | (750,000) | -99.7% |
| Surplus/(Deficit) | 553,966 | (397,000) | (397,000) | (562,000) | 203,000 | 600,000 | |
| Net Assets | | | | | | | |
| Fund Balance | 831,308 | 434,308 | 434,308 | 269,308 | 472,308 | 38,000 | 8.7% |

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MAJOR PROPRIETARY FUNDS

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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. The first three funds represented—Sewer Enterprise, Parking District, and Storm Water—are classified as major funds. The last fund in this section, Sewer Capacity Charge is classified as a non major fund.

SEWER ENTERPRISE FUND

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

PARKING DISTRICT FUND

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

STORM WATER FUND

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

The costs of complying with State and Federal regulations regarding storm water and storm drains have dramatically increased in the last few years. With the cost of this service continuing to increase the Gas Tax fund began to supplement this fund in FY 2006-07. In FY 2008-09 the General fund began to supplement the Storm Water Fund in addition to the Gas Tax Fund.

Sewer Enterprise Fund

The Sewer Enterprise Fund is used to operate the systems for the Water Quality Control Plant (WQCP) including maintenance of sewer lines and pump stations. This fund also covers sanitary sewer CIP projects that upgrade and improve the WQCP.

Schedule 45: Sewer Enterprise Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted | Change |
| Charges for Services | 23,629,240 | 24,418,109 | 24,631,165 | 26,711,436 | 25,606,456 | 1,188,347 | 4.9% |
| Use of Money & Property | 106,230 | 178,177 | 178,177 | 178,177 | 110,000 | (68,177) | -38.3% |
| Other Financing Sources [1] | - | 8,000,000 | 8,000,000 | - | - | (8,000,000) | -100.0% |
| Subtotal | 23,735,470 | 32,596,286 | 32,809,342 | 26,889,613 | 25,716,456 | (6,879,830) | -21.1% |
| Transfers In | 1,896 | 750,000 | 938,538 | 813,538 | - | (750,000) | -100.0% |
| Total Revenues | 23,737,366 | 33,346,286 | 33,747,880 | 27,703,151 | 25,716,456 | (7,629,830) | -22.9% |
| Expenditures | | | | | | | |
| Salaries & Benefits [2] | 6,143,375 | 6,285,754 | 6,285,754 | 5,166,704 | 6,989,988 | 704,234 | 11.2% |
| Supplies & Services | 6,220,519 | 6,646,283 | 6,304,541 | 582,373 | 6,609,737 | (36,546) | -0.5% |
| CIP Expenditures | 4,086,010 | 6,986,135 | 11,282,795 | 10,568,020 | 4,506,000 | (2,480,135) | -35.5% |
| Capital Outlay | 105,789 | 226,000 | 349,776 | 340,391 | 226,000 | - | 0.0% |
| Debt Service | 6,492,920 | 6,305,804 | 6,305,804 | 6,310,304 | 7,027,346 | 721,542 | 11.4% |
| Interdepartmental Charges | 1,506,415 | 1,315,622 | 1,315,622 | 1,315,622 | 1,323,964 | 8,342 | 0.6% |
| Subtotal | 24,555,028 | 27,765,598 | 31,844,292 | 24,283,414 | 26,683,035 | (1,082,563) | -3.9% |
| Transfers Out | 148,673 | 10,000 | 458,567 | 458,837 | 45,000 | 35,000 | 350.0% |
| Total Expenditures | 24,703,701 | 27,775,598 | 32,302,859 | 24,742,251 | 26,728,035 | (2,130,126) | -7.7% |
| Surplus/(Deficit) | (966,335) | 5,570,688 | 1,445,021 | 2,960,900 | (1,011,579) | (5,499,704) | |
| Cash & Investments | 9,962,671 | 15,533,359 | 11,407,692 | 12,923,571 | 11,911,992 | (3,621,367) | -23.3% |
| Reserves | | | | | | | |
| Capital Reserves [3] | 2,704,000 | 3,112,000 | - | 3,112,000 | 3,266,000 | 154,000 | 4.9% |
| Operating Reserves [4] | 3,325,904 | 3,325,904 | - | 3,610,390 | 3,751,577 | 425,673 | 12.8% |
| Reserve for CIP Expenditures | - | - | - | - | 4,625,898 | 4,625,898 | 0.0% |
| Total Reserves | 6,029,904 | 6,437,904 | - | 6,722,390 | 11,643,475 | 5,205,571 | 80.9% |
| Fund Balance | 3,932,767 | 9,095,455 | 11,407,692 | 6,201,181 | 268,517 | | |

Notes:

[1] State loan needs are being deferred until next rate period beginning in FY 2013-14.

[2] Beginning in FY 2011-12 ongoing costs of OPEB obligations will be charged to the Sewer and Parking District Funds.

[3] The Capital Reserve on the State loan requires 0.5% of each loan amount. The reserve must be kept until the loans are retired. After the State loans are retired, the Capital Reserve will be based on the lesser of: 1) 10% of the total principal due on debt, 2) 125% of the annual average debt service, or 3) the maximum annual debt service.

[4] The Operating Reserve is 90 days of annualized operations and maintenance costs.

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 selling of parking permits.

Schedule 46: Parking District Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change | % |
|---------------------------|-------------------|------------------|------------------|------------------|----------------|------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Charges for Services | 722,807 | 675,000 | 675,000 | 700,000 | 675,000 | - | 0.0% |
| Use of Money & Property | 11,317 | 8,000 | 8,000 | 25,000 | 10,000 | 2,000 | 25.0% |
| Subtotal | 734,124 | 683,000 | 683,000 | 725,000 | 685,000 | 2,000 | 0.3% |
| Transfers In | 11,221,171 | - | 3,544,906 | 497,000 | - | - | 0.0% |
| Total Revenues | 11,955,295 | 683,000 | 4,227,906 | 1,222,000 | 685,000 | 4,000 | 0.6% |
| Expenditures | | | | | | | |
| Salaries & Benefits [1] | 291,286 | 262,974 | 262,974 | 262,974 | 282,611 | 19,637 | 7.5% |
| Supplies & Services | 33,500 | 248,190 | 248,190 | 248,190 | 250,012 | 1,822 | 0.7% |
| CIP Expenditures | 6,304,486 | - | 633,926 | 633,926 | - | - | 0.0% |
| Interdepartmental Charges | 105,474 | 104,840 | 104,925 | 104,925 | 102,771 | (2,069) | -2.0% |
| Subtotal | 6,734,746 | 616,004 | 1,250,015 | 1,250,015 | 635,394 | 19,390 | 3.1% |
| Transfers Out | - | - | 770,280 | 770,280 | - | - | 0.0% |
| Total Expenditures | 6,734,746 | 616,004 | 2,020,295 | 2,020,295 | 635,394 | 38,780 | 6.3% |
| Surplus/(Deficit) | 5,220,549 | 66,996 | 2,207,611 | (798,295) | 49,606 | (34,780) | |
| Move to Fixed Assets | (6,176,344) | | | | | | |
| Fund Balance | 1,342,506 | 1,409,502 | 3,550,117 | 544,211 | 593,817 | (815,685) | -57.9% |

Note:

[1] Beginning in FY 2011-12 ongoing costs of Other Post Employee Benefits (OPEB) obligations for retiree health costs will be charged to the Parking District and Sewer Funds.

Storm Water Fund

The Storm Water Fund is used to comply with Federal and State regulations regarding storm drain run off. Primary revenue other than transfers is through a levy on property owners. This revenue source is capped and can only be increased with a Proposition 218 vote, which would require a ballot measure. The target annual fund balance for this fund is \$300,000 that would cover emergency replacement and/or staff changes related to regulatory measures.

Schedule 47: Storm Water Fund Summary

| Revenues | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------|---------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | Change |
| Fines & Forfeitures | 200 | - | - | 3,600 | - | - | 0.0% |
| Charges for Services | 406,389 | 390,000 | 390,000 | 405,000 | 405,000 | 15,000 | 3.8% |
| Use of Money & Property | 4,736 | 1,000 | 1,000 | 6,355 | 1,000 | - | 0.0% |
| Subtotal | 411,325 | 391,000 | 391,000 | 414,955 | 406,000 | 15,000 | 3.8% |
| Transfers In [1] | 695,000 | 945,000 | 945,000 | 870,000 | 845,000 | (100,000) | -10.6% |
| Total Revenues | 1,106,325 | 1,336,000 | 1,336,000 | 1,284,955 | 1,251,000 | (70,000) | -5.2% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 500,851 | 1,001,453 | 1,001,453 | 730,000 | 1,116,164 | 114,711 | 11.5% |
| Supplies & Services | 107,331 | 317,318 | 349,134 | 204,134 | 364,180 | 46,862 | 14.8% |
| CIP Expenditures | - | - | - | - | 260,000 | - | 0.0% |
| Capital Outlay | 4,199 | - | 162,063 | 123,776 | - | - | 0.0% |
| Interdepartmental Charges | 65,378 | 69,958 | 70,121 | 69,958 | 69,723 | (235) | -0.3% |
| Subtotal | 677,759 | 1,388,729 | 1,582,771 | 1,127,868 | 1,810,067 | 421,338 | 30.3% |
| Transfers Out | - | - | - | - | - | - | - |
| Total Expenditures | 677,759 | 1,388,729 | 1,582,771 | 1,127,868 | 1,810,067 | 421,338 | 30.3% |
| Surplus/(Deficit) | 428,566 | (52,729) | (246,771) | 157,087 | (559,067) | (491,338) | |
| Fund Balance | 703,271 | 650,542 | 456,500 | 860,358 | 301,291 | (349,251) | -53.7% |

Note:

[1] Transfers in to the Storm Water Fund for FY 2012-13 include \$175,000 from the General Fund and \$670,000 from the Gas Tax Fund.

INTERNAL SERVICE FUNDS

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Internal Service Funds Overview

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

Major changes to these funds for FY 2012-13 include paying for active and retiree medical, dental, vision out of the Health & Benefits Fund and changing the way departments are charged for worker compensation insurance which is paid for using the Self-Insurance Fund.

