



CITY OF MILLBRAE CALIFORNIA



ADOPTED BUDGET

**FISCAL YEAR
2009 - 2010**

CITY OF MILLBRAE, CALIFORNIA

ADOPTED BUDGET

FISCAL YEAR

2009 / 2010

MAYOR

Robert G. Gottschalk

MEMBERS OF THE CITY COUNCIL

Paul Seto

Marge Colapietro

Gina Papan

Daniel F. Quigg

ELECTED OFFICER

Mary Vella Treseler

City Treasurer

COUNCIL APPOINTED OFFICERS

Marcia Raines

City Manager

Joan Cassman

City Attorney

AGENCY AND DEPARTMENT DIRECTORS

Jeffrey W. Killian

Assistant City Manager

Deborah Konkol

City Clerk

Lee Violet

Police Chief

Ron Popp

Public Works Director

LaRae Brown

Finance Director

Dennis Haag

Fire Chief

Ralph Petty

Community Development and Parks Director

Mike Wride

Recreation Superintendent

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GUIDE TO THE BUDGET

The format for the Fiscal Year (FY) 2009-2010 budget document includes the following sections:

Introduction

The Introduction section includes the City Manager's Budget Message, Guide To The Budget, City Wide Organizational Chart, Vision and Purpose of the City and the City Profile.

Budget Summaries

The Budget Summaries section includes the Definition and Purpose of the Budget and the Basis of Accounting. This section has the following schedules encompassing all Funds:

- Schedule 1 - Change in Fund Balance
- Schedule 2 – Summary of Revenues by Fund
- Schedule 3 – Summary of Revenues by Account
- Schedule 4 – Summary of Expenditures by Fund
- Schedule 5 – Summary of Expenditures by Account
- Debt Service
- Position Allocation
- Major Revenue Descriptions
- Appropriation Descriptions

Departmental Presentations

Each Department presentation has the following:

- Mission Statement: The Mission Statement outlines the objective of each Department
- Divisions: Outlines each Division within the Department
- 2-Year Budget Goals
- 5-Year Budget Goals
- Department Total Appropriations
- Department Division Appropriations
- Funding Sources
- Departmental Organizational Chart
- Approved Positions

Each Department Division presentation has the following:

- Mission Statement: The Mission Statement outlines the objective of each Division
- Customers: Outlines the Customers served by the Division
- Services: Outlines the Services provided by the Division
- Budget Highlights