CITY SERVICE FUND

The City Service Fund is used to pay for in-house vehicle maintenance for City owned vehicles. The Public Works Department, Fleet Maintenance Division, manages the budget for this fund and the fund receives its revenues by charging departments for the services rendered on an actual invoice basis. In recent years, the Fleet Management Division has been performing vehicle maintenance work for Millbrae, Daly City and other nearby cities as an effort to further regional consolidation efforts. The fund budgets 4.0 FTEs in the Public Works department.

EQUIPMENT REPLACEMENT FUND

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

HEALTH & BENEFITS FUND

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

INFORMATION TECHNOLOGY FUND

The Information Technology Fund is funded through an allocation charge to departments for the maintenance and upkeep of the Cities, computers, telephones, servers, copiers, scanners, Citywide software, etc. The Information Technology (IT) department manages this fund. In addition to in-house IT services, the IT Department provides IT services to the City of Hillsborough nearby cities as an effort to further regional consolidation efforts. This fund budgets 5.0 FTEs in the IT department.

INFORMATION TECHNOLOGY PEG ACCESS FUND

This fund was created in FY 2011-12 to separate the \$40,000 in franchise fees the City receives that are used for the City's Public, Educational and Governmental channel.

SELF-INSURANCE FUND

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

City Service Fund

The Public Works Department oversees the City Service Fund, which is used for charging time and billing departments for gasoline costs and vehicle and equipment maintenance.

Schedule 48: City Service (Garage) Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change from Adopted | % Change |
|---------------------------|------------------|------------------|------------------|------------------|------------------|---------------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | |
| Charges for Services | 22,268 | 6,000 | 6,000 | 45,289 | - | (6,000) | -100.0% |
| Use of Money & Property | - | - | - | (2,177) | - | - | 0.0% |
| Other Revenues | 1,482,502 | 1,368,351 | 1,368,351 | 1,368,351 | 1,399,424 | 31,073 | 2.3% |
| Subtotal | 1,504,770 | 1,374,351 | 1,374,351 | 1,411,463 | 1,399,424 | 25,073 | 1.8% |
| Transfers In | - | - | - | - | - | - | 0.0% |
| Total Revenues | 1,504,770 | 1,374,351 | 1,374,351 | 1,411,463 | 1,399,424 | 25,073 | 1.8% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 589,519 | 489,905 | 489,905 | 489,905 | 506,553 | 16,648 | 3.4% |
| Supplies & Services | 887,450 | 784,946 | 804,537 | 818,210 | 871,828 | 86,882 | 11.1% |
| Capital Outlay | 1,056 | 6,304 | 6,304 | 6,304 | - | (6,304) | -100.0% |
| Interdepartmental Charges | 35,455 | 39,160 | 67,477 | 67,230 | 11,563 | (27,597) | -70.5% |
| Subtotal | 1,513,480 | 1,320,315 | 1,368,223 | 1,381,649 | 1,389,944 | 69,629 | 5.3% |
| Transfers Out | - | - | - | - | - | - | |
| Total Expenditures | 1,513,480 | 1,320,315 | 1,368,223 | 1,381,649 | 1,389,944 | 69,629 | 5.3% |
| Surplus/(Deficit) | (8,710) | 54,036 | 6,128 | 29,814 | 9,480 | (44,556) | |
| Fund Balance | 40,530 | 94,566 | 46,658 | 70,344 | 79,824 | (14,742) | -15.6% |

Equipment Replacement Fund

The Equipment Replacement Fund is paying the Fire Department's capital leases. The Fire Department will be charged directly for the amount of debt service budgeted for \$264,000 in FY2012-13.

Schedule 49: Equipment Replacement Fund Summary

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|-----------------------------|----------------------|-----------------------|-----------------------|-------------------------|-----------------------|--------------------------------------|---------------|
| Revenues | | | | | | | |
| Use of Money & Property | 118,621 | 74,000 | 74,000 | 160,944 | 75,000 | 1,000 | 1.4% |
| Other Financing Sources [1] | - | - | - | - | 1,815,000 | | |
| Other Revenues | 916,393 | 1,254,245 | 1,254,245 | 1,254,245 | 1,451,657 | 197,412 | 15.7% |
| Total Revenues | 1,035,014 | 1,328,245 | 1,328,245 | 1,415,189 | 3,341,657 | 198,412 | 14.9% |
| Expenditures | | | | | | | |
| Supplies & Services | 127,260 | - | 72,434 | 86,724 | 1,815,000 | 1,815,000 | 0.0% |
| Capital Outlay | 69,064 | 1,022,210 | 1,022,210 | 125,034 | 1,442,604 | 420,394 | 41.1% |
| Debt Service | 32,130 | 264,557 | 264,557 | 264,557 | 441,937 | 177,380 | 67.0% |
| Subtotal | 228,454 | 1,286,767 | 1,359,201 | 476,315 | 3,699,541 | 2,412,774 | |
| Transfers Out | 1,135 | - | - | - | - | - | 0.0% |
| Total Expenditures | 229,589 | 1,286,767 | 1,359,201 | 476,315 | 3,699,541 | 2,412,774 | 187.5% |
| Surplus/(Deficit) | 805,425 | 41,478 | (30,956) | 938,874 | (357,884) | (2,214,362) | |
| Fund Balance | 2,993,837 | 3,035,315 | 2,962,881 | 3,932,711 | 3,574,827 | 539,512 | 17.8% |

Note:

[1] Lease proceeds.

Planned Vehicle & Equipment Purchases FY 2012-13

Equipment Replacement Fund

Schedule 50: Planned Vehicle & Equipment Purchases FY 2012-13

| Department | Asset Number | Year-Make-Model | Replace with | Estimated Price | |
|--------------------------|-------------------------|-----------------------------------|----------------------|---------------------------------|--|
| Cash Purchases | | | | | |
| ECD- Building Division | 113 | 2001 Chevy Malibu | Ford Escape | 30,000 | |
| ECD- Building Division | 126 | 1999 Chevy Malibu | Ford Escape | 30,000 | |
| ECD- Building Division | 128 | 2000 Chevy Malibu | Ford Escape | 30,000 | |
| Fire | 112 | 2002 Chevy Impala | Ford Explorer | 40,000 | |
| Fire | 132 | 2002 Chevy Impala | Ford Explorer | 40,000 | |
| Fire | 228 | 1996 Chevy Tahoe | Chevy Suburban | 45,000 | |
| Fire | | Personnel Protective Equipment | | 197,404 | |
| Parks & Rec - Facilities | 222 | 1998 GMC 1500 | Pick-up Truck | 25,000 | |
| Parks & Rec - Facilities | 244 | 2001 Chevy 2500 | 3/4 Ton Utility Lift | 35,000 | |
| Parks & Rec - Facilities | 247 | 2002 Chevy 1500 | 3/4 Ton Utility Lift | 35,000 | |
| Parks & Rec - Parks | 718 | 2002 Lawn Mower | Lawn Mower | 20,000 | |
| Parks & Rec - Parks | 710 | 1981 Traffic Message Board | Message Board | 25,000 | |
| Parks & Rec - Parks | | | Compact Tractor | 39,000 | |
| Police | | Mobile Laptops | | 262,200 | |
| Public Works -Streets | | | 6" Gorman Pump | 25,000 | |
| Public Works -Streets | 235 | 2003 Chevy Silverado | 1 Ton Utility Box | 45,000 | |
| Public Works -Streets | 236 | 2001 Chevy 3500 | 1 Ton Utility Box | 45,000 | |
| Citywide | | Computers, non-PD | | 400,000 | |
| | | | | Subtotal Cash Purchases | 1,368,604 |
| Lease Purchases | | | | | |
| Parks & Rec - Facilities | 756 | 1960 Main Library Generator | Generator | 150,000 | Estimated FY12-13 Debt Service 12,609 |
| Parks & Rec - Facilities | 757 | 1960 Main Library Generator | | | |
| Fire | 507 | 2003 Ford E-350 Van | Ford E-350 | 125,000 | 10,508 |
| Fire | 510 | 1998 Quint | Quint | 1,200,000 | 75,170 |
| Public Works -Streets | 311 | 2006 Street Sweeper | Street Sweeper | 170,000 | 14,291 |
| Public Works -Streets | 312 | 2000 Street Sweeper | Street Sweeper | 170,000 | 14,291 |
| | | | | Subtotal Lease Purchases | 1,815,000 |
| | | | | | 126,869 |

Health & Benefits Fund

This fund collects charges from departments and is used to pay benefit providers for active and retiree health, dental, vision insurance and other miscellaneous benefits including life insurance as well as long term and short term disability insurance. The total reserves in this fund are set aside for Other Post Retirement Benefits (OPEB), which according to the latest actuarial study is approximately \$82 million.

Schedule 51: Health & Benefits Fund Summary

| Revenues | Actual | Adopted | Amended | Projected | Adopted | Change from | % Change |
|---|------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------|
| | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted FY 2011-12 | |
| Charges for Services | 671,024 | - | - | 385,597 | - | - | 0.0% |
| Use of Money & Property | 158,987 | - | - | 178,178 | - | - | 0.0% |
| Other Revenues [1] | 4,428,005 | 9,529,298 | 9,529,298 | 9,830,741 | 10,505,930 | 976,632 | 10.2% |
| Subtotal | 5,258,016 | 9,529,298 | 9,529,298 | 10,394,516 | 10,505,930 | | |
| Transfers In [2] | - | 550,000 | 550,000 | 550,000 | 1,000,000 | 450,000 | 81.8% |
| Total Revenues | 5,258,016 | 10,079,298 | 10,079,298 | 10,944,516 | 11,505,930 | 1,426,632 | 14.2% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 3,169,106 | - | - | 692,620 | 396,230 | 396,230 | 0.0% |
| Supplies & Services | 37,554 | 9,529,298 | 9,529,298 | 9,474,180 | 9,587,124 | 57,826 | 0.6% |
| Total Expenditures | 3,206,660 | 9,529,298 | 9,529,298 | 10,166,800 | 9,983,354 | 454,056 | 4.8% |
| Surplus/(Deficit) | 2,051,356 | 550,000 | 550,000 | 777,716 | 1,522,576 | 972,576 | |
| Fund Balance | 1,318,816 | 1,868,816 | 1,868,816 | 2,096,532 | 3,619,108 | 1,750,292 | 93.7% |
| Total Reserve for OPEB Liability | 8,884,999 | 9,424,999 | - | 9,662,715 | 11,185,291 | 1,760,292 | 18.7% |

Notes:

[1] The Sewer Fund and the Parking District Fund will pay the annual required contribution (ARC) for Other Post Employment Benefits (OPEB) liabilities for retiree health insurance totaling \$522,600.

[2] The General Fund will contribute \$1,000,000 towards the OPEB liability in FY 2012-13.

Information Technology Fund

Schedule 52: Information Technology Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | Adopted | Change |
| Franchise Fees | 127,128 | - | - | - | - | - | 0.0% |
| Charges for Services | 46,493 | 25,000 | 25,000 | 37,997 | 25,000 | - | 0.0% |
| Use of Money & Property | 19,734 | - | - | 11,473 | - | - | 0.0% |
| Other Revenues | 1,132,224 | 1,384,443 | 1,425,134 | 1,425,134 | 1,584,180 | 199,737 | 14.4% |
| Subtotal | 1,325,579 | 1,409,443 | 1,450,134 | 1,474,604 | 1,609,180 | 199,737 | 14.2% |
| Transfers In | 3,674 | - | - | 175,733 | - | - | 0.0% |
| Total Revenues | 1,329,253 | 1,409,443 | 1,450,134 | 1,650,337 | 1,609,180 | 399,474 | 28.3% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 802,159 | 761,574 | 761,574 | 761,574 | 968,811 | 207,237 | 27.2% |
| Supplies & Services | 582,128 | 748,697 | 1,321,862 | 744,717 | 952,442 | 203,745 | 27.2% |
| Interdepartmental Charges | 15,182 | 4,927 | 5,331 | 5,331 | 6,497 | 1,570 | 31.9% |
| Subtotal | 1,399,469 | 1,515,198 | 2,088,767 | 1,511,622 | 1,927,750 | 412,552 | 27.2% |
| Transfers Out | - | - | 133,351 | 97,354 | - | - | 0.0% |
| Total Expenditures | 1,399,469 | 1,515,198 | 2,222,118 | 1,608,976 | 1,927,750 | 412,552 | 27.2% |
| Surplus/(Deficit) | (70,216) | (105,755) | (771,984) | 41,361 | (318,570) | (13,078) | |
| Fund Balance | 805,937 | 700,182 | 33,953 | 847,298 | 528,728 | (171,454) | -24.5% |

Information Technology PEG Access Fund

This is a new fund that was created in FY 2011-12 to separate the franchise fees paid by the cable companies from the Information Technology Fund.

Franchise holders pay a fee to the City in the amount of 1% of gross revenues; these funds are to be used by the City for the purpose of supporting Public, Educational, and Governmental (PEG) channels.

Schedule 53: Information Technology PEG Access Fund Summary

| | Actual | Adopted | Amended | Projected | Adopted | Change from | % |
|---------------------------|------------|---------------|---------------|----------------|----------------|-----------------|---------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | Change |
| Franchise Fees | - | 40,000 | - | 72,022 | 50,000 | 10,000 | 25.0% |
| Use of Money & Property | - | - | - | 1,512 | - | - | 0.0% |
| Subtotal | - | 40,000 | - | 73,534 | 50,000 | 10,000 | 25.0% |
| Transfers In | - | - | 91,000 | 91,000 | - | - | 0.0% |
| Total Revenues | - | 40,000 | 91,000 | 164,534 | 50,000 | (41,000) | -45.1% |
| Expenditures | | | | | | | |
| Supplies & Services | - | 40,000 | 40,000 | 40,000 | 50,000 | 10,000 | 25.0% |
| Total Expenditures | - | 40,000 | 40,000 | 40,000 | 50,000 | 10,000 | 25.0% |
| Surplus/(Deficit) | - | - | 51,000 | 124,534 | - | (51,000) | |
| Fund Balance | - | - | 51,000 | 124,534 | 124,534 | 124,534 | 100.0% |

Self-Insurance Fund

This fund is used to pay for workers compensation claims. The City paid for an actuarial study to determine the amount of funding that would be needed to have a 85% level of confidence that the City would be able to fund the maximum amount of claims in that year. That study suggested that the fund maintain a cash balance of \$7.5 million. This fund also contributes to liability insurance through the Association of Bay Area Governments (ABAG).

Schedule 54: Self-Insurance Fund Summary

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---|----------------------|-----------------------|-----------------------|-------------------------|-----------------------|--------------------------------------|---------------|
| Revenues | | | | | | | |
| Charges for Services | - | - | - | - | - | - | 0.0% |
| Use of Money & Property | 121,326 | 95,000 | 95,000 | 122,089 | 95,000 | - | 0.0% |
| Other Revenues | 3,906,489 | 2,996,070 | 2,996,070 | 2,996,070 | 3,155,960 | 159,890 | 5.3% |
| Subtotal | 4,027,815 | 3,091,070 | 3,091,070 | 3,118,159 | 3,250,960 | 159,890 | 5.2% |
| Transfers In | - | - | - | 453,000 | - | - | 0.0% |
| Total Revenues | 4,027,815 | 3,091,070 | 3,091,070 | 3,571,159 | 3,250,960 | 159,890 | 5.2% |
| Expenditures | | | | | | | |
| Salaries & Benefits | 689,016 | 1,428,174 | 1,428,174 | 540,148 | 574,380 | (853,794) | -59.8% |
| Supplies & Services | 1,611,522 | 2,016,956 | 2,016,956 | 2,617,700 | 2,435,496 | 418,540 | 20.8% |
| Interdepartmental Charges | 867,047 | - | - | - | - | - | 0.0% |
| Total Expenditures | 3,167,585 | 3,445,130 | 3,445,130 | 3,157,848 | 3,009,876 | (435,254) | -12.6% |
| Surplus/(Deficit) | 860,230 | (354,060) | (354,060) | 413,311 | 241,084 | 595,144 | |
| Fund Balance | 65,085 | (288,975) | (288,975) | 478,396 | 719,480 | 1,008,455 | 349.0% |
| Cash Balance | 8,126,612 | 7,438,660 | - | 8,539,923 | 8,781,007 | | |
| Reserve to cover at an 80% confidence level of estimated liabilities [1] | 8,060,000 | 7,170,851 | - | 8,539,000 | 8,539,000 | | |

Note:

[1] From the Bickmore Risk Services Actuarial review of the Self-Insured Workers Compensation Program dated August 31, 2011.

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FIDUCIARY FUNDS

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Fiduciary Funds Overview

SUCCESSOR AGENCY REDEVELOPMENT RETIREMENT FUNDS

These fund accounts for the activities related to the retirement of the City's Redevelopment Agency. Health and Safety code 33500, 33501, 33607.5, and 33607.7. As per AB 26 and AB 1484 an Oversight Board is responsible for the management of the funds.

SSF EMPLOYEES DEFERRED COMP TRUST OVERSIGHT FUND

This fund accounts for activities related to the oversight of the deferred compensation funded out of voluntary contributions by employees.

Successor Agency Redevelopment Retirement Funds

Schedule 55: Successor Agency Redevelopment Retirement Funds Summary

| | Actual | Adopted | Amended | ROPS Jan-Jun FY 2011-12 | ROPS Jul-Dec FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|------------|------------|------------|-------------------------------|-------------------------------|--------------------------------------|-------------|
| Revenues | FY 2010-11 | FY 2011-12 | FY 2011-12 | FY 2011-12 | FY 2012-13 | FY 2011-12 | |
| Taxes | - | - | - | 15,595,478 | 8,985,327 | 8,985,327 | 0.0% |
| Intergovernmental | - | - | - | 264,266 | 269,560 | 269,560 | 0.0% |
| Use of Money & Property | - | - | - | - | 152,100 | 152,100 | 0.0% |
| Other Financing Sources | - | - | - | 6,529,141 | - | - | 0.0% |
| Other Revenues | - | - | - | - | - | - | 0.0% |
| Subtotal | - | - | - | 22,388,886 | 9,406,987 | 9,406,987 | |
| Transfers In | - | - | - | 87,568,523 | - | - | |
| Total Revenues | - | - | - | 109,957,409 | 9,406,987 | 18,813,974 | 0.0% |
| Expenditures | | | | | | | |
| Salaries & Benefits | - | - | - | 420,716 | 478,367 | 478,367 | 0.0% |
| Supplies & Services | - | - | - | 2,224,271 | 2,887,498 | 2,887,498 | 0.0% |
| Capital Outlay | - | - | - | 6,000,000 | 3,000,000 | 3,000,000 | 0.0% |
| Debt Service | - | - | - | 69,155,105 | 3,041,122 | 3,041,122 | 0.0% |
| Subtotal | - | - | - | 77,800,092 | 9,406,987 | 9,406,987 | |
| Transfers Out | - | - | - | - | - | - | |
| Total Expenditures | - | - | - | 77,800,092 | 9,406,987 | 9,406,987 | 0.0% |
| Surplus/(Deficit) | - | - | - | 32,157,317 | - | 9,406,987 | |
| Fund Balance | - | - | - | 32,157,317 | 32,157,317 | 32,157,317 | |

SSF Employee Deferred Comp Oversight Trust Fund

Schedule 56: SSF Employee Deferred Comp Oversight Fund Summary

| | Actual FY 2010-11 | Adopted FY 2011-12 | Amended FY 2011-12 | Projected FY 2011-12 | Adopted FY 2012-13 | Change from Adopted FY 2011-12 | % Change |
|---------------------------|----------------------|-----------------------|-----------------------|-------------------------|-----------------------|---|-------------|
| Revenues | | | | | | | |
| Charges for Services | - | - | - | 78,650 | - | - | 0.0% |
| Subtotal | - | - | - | 78,650 | - | - | 0.0% |
| Transfers In | - | - | - | - | - | - | 0.0% |
| Total Revenues | - | - | - | 78,650 | - | - | 0.0% |
| Expenditures | | | | | | | |
| Supplies & Services | - | - | - | 37,000 | 43,775 | 43,775 | 0.0% |
| Subtotal | - | - | - | 37,000 | 43,775 | 43,775 | 0% |
| Transfers Out | - | - | - | - | - | - | 0.0% |
| Total Expenditures | - | - | - | 37,000 | 43,775 | 43,775 | 0.0% |
| Surplus/(Deficit) | - | - | - | 41,650 | (43,775) | (43,775) | |
| Fund Balance | - | - | - | 41,650 | (2,125) | (2,125) | 0.0% |

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POSITION BUDGET

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Summary of Position Budget and Personnel Costs

The City Council has authorized 489.03 FTE positions citywide for FY 2012-13. Of those positions 406 FTE are full-time with benefits. Benefits include City paid medical, dental, health, life insurance, retirement⁴, retiree health⁵, 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 13 holidays and 1 floating holiday. Employees also have the option of contributing to a deferred compensation retirement account.