Capital Improvement

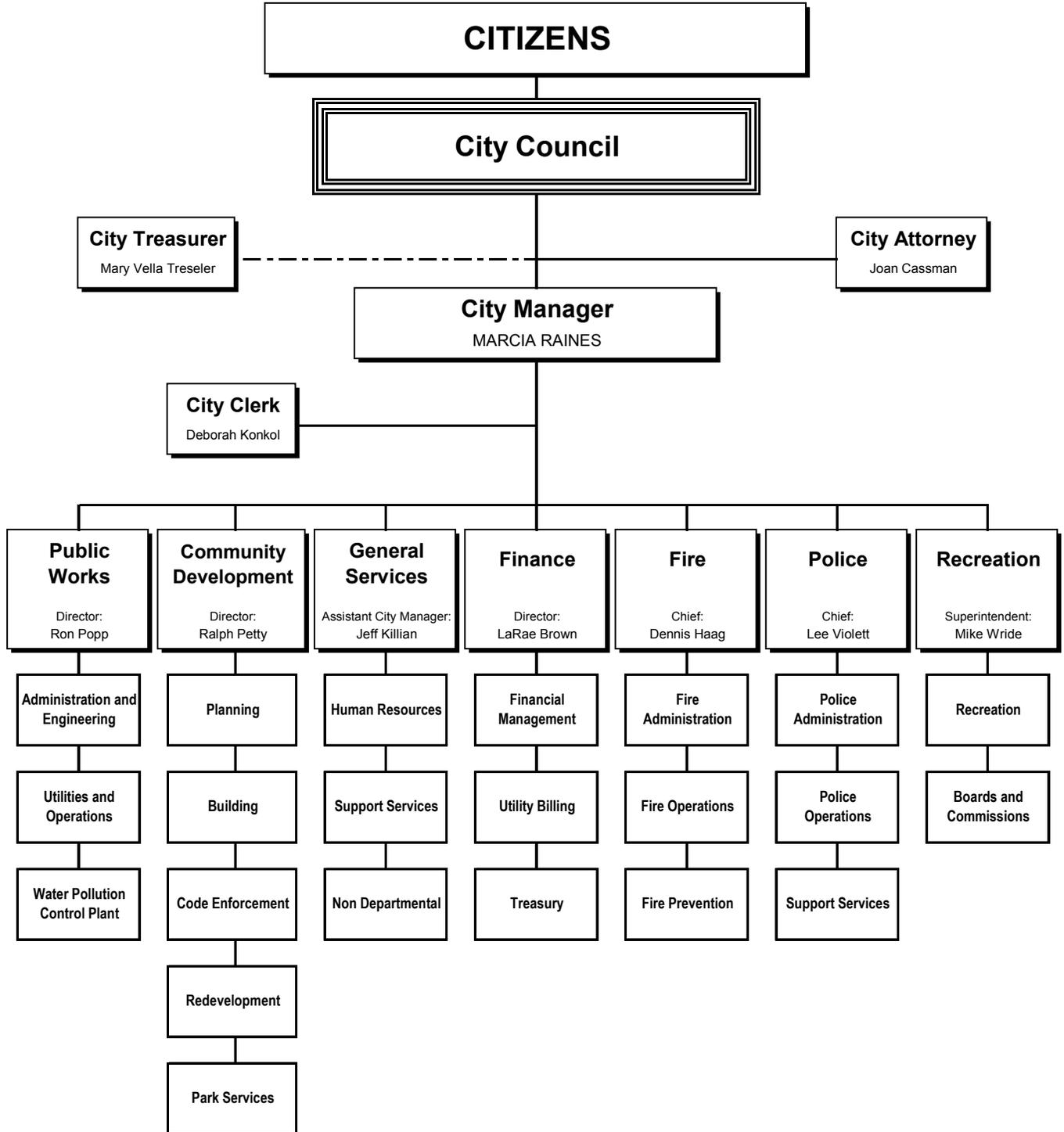
Appendix

The Appendix has the following sections:

- Glossary of Budget Terms
- Directory of Acronyms
- Salary Schedules

CITY WIDE ORGANIZATIONAL CHART

City of Millbrae Organization Chart





City of Millbrae

Our Purposes

The purpose of the City of Millbrae municipal government is to provide the conditions necessary for a high quality of life and prosperity for Millbrae residents, businesses and institutions.

A high quality of life and community prosperity are based upon:

- ***Democratic, Local, Self-government:***
Determination of needs, priorities, and policies by local residents through democratically elected representatives
- ***Public Health and Safety:***
Providing an environment free from disease, pollution, crime, fire and conditions injurious to public health and well being
- ***Physical, Cultural, and Social Well-Being:***
Providing facilities and programs for our residents to help meet their needs for socialization, recreation, and cultural and spiritual growth
- ***Economic Prosperity:***
To create conditions which will promote strong sales and trade in our business sector, and a strong tax base to support local government services
- ***Environmental Protection:***
To promote conservation of our natural environment and resources, and to promote an attractive, uncluttered, well maintained and landscaped urban environment
- ***Public Facilities and Infrastructure:***
To provide, maintain and operate public facilities and infrastructure essential to serving and supporting the public and private sectors of the City



City of Millbrae

Our Values

We are committed to the following values which are key to achievement of our Mission

- **Quality:**

We will produce nothing less than superior, high quality products and services. The public and our colleagues deserve nothing less.
- **Customer Service:**

Service to people is what we're about. We will provide products and services which meet the changing needs of the community. We will always provide services with respect, courtesy, warmth and responsiveness
- **Integrity and Honesty:**

Honesty, openness, fair-dealing and the highest ethical behavior are the foundation for our work
- **Innovation:**

We encourage our colleagues and the public to suggest new ideas for improving our products and services, and for doing things more efficiently and effectively
- **Teamwork:**

Teamwork is each of us working together to reach a common goal. Teamwork is accomplished when each member contributes their unique abilities, actively communicates and supports each other
- **Colleagues:**

We recognize, from managers to line workers, we are colleagues working toward a common goal, accomplishment of the City's overall mission. Each of us should share in the City's success which we make possible
- **Pride and Enjoyment In Our Work:**

We believe our work should be a source of personal enjoyment and satisfaction. We accept the challenge to promote a work place in which pride, personal enjoyment, and satisfaction can flourish
- **Action Orientation:**

We are an organization which is decisive. We will act without delay, after considering alternative and implications. We are proud of our ability to respond quickly and effectively to emergencies and changing priorities
- **Citizen Participation:**

We are committed to keeping the public informed by using a variety of communication networks. Effective public policy depends on achievement of community consensus
- **Cultural Diversity:**

The world in which we live is always changing. We recognize the need to adapt to meet all new challenges within our community and surrounding region. We will be sensitive to the differing cultural and personal needs of our community
- **Legal Responsibility:**

We accept the challenge to actively participate in legislative activities; supporting that with which we agree and opposing that with which we disagree. We will endeavor to know and comply with all Federal and State mandates
- **Regional Responsibility:**

Our City is a part of a large, interdependent metropolitan area. We will actively participate in regional planning to serve the best interests of our City and the region
- **Planning:**

We are a forward-looking organization, continuously assessing trends and developments which will impact our Mission. We seek to satisfy current needs in a manner which helps obtain our long-range goals

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The City of Millbrae (the “City”) was founded in 1856, incorporated in 1948 and operates as a General Law City serving a population of over 20,000. The City is located on the California Peninsula, 15 miles south of San Francisco. The boundaries of this City extend roughly from the Bayshore Freeway on the east to Skyline Boulevard on the west. This distance is approximately 1.7 miles. The distance between the north and south City limit line is approximately 2.05 miles.