The General Fund pays for 74% of all full-time employees. With the remainder of the budgeted employees paid for by the other funds.

The largest overall City expenses are for salaries and benefits of its employees. Each year the City Council enters into Memorandums of Understanding (MOU) between the City's bargaining units. The MOU's outline the salaries and benefits available to the positions within that bargaining unit.

Schedule 57: Benefit Costs per FTE

| Benefit Costs for 1.0 FTE | FY 2011-12 | FY 2012-13 | Difference |
|----------------------------------|-------------------|-------------------|-------------------|
| Health/Dental/Vision | 16,190 | 17,152 | 962 |
| Retiree Health (pay-as-you-go) | 5,661 | 5,046 | (615) |
| OPEB [1] | - | 13.2% | 13.2% |
| PERS | | | |
| <i>Safety Employee</i> | 36.48% | 36.76% | 0.28% |
| <i>Non-Safety</i> | 26.70% | 27.65% | 0.95% |
| Medicare | 1.45% | 1.45% | 0.00% |
| FICA [2] | 5.20% | 5.20% | 0.00% |
| Workers Compensation | | | |
| <i>Office</i> | 19 | 18 | (1) |
| <i>Other</i> | 346 | 350 | 4 |
| <i>Public Works</i> | 2,711 | 3,042 | 331 |
| <i>Police</i> | 8,932 | 9,603 | 671 |
| <i>Fire</i> | 16,227 | 17,688 | 1,461 |
| Miscellaneous Benefits | 749 | 605 | (144) |

Notes:

⁴ The City has a two tiered retirement system. Any employee hired after March 1, 2010 participates in the second tier where for miscellaneous employees receive the 2 percent at 60 and the public safety employees receive the 3.0 percent at 55.

⁵ Any employee in the second tier does not have retiree health insurance. Instead the City contributes 1.5 percent of salary to a retiree health savings account.

POSITION BUDGET

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

As noted in the Health & Benefit Fund summary, the City uses a pay-as-you-go method to pay for current retiree's health insurance. The \$5,046 listed above represents the amount per 1.0 FTE that is charged to departments and that the City pays for retiree health insurance.

The PERS/FICA benefits are all based on the percentage of an employee's salary. PERS has different rates depending on whether the employee is safety (i.e. Police Officer, Firefighter) or non-safety (everyone else). FICA (Federal Insurance Contributions Act) is the Federal Government Social Security and Medicare employer share. The City will pay 4.2% in calendar year 2012 and 6.2% in calendar year 2013 of each employee's salary for Social Security and 1.45% of each employee's salary for Medicare.

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

SOUTH SAN FRANCISCO BARGAINING UNITS

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

Fire Association – This unit includes Fire Fighters, Paramedics and Fire Apparatus Engineers. This units employees work a 56 hour work week with 24 hour shifts.

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

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

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

POSITION BUDGET

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. There are 112 FTEs budgeted in this unit. Many of the Part-Time regular benefited employees belong to this bargaining unit.

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

The positions listed are part of the position budget. The City also employs contract employees that may be reflected on a department's organization chart and not in the position budget. Some of those positions include: Emergency Medical Technicians and a Construction Manager.

Position Budget by Fund

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|-----------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| GENERAL FUND | | | | |
| City Council Member | 5.00 | 5.00 | 5.00 | - |
| City Treasurer | 1.00 | 1.00 | 1.00 | - |
| Subtotal Elected | 6.00 | 6.00 | 6.00 | - |
| City Clerk | 1.00 | 1.00 | 1.00 | - |
| Subtotal Elected Full Time | 1.00 | 1.00 | 1.00 | - |
| Accountant I/II/Sr | 1.00 | 2.00 | 2.00 | - |
| Accounting Assistant II | 3.00 | 3.00 | 3.00 | - |
| Administrative Aide | 1.00 | 1.00 | - | (1.00) |
| Administrative Assistant I | 7.29 | 7.24 | 8.24 | 1.00 |
| Administrative Assistant II | 3.90 | 5.45 | 4.00 | (1.45) |
| Assistant Building Official | 1.00 | 1.00 | 1.00 | - |
| Assistant City Clerk | 1.00 | 1.00 | 1.00 | - |
| Assistant City Manager | 0.60 | 1.00 | 1.00 | - |
| Assistant Electrical Technician | 1.00 | 1.00 | 1.00 | - |
| Assistant Library Director | 1.00 | 1.00 | 1.00 | - |
| Assistant Public Works | - | - | 0.75 | 0.75 |
| Director/City Engineer | | | | |
| Assistant To The City Manager | 0.90 | 1.00 | 1.00 | - |
| Associate Civil Engineer | 0.20 | 0.40 | 0.40 | - |
| Associate/Sr Planner | 1.65 | 4.00 | 3.00 | (1.00) |
| Budget & Financial Manager | 1.00 | 1.00 | 1.00 | - |
| Building Inspector | 5.00 | 5.00 | 5.00 | - |
| Building Maintenance | | | | |
| Craftsworker | 2.00 | 2.00 | 2.00 | - |
| Building Maintenance Custodian | 4.00 | 4.00 | 5.00 | 1.00 |
| Chief Of Police | 1.00 | 1.00 | 1.00 | - |
| City Building Official | 1.00 | 1.00 | 1.00 | - |
| City Engineer | 0.70 | 0.75 | - | (0.75) |
| City Manager | 0.80 | 1.00 | 1.00 | - |
| City Planner | 1.00 | 1.00 | 1.00 | - |
| Communications Dispatcher | 7.00 | 10.00 | 10.00 | - |
| Communications Manager | 1.00 | - | - | - |
| Community Services Site | | | | |
| Coordinator | 1.00 | 1.00 | 1.00 | - |
| Courier | 1.00 | - | - | - |
| Data Business Systems Specialist | - | 1.00 | 1.00 | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| Deputy City Clerk | - | 1.00 | 1.00 | - |
| Deputy Fire Chief | 0.50 | 1.00 | 1.00 | - |
| Director Of Finance | 1.00 | 1.00 | 1.00 | - |
| Director Of Human Resources | 1.00 | 1.00 | 1.00 | - |
| Director Of Parks & Recreation | 1.00 | 1.00 | 1.00 | - |
| Director Of Public Works | 0.25 | 0.10 | 0.10 | - |
| Economic & Community Development Coordinator | - | 1.00 | 1.00 | - |
| Electrical Technician | 1.00 | 1.00 | 1.00 | - |
| EMS Captain | 1.00 | 1.00 | 1.00 | - |
| Engineering Technician | 0.60 | 0.60 | 0.60 | - |
| Equipment Operator | 1.60 | 2.00 | 2.00 | - |
| Executive Assistant To The City Manager | 1.00 | 1.00 | 1.00 | - |
| Financial Analyst I/II/Sr | 1.00 | 1.00 | 1.00 | - |
| Financial Services Supervisor | 1.00 | 1.00 | 1.00 | - |
| Fire Apparatus Engineer | 15.00 | 15.00 | 14.00 | (1.00) |
| Fire Battalion Chief (40 Hours) | 1.00 | 1.00 | 1.00 | - |
| Fire Battalion Chief (56 Hours) | 3.00 | 3.00 | 3.00 | - |
| Fire Captain | 14.00 | 14.00 | 15.00 | 1.00 |
| Fire Chief | 1.00 | 1.00 | 1.00 | - |
| Fire Marshal | 1.00 | 1.00 | 1.00 | - |
| Firefighter | 2.00 | 2.00 | 2.00 | - |
| Groundsperson | 1.30 | 1.30 | 1.30 | - |
| Human Resource Specialist II/Sr | 3.00 | 3.00 | 3.00 | - |
| Human Resources Technician | 1.00 | 1.00 | 1.00 | - |
| Lead Building Maintenance Custodian | 2.00 | 2.00 | 2.00 | - |
| Lead Electrical Technician | 1.00 | 1.00 | 1.00 | - |
| Lead Park Maintenance Worker | 1.85 | 0.85 | 0.85 | - |
| Lead Public Works Maintenance Worker | 0.60 | - | - | - |
| Librarian II | 3.00 | 3.00 | 3.00 | - |
| Library Assistant II | 2.00 | 2.00 | 2.00 | - |
| Library Director | 1.00 | 1.00 | 1.00 | - |
| Library Program Manager | 5.00 | 5.00 | 5.00 | - |
| Literacy Program Manager | 1.90 | 2.00 | 2.00 | - |
| Literacy Services Coordinator | 2.50 | 2.00 | 2.00 | - |
| Management Analyst I | - | - | 1.00 | 1.00 |
| Management Analyst II | 2.00 | 2.00 | 2.45 | 0.45 |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| Manager Of Housing & Redevelopment | - | 0.40 | 0.50 | 0.10 |
| Office Specialist | 2.20 | 2.00 | 2.00 | - |
| Paramedic/Firefighter | 35.00 | 35.00 | 35.00 | - |
| Park Maintenance Worker | 9.85 | 10.85 | 10.85 | - |
| Parking Enforcement Officer | - | 1.00 | 1.00 | - |
| Permit Technician | 1.00 | 1.00 | 1.00 | - |
| Planning Technician | 1.00 | 1.00 | 1.00 | - |
| Police Captain | 2.00 | 2.00 | 2.00 | - |
| Police Communications & Records Manager | - | 1.00 | 1.00 | - |
| Police Corporal | 15.00 | 16.00 | 15.00 | (1.00) |
| Police Lieutenant | 5.00 | 5.00 | 5.00 | - |
| Police Officer | 40.50 | 44.00 | 45.00 | 1.00 |
| Police Property/ Evidence Specialist | 1.00 | 1.00 | 1.00 | - |
| Police Records Manager | 1.00 | - | - | - |
| Police Records Specialist | 4.00 | 3.00 | 3.00 | - |
| Police Sergeant | 10.00 | 11.00 | 11.00 | - |
| Police Service Technician | 4.00 | 4.00 | 4.00 | - |
| Preschool Teacher | 5.00 | 5.00 | 5.00 | - |
| Principal Planner | - | - | 1.00 | 1.00 |
| Public Works Inspector | 0.70 | 0.70 | 0.70 | - |
| Public Works Maintenance Worker | 2.50 | 2.50 | 2.50 | - |
| Public Works Program Manager | - | - | 0.30 | 0.30 |
| Public Works Supervisor | 3.10 | 2.10 | 2.10 | - |
| Recreation & Community Svcs Coordinator | 5.00 | 6.00 | 6.00 | - |
| Recreation & Community Svcs Supervisor | 4.00 | 4.00 | 5.00 | 1.00 |
| Recreation Leader IV | 1.00 | 1.00 | 1.00 | - |
| Safety Inspector I | 1.00 | 3.00 | 4.00 | 1.00 |
| Safety Inspector III | 1.00 | 1.00 | - | (1.00) |
| Sr Administrative Assistant | 2.00 | 1.00 | 1.00 | - |
| Sr Building Inspector | 0.50 | 1.00 | 1.00 | - |
| Sr Building Maintenance Custodian | 3.00 | 2.00 | 2.00 | - |
| Sr Civil Engineer | 1.20 | 1.65 | 1.65 | - |
| Sr Park Maintenance Worker | 1.90 | 0.90 | 0.90 | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| Sr Police Records Specialist | 3.00 | 3.00 | 3.00 | - |
| Sr Public Works Maintenance Worker | 2.70 | 2.00 | 2.00 | - |
| Superintendent Of Parks & Facilities | 0.20 | 0.20 | 0.20 | - |
| Superintendent Of Public Works | 0.20 | 0.30 | - | (0.30) |
| Supervising Dispatcher | 1.00 | 3.00 | 3.00 | - |
| Sweeper Operator | 1.00 | 1.00 | 1.00 | - |
| Tree Trimmer | 2.30 | 2.30 | 2.30 | - |
| Van Driver | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 300.99 | 317.59 | 319.69 | 2.10 |
| Building Maintenance Custodian | - | 1.00 | - | (1.00) |
| Communications Dispatcher | 3.00 | 3.00 | 3.00 | - |
| Community Services Site Coordinator | 1.97 | 1.97 | 1.97 | - |
| Consultant | 0.50 | 0.50 | - | (0.50) |
| Cultural Arts Specialist | 0.50 | 0.50 | 0.50 | - |
| Fire Courier | 0.48 | 0.48 | 0.48 | - |
| Librarian I | 1.26 | 1.26 | 1.26 | - |
| Librarian II | 0.20 | 0.20 | 0.20 | - |
| Library Assistant I | 2.78 | 2.78 | 2.78 | - |
| Library Assistant II | 0.50 | 0.50 | 0.50 | - |
| Library Clerk | 1.31 | 1.31 | 1.31 | - |
| Library Page | 6.81 | 6.81 | 6.81 | - |
| Literacy Services Assistant Coordinator | 0.06 | 0.06 | 0.06 | - |
| Literacy Services Assistant I | 1.95 | 1.95 | 1.95 | - |
| Local History Specialist | 0.05 | 0.05 | 0.05 | - |
| Miscellaneous Hourly | - | 0.60 | 0.60 | - |
| Office Assistant | 0.43 | 0.43 | 0.43 | - |
| Office Specialist | 0.50 | 0.50 | 0.50 | - |
| Police Court Liason | 0.48 | 0.48 | 0.48 | - |
| Police Property/Evidence Assistant | 0.48 | 0.48 | 0.48 | - |
| Police Reserve Officer | 1.31 | 1.31 | 1.31 | - |
| Recreation Instructor | 5.41 | 5.41 | 5.41 | - |
| Recreation Leader I | 1.09 | 1.09 | 1.09 | - |
| Recreation Leader II | 11.07 | 12.72 | 12.72 | - |
| Recreation Leader III | 22.84 | 23.34 | 23.34 | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|---|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| Recreation Leader IV | 4.73 | 4.73 | 4.73 | - |
| Safety Inspector | - | 1.00 | 1.00 | - |
| School Crossing Guard | 1.38 | 1.38 | 1.38 | - |
| <i>Subtotal Part Time/Hourly</i> | <i>71.09</i> | <i>75.84</i> | <i>74.34</i> | <i>(1.50)</i> |
| Total General Fund | 379.08 | 400.43 | 401.03 | 0.60 |

COMMUNITY DEVELOPMENT BLOCK GRANT

| | | | | |
|--|--------------------|--------------------|--------------------|----------------------|
| Community Development Coordinator | 1.00 | 1.00 | 1.00 | - |
| Manager Of Housing & Redevelopment | 0.60 | 0.60 | 0.50 | (0.10) |
| <i>Subtotal Full Time</i> | <i>1.60</i> | <i>1.60</i> | <i>1.50</i> | <i>(0.10)</i> |
| Office Specialist | 0.95 | 0.95 | 0.95 | - |
| <i>Subtotal Part Time/Hourly</i> | <i>0.95</i> | <i>0.95</i> | <i>0.95</i> | <i>-</i> |
| Total Community Development Block Grant | 2.55 | 2.55 | 2.45 | (0.10) |

COMMON GREENS FUNDS

| | | | | |
|--------------------------------------|--------------------|--------------------|--------------------|-----------------|
| Administrative Assistant I | 0.41 | 0.41 | 0.41 | - |
| Administrative Assistant II | 0.05 | - | - | - |
| Groundsperson | 0.70 | 0.70 | 0.70 | - |
| Maintenance Craftworker | 2.00 | 2.00 | 2.00 | - |
| Park Maintenance Worker | 2.00 | 2.00 | 2.00 | - |
| Public Works Supervisor | 0.90 | 0.90 | 0.90 | - |
| Sr Civil Engineer | 0.25 | - | - | - |
| Sr Park Maintenance Worker | 0.10 | 0.10 | 0.10 | - |
| Superintendent Of Parks & Facilities | 0.80 | 0.80 | 0.80 | - |
| Superintendent Of Public Works | 0.25 | - | - | - |
| Tree Trimmer | 0.70 | 0.70 | 0.70 | - |
| <i>Subtotal Full Time</i> | <i>8.16</i> | <i>7.61</i> | <i>7.61</i> | <i>-</i> |
| Total Common Greens Funds | 8.16 | 7.61 | 7.61 | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|---|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------------|
| SUPPLEMENTAL LAW ENFORCEMENT | | | | |
| Police Officer | 1.00 | - | - | - |
| Subtotal Full Time | 1.00 | - | - | - |
| Total Supplemental Law Enforcement | 1.00 | - | - | - |

CAPITAL IMPROVEMENTS

| | | | | |
|--|-------------|-------------|-------------|----------|
| Administrative Assistant I | 0.25 | 0.55 | 0.55 | - |
| Associate Civil Engineer | 0.80 | 1.60 | 1.60 | - |
| City Engineer | 0.28 | - | - | - |
| Engineering Technician | 0.20 | 0.40 | 0.40 | - |
| Public Works Inspector | 0.30 | 0.30 | 0.30 | - |
| Sr Civil Engineer | 0.15 | 1.35 | 1.35 | - |
| Subtotal Full Time | 1.98 | 4.20 | 4.20 | - |
| Total Capital Improvements Fund | 1.98 | 4.20 | 4.20 | - |

RDA OPERATING FUNDS

| | | | | |
|--|------|---|---|---|
| Accountant I/II/Sr | 1.00 | - | - | - |
| Administrative Assistant II | 0.70 | - | - | - |
| Assistant City Manager | 0.40 | - | - | - |
| Assistant To The City Manager | 0.10 | - | - | - |
| Associate/Sr Planner | 2.35 | - | - | - |
| City Manager | 0.20 | - | - | - |
| Data Business Systems Specialist | 1.00 | - | - | - |
| Deputy City Clerk | 1.00 | - | - | - |
| Economic & Community Development Coordinator | 1.00 | - | - | - |
| Financial Analyst I/II/Sr | 1.00 | - | - | - |
| Information Systems Administrator | 1.00 | - | - | - |
| Literacy Program Manager | 0.10 | - | - | - |
| Literacy Services Coordinator | 0.50 | - | - | - |
| Manager Of Housing & Redevelopment | 0.20 | - | - | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| Park Maintenance Worker | 1.00 | - | - | - |
| Parking Enforcement Officer | 1.00 | - | - | - |
| Police Officer | 2.50 | - | - | - |
| Safety Inspector I | 2.00 | - | - | - |
| Sr Building Inspector | 0.30 | - | - | - |
| Sr Civil Engineer | 1.00 | - | - | - |
| Subtotal Full Time | 18.35 | - | - | - |
| Safety Inspector | 1.00 | - | - | - |
| Subtotal Part Time/Hourly | 1.00 | - | - | - |
| Total RDA Operating Funds | 19.35 | - | - | - |