Adjacent to the San Francisco International Airport and located in the heart of San Mateo County, Millbrae is gently cradled in the sun-warmed hills that separate the Pacific Ocean from the San Francisco Bay. Major freeways border both its eastern and western boundaries, making Millbrae easily accessible from all parts of the Bay Area. Many hillside homes enjoy beautiful bay views. Well-cared for middle-class neighborhoods, fourteen local parks and the Green Hills Country Club add to the charm of the residential community.



Millbrae's economic community is a vital mix of retail shopping, restaurants, hotels, service businesses, and public services. With the Bay Area Rapid Transit (BART) / San Francisco (SFO) Extension, the City has adopted the Millbrae Station Area Specific Plan in order to attract hotel, office, retail and housing development to the area around the Millbrae BART station. The Millbrae BART Station provides the only Intermodal rail connection west of the Mississippi, the first regional rail system in the Bay Area. This unique station, which is connected to and is adjacent to the San Francisco International Airport, allows BART, CalTrain and SamTrans to connect under one roof, thereby maximizing regional travel options for passengers in the Bay Area.

The City acknowledges the importance of and continually strives towards preserving, enhancing, and managing open spaces, trees, and wetlands. The City continues to implement sustainable programs that will improve the health of the community and environment, and will ensure that future generations may live healthy, productive and comfortable lives.

Fact and Figures

San Mateo County Seat Established:	1856
Incorporated:	January 14, 1948
Land Area:	3.2 Square Miles
Elevation Low Point:	25 Feet
Elevation High Point:	800 Feet
Average Temperature Low:	42° January
Average Temperature High:	71° September
Population:	21,387
Population Density:	6,473 per square mile
Number of Households:	8,113 – Units (2000 Census)



Location

Millbrae City Hall
621 Magnolia Ave
Millbrae, CA 94030

Millbrae Community Center
477 Lincoln Circle
Millbrae, CA 94030

Millbrae Fire
511 Magnolia Ave
Millbrae, CA 94030

Millbrae Police
581 Magnolia Ave
Millbrae, CA 94030

Website: www.ci.millbrae.ca.us

Government

Millbrae operates as a General Law City, provides for a Council-City Manager form of government, which clearly distinguishes the legislative powers of the City Council from the Administrative powers of the City Manager.

The City Council, composed of five members, and the City Treasurer are the only officials elected directly by the residents of Millbrae. The Council members serve a four-year term, and annually choose a mayor, and vice mayor from among their members. As the legislative branch of the government, the City Council makes final decisions on all major City matters.

The City Council adopts ordinances and resolutions necessary for efficient governmental operations, approves the budget, and acts as a board of appeals. The City Manager, City Attorney and members of the City's boards and commissions are appointed by the City Council. The City Manager administers the daily affairs of the City, carries out City Council policies, and appoints and dismisses all Department Heads.

Elections

General Municipal Elections are held on the first Tuesday after the first Monday in November of odd-numbered years.

Services

The City provides a number of municipal services including, Administration, Police, Fire, Recreation, Parks, Public Works and Redevelopment.

Schools

The Millbrae School District operates five K-5 schools and one 6-8 middle school.

Mills High School which is located in Millbrae, is one of seven high schools in the San Mateo Union High School District. Current enrollment in Grades 9-12 is approximately 1,569.

- This year Mills received an Academic Performance Index (API) of 821
- Mills has been designated a California Distinguished School for its innovative programs and academic excellence
- The California Department of Education ranked Mills High School, number one out of eighteen high schools in San Mateo County

Statistics

Public Works: Is responsible for 110 lane miles of streets, 70 miles of water distribution pipes serving approximately 6,452 customers, 56 miles of sewer lines, 21 miles of storm drains, and 3 miles of open creeks and ditches.

Parks: Maintains 8,500 trees and 14 parks totaling 104 acres, including open space areas.

Recreation: Serves 75,000 registrants in recreational programs, and recovers 2/3 of its costs through program fees and facility rentals.

Building: Activity each month has seen a decline over prior years due to the current economic climate. Permits issued and inspections are steady but also reflect the current economic climate.