RDA HOUSING FUND

| | | | | |
|------------------------------------|-------------|----------|----------|----------|
| Manager Of Housing & Redevelopment | 0.20 | - | - | - |
| Sr Building Inspector | 0.20 | - | - | - |
| Subtotal Full Time | 0.40 | - | - | - |
| Total RDA Housing Fund | 0.40 | - | - | - |

SEWER ENTERPRISE FUND

| | | | | |
|---|------|------|------|--------|
| Administrative Assistant I | 2.50 | 2.40 | 2.40 | - |
| Administrative Assistant II | 0.20 | 0.40 | - | (0.40) |
| Assistant Plant Superintendent | 1.00 | 1.00 | 1.00 | - |
| Assistant Public Works Director/City Engineer | - | - | 0.25 | 0.25 |
| Associate Civil Engineer | 1.00 | - | - | - |
| City Engineer | - | 0.25 | - | (0.25) |
| Director Of Public Works | 0.60 | 0.75 | 0.75 | - |
| Engineering Technician | 0.20 | - | - | - |
| Environmental Compliance Inspector | 1.50 | 1.25 | 1.25 | - |
| Equipment Operator | 0.20 | - | - | - |
| Financial Analyst I/II/Sr | - | 1.00 | 1.00 | - |
| Laboratory Chemist | 2.00 | 2.00 | 2.00 | - |
| Lead Park Maintenance Worker | 0.10 | 0.15 | 0.15 | - |
| Lead Plant Mechanic | 1.00 | 1.00 | 1.00 | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|------------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| Lead Plant Operator | - | - | 4.00 | 4.00 |
| Lead Public Works Maintenance | 1.00 | 1.00 | 1.00 | - |
| Management Analyst II | - | - | 0.40 | 0.40 |
| Office Specialist | 0.80 | 1.00 | 1.00 | - |
| Operator I | 1.00 | 1.00 | 1.00 | - |
| Park Maintenance Worker | 1.00 | 1.00 | 1.00 | - |
| Plant Electrician I | 1.00 | 1.00 | 1.00 | - |
| Plant Electrician II | 2.00 | 2.00 | 2.00 | - |
| Plant Mechanic I | 2.00 | 2.00 | 2.00 | - |
| Plant Mechanic II | 4.00 | 4.00 | 4.00 | - |
| Plant Operator II | 13.00 | 13.00 | 9.00 | (4.00) |
| Plant Utility Worker | 2.00 | 2.00 | 2.00 | - |
| Public Works Maintenance | 5.20 | 5.70 | 6.70 | 1.00 |
| Public Works Program Manager | - | - | 0.40 | 0.40 |
| Public Works Supervisor | 0.90 | 0.60 | 0.60 | - |
| Sr Civil Engineer | 0.40 | - | - | - |
| Sr Environmental Compliance | 1.00 | 0.63 | 0.63 | - |
| Sr Laboratory Chemist | 1.00 | 1.00 | 1.00 | - |
| Sr Public Works Maintenance | - | 1.00 | 1.00 | - |
| Superintendent Of Public Works | 0.25 | 0.40 | - | (0.40) |
| Superintendent Of WQCP | 1.00 | 1.00 | 1.00 | - |
| Technical Services Supervisor | 0.75 | 0.75 | 0.75 | - |
| WQCP Maintenance Supervisor | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 49.60 | 50.28 | 51.28 | 1.00 |
| Consultant | 0.24 | 0.24 | 0.24 | - |
| Laboratory Chemist | 0.50 | 0.50 | 0.50 | - |
| Subtotal Part Time/Hourly | 0.74 | 0.74 | 0.74 | - |
| Total Sewer Enterprise Fund | 50.34 | 51.02 | 52.02 | 1.00 |

PARKING DISTRICT FUND

| | | | | |
|------------------------------------|-------------|-------------|-------------|----------|
| Parking Enforcement Officer | 1.00 | 1.00 | 1.00 | - |
| Parking Meter Collector - | 1.00 | 1.00 | 1.00 | - |
| Subtotal Full Time | 2.00 | 2.00 | 2.00 | - |
| Total Parking District Fund | 2.00 | 2.00 | 2.00 | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|------------------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| STORM WATER FUND | | | | |
| Administrative Assistant I | 0.20 | 0.10 | 0.10 | - |
| Administrative Assistant II | 0.10 | 0.10 | - | (0.10) |
| City Engineer | 0.02 | - | - | - |
| Director Of Public Works | 0.10 | 0.10 | 0.10 | - |
| Environmental Compliance Inspector | 1.50 | 1.75 | 1.75 | - |
| Equipment Operator | 0.20 | - | - | - |
| Lead Park Maintenance Worker | 0.05 | - | - | - |
| Lead Public Works Maintenance | 0.40 | 1.00 | 1.00 | - |
| Management Analyst II | - | - | 0.10 | 0.10 |
| Park Maintenance Worker | 0.15 | 0.15 | 0.15 | - |
| Public Works Maintenance | 2.30 | 2.80 | 3.80 | 1.00 |
| Public Works Program Manager | - | - | 0.20 | 0.20 |
| Public Works Supervisor | 0.40 | 0.90 | 0.90 | - |
| Sr Environmental Compliance | - | 0.38 | 0.38 | - |
| Sr Public Works Maintenance | 0.30 | - | - | - |
| Superintendent Of Public Works | 0.25 | 0.20 | - | (0.20) |
| Sweeper Operator | 1.00 | 1.00 | 1.00 | - |
| Technical Services Supervisor | 0.25 | 0.25 | 0.25 | - |
| Subtotal Full Time | 7.22 | 8.73 | 9.73 | 1.00 |
| Total Storm Water Fund | 7.22 | 8.73 | 9.73 | 1.00 |
| CITY SERVICE FUND | | | | |
| Administrative Assistant I | 0.35 | 0.30 | 0.30 | - |
| Administrative Assistant II | 0.05 | 0.05 | - | (0.05) |
| Director Of Public Works | 0.05 | 0.05 | 0.05 | - |
| Equipment Mechanic | 2.00 | 2.00 | 2.00 | - |
| Lead Equipment Mechanic | 1.00 | 1.00 | 1.00 | - |
| Management Analyst II | - | - | 0.05 | 0.05 |
| Public Works Program Manager | - | - | 0.10 | 0.10 |
| Public Works Supervisor | 0.70 | 0.50 | 0.50 | - |
| Superintendent Of Public Works | 0.05 | 0.10 | - | (0.10) |
| Subtotal Full Time | 4.20 | 4.00 | 4.00 | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Change From FY2011-12 |
|--|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| Total City Service Fund | 4.20 | 4.00 | 4.00 | - |
| INFORMATION TECHNOLOGY | | | | |
| Administrative Assistant II | 1.00 | 1.00 | 1.00 | - |
| Computer Services Technician | 2.00 | 2.00 | 2.00 | - |
| Director Of Information Technology | 1.00 | 1.00 | 1.00 | - |
| Information Systems | 1.00 | 2.00 | 2.00 | - |
| Subtotal Full Time | 5.00 | 6.00 | 6.00 | - |
| Total Information Technology Fund | 5.00 | 6.00 | 6.00 | - |
| Grand Total FTE | 481.28 | 486.53 | 489.03 | 2.50 |

Planned Vacancies

Planned Vacancies are positions that departments will not fill in the current year, but will keep in their budgets. This has been done in the last several years, where appropriate, as part of budget realignment city-wide, but has not affected the employment of any current permanent employees. The City also maintains a list of frozen positions—these are positions that were left unfilled prior to FY 2009-10 and remain unavailable to fill.

In FY 2012-13 there are 23.9 FTE planned vacancy positions.

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Difference From FY2011-12 |
|--|---------------------------------------|---------------------------------------|---------------------------------------|--|
| GENERAL FUND | | | | |
| Associate/Sr Planner | 1.00 | 1.00 | 1.00 | - |
| Building Maintenance Custodian | 2.00 | 2.00 | 2.00 | - |
| Deputy Fire Chief | 0.50 | - | - | - |
| Lead Park Maintenance Worker | - | 1.00 | 1.00 | - |
| Lead Public Works Maintenance Worker | 1.00 | 1.00 | 1.00 | - |
| Librarian II | 1.00 | 1.00 | 1.00 | - |
| Literacy Services Coordinator | - | 1.00 | 1.00 | - |
| Park Maintenance Worker | 1.00 | 1.00 | 1.00 | - |
| Parking Enforcement Officer | 1.00 | 1.00 | 1.00 | - |
| Police Officer | 4.00 | 4.00 | 4.00 | - |
| Police Records Specialist | - | 1.00 | 1.00 | - |
| Public Works Supervisor | - | 1.00 | 1.00 | - |
| Recreation & Community Svcs Manager | 1.00 | 1.00 | 1.00 | - |
| Recreation & Community Svcs Supervisor | 1.00 | 1.00 | - | (1.00) |
| Sr Park Maintenance Worker | - | 1.00 | 1.00 | - |
| Sr Police Records Specialist | 1.00 | 1.00 | 1.00 | - |
| Supervising Dispatcher | 1.00 | - | - | - |
| Subtotal Full Time | 15.50 | 19.00 | 18.00 | (1.00) |
| Librarian I | 0.50 | 0.50 | 0.50 | - |
| Librarian II | 0.20 | 0.20 | 0.20 | - |
| Library Assistant I | 1.35 | 1.00 | 1.00 | - |
| Library Page | 1.10 | 1.10 | 1.10 | - |
| Literacy Services Assistant I | - | 0.35 | 0.35 | - |
| Recreation Leader II | 1.75 | 1.75 | 1.75 | - |
| Subtotal Part Time/Hourly | 4.90 | 4.90 | 4.90 | - |

POSITION BUDGET

| Position Title | FTE Amended FY 2010-11 | FTE Amended FY 2011-12 | FTE Adopted FY 2012-13 | Difference From FY2011-12 |
|--|---------------------------------------|---------------------------------------|---------------------------------------|--|
| Total General Fund | 20.40 | 23.90 | 22.90 | (1.00) |
| CITY SERVICE FUND | | | | |
| Equipment Mechanic | 1.00 | 1.00 | 1.00 | - |
| <i>Subtotal Full Time</i> | <i>1.00</i> | <i>1.00</i> | <i>1.00</i> | <i>-</i> |
| Total City Service Fund | 1.00 | 1.00 | 1.00 | - |
| Grand Total FTE Planned Vacancy | 21.40 | 24.90 | 23.90 | (1.00) |

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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 charged 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 following is a list of fee changes that the City Council approved as part of its regular Council meeting June 27, 2012.

Schedule 58: Master Fee Schedule Changes

| Department | Current | Adopted | Change | Note |
|--|----------|----------|------------|--------------------------------------|
| Public Works: | | | | |
| Sewer Lateral Inspection and Processing | - | 150.00 | 150.00 | (NEW FEE) |
| Copies 24x36 or smaller | 6.00 | 12.00 | 6.00 | |
| Copies larger than 24x36 | 8.00 | 16.00 | 8.00 | |
| City Manager: | | | | |
| Film Permit Fee | 300.00 | 400.00 | 100.00 | |
| Economic & Community Development: | | | | |
| Miller Avenue Parking Garage | | | | |
| Hourly meter fees | 1.00 | 0.50 | (0.50) | |
| Daly Rate | 3.00 | 1.50 | (1.50) | |
| Monthly Rate | 40.00 | 20.00 | (20.00) | |
| Yearly Rate | 440.00 | 220.00 | (220.00) | |
| ECD Parking District Annexation Fee | - | 1,000.00 | 1,000.00 | NEW |
| Certificate of Convenience and Necessity (Taxi) | - | 1,000.00 | 1,000.00 | NEW |
| Waivers and Modifications | - | 100.00 | 100.00 | NEW |
| Zoning Administrator Decision | - | 100.00 | 100.00 | NEW |
| Sidewalk Dining Permit | 100.00 | 200.00 | 100.00 | No annual renewal required |
| Building: | | | | |
| State Mandated Training | - | 10.00 | 10.00 | NEW |
| Planning: | | | | |
| Planned Unit Development | - | 2,000.00 | 2,000.00 | Plus Actual Costs |
| SF Addition or New Unit in Existing Planned Unit Development | 700.00 | - | (700.00) | REMOVE |
| All Others | 2,800.00 | - | (2,800.00) | REMOVE |
| Planned Unit Development, Modification | 400.00 | - | (400.00) | REMOVE |
| New Single Family Residence | 500.00 | - | (500.00) | REMOVE |
| Negative Declaration | 500.00 | - | (500.00) | Greater Costs of Consultant plus 15% |
| Mitigated Negative Declaration | 500.00 | - | (500.00) | Greater Costs of Consultant plus 15% |

MISCELLANEOUS SECTION

| Department | Current | Adopted | Change | Note |
|---|----------------|----------------|---------------|---|
| Library: | | | | |
| Reserve (PLS Inter-Library Loan), | 0.75 | 1.00 | 0.25 | Still Pending PLS Administrative Council |
| Audio Tape, Single Case | 0.25 | - | (0.25) | REMOVE |
| Audio Books on Tape, 2-3 Cases | 3.50 | - | (3.50) | REMOVE |
| Audio Books on Tape, 4-6 Cases | 5.50 | - | (5.50) | REMOVE |
| Book Pockets | 2.00 | - | (2.00) | REMOVE |
| RFID Security Tag | - | 1.00 | 1.00 | NEW |
| Flash Cards for Students | 2.50 | - | (2.50) | REMOVE |
| Erasers | 0.10 | - | (0.10) | REMOVE |
| Sharpeners | 3.00 | - | (3.00) | REMOVE |
| Pamphlets | 1.00 | - | (1.00) | REMOVE |
| Read-Aloud Kit Bags | 1.00 | - | (1.00) | REMOVE |
| White Cardstock 8 1/2 x 1" | 0.25 | - | (0.25) | REMOVE |
| Parks/Recreation: | | | | |
| Full of Fun Camp | - | 200.00 | 200.00 | NEW |
| 5 Day/After School-Employee 50% Discount | 189.00 | - | (189.00) | REMOVE |
| 5 Day/Full Day-Employee 50% Discount | 283.00 | - | (283.00) | REMOVE |
| Red Cross Fee/Water Safety Instructor | - | 35.00 | 35.00 | NEW |
| Red Cross Fee/Lifeguard Training | - | 35.00 | 35.00 | NEW |
| Refundable Deposit | 100.00 | 200.00 | 100.00 | |
| Sellick Park (3 additional tables) | - | 30.00 | 30.00 | NEW |
| Westborough Park (6 tables/shelter)-Resident | 132.00 | - | (132.00) | REMOVE |
| Westborough Park (6 tables/shelter)-Non Res | 147.00 | - | (147.00) | REMOVE |
| Additional Rest Room Time | 50.00 | - | (50.00) | REMOVE |
| Westborough Park/Sheltered (18 tables)-Resident | - | 315.00 | 315.00 | NEW |
| Westborough Park/Sheltered (18 tables) Non-res | - | 330.00 | 330.00 | NEW |
| Westborough Park/Area 2 (7 tables) Resident | - | 115.00 | 115.00 | NEW |
| Westborough Park/Area 2 (7 tables) Non-res | - | 130.00 | 130.00 | NEW |
| Combined Sheltered/Area (25 tables)-Resident | - | 415.00 | 415.00 | NEW |
| Combined Sheltered/Area (25 tables)-Non-res | - | 430.00 | 430.00 | NEW |
| Additional Gas Grill | - | 100.00 | 100.00 | NEW |
| Damage Deposit (Refundable) | - | 200.00 | 200.00 | NEW |
| Extended Hours | - | 50.00 | 50.00 | NEW |
| Tee Ball-Resident | 49.00 | - | (49.00) | REMOVE |
| Tee Ball-Non Resident | 59.00 | - | (59.00) | REMOVE |
| Youth Baseball Class-Resident | 50.00 | - | (50.00) | REMOVE |
| Youth Baseball Class-Non Resident | 60.00 | - | (60.00) | REMOVE |
| Youth Basketball Class-Resident | 44.00 | - | (44.00) | REMOVE |
| Youth Basketball Class-Non Resident | 54.00 | - | (54.00) | REMOVE |
| Adult Basketball | 75.00 | 80.00 | 5.00 | |
| Enrichment Camps-Non Resident | - | 225.00 | 225.00 | NEW |
| Sports Camps-Non Resident | - | 225.00 | 225.00 | NEW |
| Junior Team Tennis | 5.00 | - | (5.00) | REMOVE |
| WolfPack (6 students) | 7.00 | - | (7.00) | REMOVE |
| Adult Day Care | 12.50 | 30.00 | 17.50 | |
| Senior Meal-Senior Center | 3.40 | 5.00 | 1.60 | |
| Senior Meal-Adult Day Care | 3.40 | 5.00 | 1.60 | |
| Youth Scholarship Donation | - | 5.00 | 5.00 | NEW |

Resolution to the City Council

RESOLUTION NO. 47-2012

CITY COUNCIL, CITY OF SOUTH SAN FRANCISCO, STATE OF CALIFORNIA

A RESOLUTION APPROVING THE FISCAL YEAR 2012-13 OPERATING BUDGET FOR THE CITY OF SOUTH SAN FRANCISCO; APPROPRIATING THE CORRESPONDING FUNDS; AUTHORIZING THE CITY MANAGER TO MAKE SPECIFIED EXPENDITURES; AND APPROVING THE GANN SPENDING LIMIT

WHEREAS, the proposed fiscal year 2012-13 City of South San Francisco Operating Budget is attached hereto; and

WHEREAS, the City of South San Francisco (“City”) Operating Budget shall hereafter be referred to collectively as the “Operating Budget” for purposes of adopting this Resolution.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of South San Francisco (“City Council”) that the fiscal year 2012-13 Operating Budget is hereby approved, and hereby appropriates the funds set forth therein.

BE IT FURTHER RESOLVED that consistent with the limitations set forth herein, any and all expenditures for agreements relating to either the programs or materials contained in the fiscal year 2012-13 Operating Budget or the Capital Budget for construction projects not to exceed \$25,000 may be expended or entered into under authority of or by the City Manager are hereby authorized and the payments therefore may be made by the Director of Finance.

BE IT FURTHER RESOLVED that monies received during fiscal year 2012-13 as a consequence of a grant award approved by the City Council are hereby appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies and for the Finance Director to make payments therefore in accordance with the terms and conditions and for the purpose of the grant.

BE IT FURTHER RESOLVED that the Finance Director is hereby granted the authority to increase budgeted revenues and budgeted expenses in departments specifically for development related expenses such as expedited plan checks, legal reviews, traffic studies, geotechnical studies, etc., where the developers pay up front for expenses that the City contracts out for. In those cases, the Finance Director, upon receiving those deposits or payments, will increase the budget for revenues and expenses in the appropriate departments where those expenses will take place by a corresponding amount. Said transactions will have no net impact on Reserves, as revenue will offset expenses.

BE IT FURTHER RESOLVED that the Finance Director is hereby authorized to increase budgeted revenues and expenses in departments so that departments may use donations made to them. Said transactions will have no net impact on Reserves, as revenue will offset expenses.

BE IT FURTHER RESOLVED that the fiscal year 2012-13 budget attached hereto is hereby officially adopted:

- By department by fund for General Fund operating budget appropriations; and
- By fund for other operating budget appropriations.

BE IT FURTHER RESOLVED that the Gann Appropriations Limit enclosed in the budget pages that follow is approved, and that the Finance Director may make minor adjustments or corrections to this Gann Limit Schedule if needed to comply with audit requirements.

BE IT FURTHER RESOLVED that the City Manager may authorize the Director of Finance to transfer budgets during the year in accordance with generally accepted accounting principles between the following budget categories provided the overall appropriation by funding source is not increased without City Council approval:

- Departments within the same fund; and
- Capital projects with the same funding source or type; and
- Operating and capital budgets for the same department if funded by the same funding source or type.

BE IT FURTHER RESOLVED that fund balance and reserve categories in this document are designed for decision-making and informational purposes only for the City Council, and are not intended to replace the reserve classifications supplied by the Governmental Accounting Standards Board (GASB) Statement 54 for governmental funds.

BE IT FURTHER RESOLVED that the Director of Finance is hereby authorized to use professional judgment to make corrections to the adopted budget schedules if any related numbers represented on one budget schedule herein do not match the corresponding number as represented in another budget schedule herein.

BE IT FURTHER RESOLVED that the Director of Finance is hereby authorized and directed to rollover any outstanding encumbrances from fiscal year 2011-12 into fiscal year 2012-13 where sufficient budget savings otherwise allow the rollover.

BE IT FURTHER RESOLVED that the Director of Finance is hereby authorized and directed to rollover unencumbered appropriations from grants received in fiscal year 2011-12 or prior years if so allowed under the terms of the grant.

BE IT FURTHER RESOLVED that the staffing levels for each department, as detailed in the fiscal year 2012-13 Operating Budget are hereby approved.

MISCELLANEOUS SECTION

BE IT FURTHER RESOLVED that the Director of Finance is hereby authorized and directed to carry forward unspent fiscal year 2011-12 unencumbered non-recurring project budgets in the Operating Budget, such as litigation projects.

* * * * *

I hereby certify that the foregoing resolution was regularly introduced and adopted by the City Council of the City of South San Francisco at a regular meeting held on the ___ day of June, 2012 by the following vote:

AYES: Councilmember's Mark Addiego, Karyl Matsumoto and Kevin Mullin,

Vice Mayor Pedro Gonzalez, and Mayor Richard A. Garbarino

NOES: None.

ABSTAIN: None.

ABSENT: None.

ATTEST: 
City Clerk

RESOLUTION NO. 48-2012

CITY COUNCIL, CITY OF SOUTH SAN FRANCISCO, STATE OF CALIFORNIA

A RESOLUTION APPROVING CHANGES TO THE 2012-13 MASTER
FEE SCHEDULE FOR FEES FOR SERVICES

WHEREAS, staff recommends modification to the Master Fee Schedule for 2012-13 fiscal year as set forth in the exhibits to this Resolution; and

WHEREAS, the fees reflect the reasonable costs of providing the subject services.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of South San Francisco that the City Council hereby approves and adopts revisions to the Master Fee Schedule to include fee amendments specified in the staff report and attached as exhibits hereto.

* * * * *

I hereby certify that the foregoing Resolution was introduced and adopted by the City Council of the City of South San Francisco at a Regular Meeting held on the 27th day of June, 2012 by the following vote:

AYES: Councilmember's Mark Addiego, Karyl Matsumoto and Kevin Mullin,

Vice Mayor Pedro Gonzalez, and Mayor Richard A. Garbarino

NOES: None.

ABSTAIN: None.

ABSENT: None.

ATTEST: 
City Clerk

South San Francisco Demographics

Note: The US Census Bureau is continually releasing additional data from the 2010 US Census. The information contained comes from the US Census Bureau 2010 Census, US Census Bureau 2007 Economic Census, or the California Department of Finance Demographic Research Unit, otherwise the source is noted.

Area Population and Population Density

| | |
|--|--------|
| Total Population | 63,975 |
| Land Area in Square Miles | 10.3 |
| Population Per Square Mile (Land Area) | 6,224 |

| <u>Population, Age and Sex Characteristics</u> | | <u>% of Total</u> |
|--|--------|-------------------|
| Total population | 63,975 | 100% |
| Male | 31,577 | 49.4% |
| Female | 32,398 | 50.6% |
| Median age (years) | 38.1 | |
| Average Household size | 3.0 | |
| Average Family size | 3.5 | |
| Persons Under 5 years | 3,952 | 6.2% |
| Persons 6-17 years | 9,931 | 15.5% |
| Persons Age 18-64 | 41,711 | 65.2% |
| Persons Age 65+ | 8,381 | 13.1% |

| <u>Race Detail</u> | | <u>% of Total</u> |
|--|--------|-------------------|
| Total Population | 63,975 | 100.0% |
| Total Population of One Race | 60,105 | 94.0% |
| Total Population of Two or More Races | 3,870 | 6.0% |
| White | 23,892 | 37.3% |
| Black or African American | 1,625 | 2.5% |
| American Indian and Alaska Native | 396 | 0.6% |
| Asian | 23,429 | 36.6% |
| Native Hawaiian and Other Pacific Islander | 1,122 | 1.8% |
| Some Other Race | 9,641 | 15.1% |

MISCELLANEOUS SECTION

| Hispanic Origin Detail | | % of Total |
|----------------------------------|--------------------------|-------------------|
| Total population | 63,975 | 100.0% |
| Hispanic or Latino (of any race) | 21,737 | 34.0% |
| | Mexican | 13,237 60.9% |
| | Puerto Rican | 573 2.6% |
| | Cuban | 95 0.4% |
| | Other Hispanic or Latino | 7,832 36.0% |
| Not Hispanic or Latino | 42,238 | 66.0% |

| Housing Occupancy | | % of Total |
|--------------------------|---|-------------------|
| Total housing units | 21,946 | 100.0% |
| Occupied housing units | 21,061 | 96.0% |
| Vacant housing units | 885 | 4.0% |
| | For rent | 347 1.6% |
| | Rented, not occupied | 12 0.1% |
| | For sale only | 168 0.8% |
| | Sold, not occupied | 35 0.2% |
| | For seasonal, recreational, or occasional use | 95 0.4% |
| | All other vacants | 228 1.0% |
| Vacancy rate | 4.0% | |
| Homeowner vacancy rate | 1.3% | |
| Rental vacancy rate | 4.0% | |

| Housing Tenure | | % of Total |
|-------------------------------|---|-------------------|
| Occupied housing units | 20,938 | 100.0% |
| Owner-occupied housing units | 12,614 | 60.2% |
| | Population in owner-occupied housing units | 37,802 |
| | Average household size of owner-occupied units | 3.0 |
| Renter-occupied housing units | 8,324 | 39.8% |
| | Population in renter-occupied housing units | 25,251 |
| | Average household size of renter-occupied units | 3.03 |

| Median Income Comparison | Amount |
|--|---------------|
| 2011 Area Median Income* | \$ 101,600 |
| 1999 Median Household Income | \$ 61,765 |
| 1999 Median Household Income Owner Occupied | \$ 71,041 |
| 1999 Median Household Income Renter Occupied | \$ 47,429 |

* Source: US Department of Housing & Urban Development

| 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 including March 12 |
|--|--|---|---|---|
| Manufacturing | 130 | D | 975,768 | 13,709 |
| Retail trade | 193 | 791,902 | 83,281 | 2,676 |
| Information | 30 | D | 92,746 | 811 |
| Real estate and rental and leasing | 94 | 164,412 | 36,328 | 979 |
| Professional, scientific, and technical services | 180 | 784,080 | 481,681 | 4,436 |
| Administrative and Support and Waste Mang and Re | 122 | 321,127 | 133,397 | 3,996 |
| Educational services | 12 | D | | |
| Health care and social assistance | 182 | 454,093 | 205,088 | 3,506 |
| Arts, entertainment, and recreation | 23 | 26,144 | 8,960 | 288 |
| Accommodation and food services | 203 | 289,637 | 73,689 | 3,466 |
| Other services (except public administration) | 129 | 139,364 | 47,288 | 1,447 |

Source: 2007 Economic Census, US Census Bureau

D: Withheld to avoid disclosing data for individual companies

Top 10 Employers in South San Francisco

- Genentech
- Amgen
- Costco (2 Stores)
- American Etc Inc/Royal Laundry
- Oroweat/Entenmanns
- Guckenhiemer Enterprises Inc
- Columbus Manufacturing Inc
- Matagrano Inc
- Actelion Pharmaceuticals US Inc
- Nippon Express USA, Inc

Source: Business License Database

Glossary

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

Appropriations – The amount of money that had been set designated for specific purposes and approved by the City Council.

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.

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. Charges are made to the department and the money is put into the equipment replacement fund.

FICA – Federal Insurance Contributions Act. This is the tax that employers must pay as a percent of each employee's salary. Employees also contribute to the same percent, 6.2% (4.2% in calendar year 2012) for Social security and 1.45% for Medicare.

Fiduciary Fund – A fund where the City acts as a trustee of impact fees received from developers. All of the funds used in the Fiduciary funds are set aside for specific types of projects or purposes.

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

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

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

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

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

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

Interdepartmental Charges – Charges that are made to departments to support the citywide operations. Charges may include IT, phone service and vehicle repair.

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

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

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

OPEB – Other Post Employment Benefits. These are costs related to benefits paid to employees who have retired from the City. These costs generally consist of retiree health, dental and vision care and are covered for the life of the retiree.

PERS – The California Public Employee Retirement System. The City contributes to PERS for employee defined benefit pension costs. Each year CalPERS sends the City the required contribution based on age and number of employees.

Projected – The projected amount of expenditures or revenues for the City before the account books have been closed for the year and an audit of expenses and revenues conducted.

Proposed – The budgeted revenues and expenditures that are presented to City Council before their approval. After the City Council approves the budget it then becomes adopted.

Proprietary Funds – Are funds that receive the majority of its revenues through user-charges and not through taxes like many other funds. Proprietary funds are considered business type funds because of the nature of the activity that takes place within the fund. For example, the Sewer Enterprise Fund is used to operate the Water Quality Control Plant, which is paid for from user-charges.

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

RDA – The Redevelopment Agency is an agency governed by City Council, who in official matters acts as the Redevelopment Agency Board. The RDA is funded by tax increment dollars in marked zones within the City boundaries.

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

Reserves – Money that is set aside for emergencies and future expenditures. The City Council approves a reserve policy for the General Fund.

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

Tax Increment – The difference between the baseline property tax of the Redevelopment Agency 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 will now be redistributed to local taxing entities as California RDA's have been eliminated.

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