Planning: Commission review of applications for new development has seen slight decrease over prior years. These requests range from new homes and home additions to commercial development and large mixed-use projects.

Dispatch: Service for Police is now provided by the County Sheriff's Office. This arrangement maintains or improves previous levels of service and saves the Police Department approximately \$300,000 a year.

BUDGET PURPOSE, PRINCIPLE, PROCESS AND CONTROL

Normally every two years, the City Council approves a Bi-Annual Budget that serves as a work plan as well as a financial plan. Due to the current economic climate, the Bi-Annual Budget presented to City Council in June 2008 for Fiscal Year 2009-2010 was approved as only a "Financial Plan". Due to the continued economic downturn, the Fiscal Year 2009-2010 Budget has been revised and redeveloped.

This Annual Budget was developed utilizing the City Council's goals and objectives of promoting public health and safety; fostering economic prosperity; ensuring the physical, cultural, and social well-being of the City, and maintaining and operating the City's public facilities and infrastructure, in order to serve and support the public and private sectors within the City.

Projects and programs to help accomplish these objectives are funded in the Annual Budget. In keeping with the City's policy of maintaining a balanced budget, the City of Millbrae's Fiscal Year (FY) 2009-2010 budget is balanced at a total of about \$ 49,228,558 this includes City's Redevelopment Agency and the City's Capital Improvement Program (CIP).

This Budget continues to incorporate the fire service special assessment and is projected to provide \$1.194 million in revenues during Fiscal Year 2009-2010, providing voter's approval. This Budget also begins building previously reduced reserves for unforeseen emergencies and promotes financial stability.

Definition and Purpose of a Budget

The Budget process is the formal method through which the City establishes its goals, program priorities, and identifies the resources required to achieve the desired service levels for the upcoming fiscal period. Essentially, it is a process through which policy is made, programs are articulated, and resources are identified in order to put them into effect.

One of the widely accepted definitions of a Budget is utilized by the Municipal Finance Officers Association on Governmental Accounting states:

"A Budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them."

A Budget is one of the most important management tools available to City policy-makers and management personnel. It serves as the City's fiscal plan and identifies how services will be financed. The Budget also provides the City Council with an opportunity to review the costs and benefits of various programs.

From a practical point of view, the Budget process is intended to:

- Provide the City Council with information regarding the City's total fiscal plan for all Funds;
- Allow the City Council to comprehensively review the City's public services and identify what has been and will be accomplished by each program;
- Comparatively evaluate different programs and objectives in relationship to one another and in relation to associated costs;
- Provide an opportunity to reconsider and reevaluate services provided;
- Provide a link between the City and the community. The City develops the budget utilizing citizen input regarding the types of public services that will be offered and services that should continue to be provided;
- Serve as an instrument for carrying out public policy, legally, honestly, and efficiently. In this regard, the budget provides the legal basis for revenue, expenditures; allows for a systematic reevaluation of internal operations from the perspective of efficiency, effectiveness, and economy; and provides the framework for accounting and fiscal accountability.

The adopted Annual Budget provides a clear and precise document of the services that will be provided, along with identifiable program measures, and a compressive outline of related personnel, supplies, and capital outlay expenditures.

BUDGET PURPOSE, PRINCIPLE, PROCESS AND CONTROL

Budget Principles, Goals and Objectives

The following principles, goals and objectives are the underlying foundation for Budget Development:

- The Budget must be balanced; overall estimated revenues equal appropriations
- Wherever possible, the Budget should be balanced with ongoing and known revenue sources equaling ongoing and reasonably expected expenditures
- One-time money should not be used for ongoing operations
- Service levels should be maintained at the highest level, within funding constraints
- Reduce expenditures and maximize revenues through organizational consolidation of functions and/or streamlining City operations
- Prudent Reserves should be maintained to guard against future uncertainties (15% General Fund and 10% for Other Operating Funds including the Redevelopment Agency)
- Accuracy and accountability should be used in estimating and monitoring both revenues and expenditures throughout the fiscal year

Budget Process

In March 2009, the Finance Department developed a Budget Preparation Manual to assist departments with the development of their fiscal year 2009-2010 Budget in the TM1 Software Program. The manuals were distributed at a Budget Kick-off workshop held with all the Department Heads and their appropriate staff. This workshop included a briefing on the status of the current fiscal year (FY) Budget, a review of the FY 2009-2010 schedule and budget process changes, and a discussion on essential principles and elements of budget development.

Departments were requested to prepare their Annual Budget based on the following criterion:

1. **Base Line Budget:**

The Base Line Budget is defined as the level of dollars necessary to support the level of service currently in place today. The Total Base Line Budget should not be increased.

2. **Appropriation Target:**

The FY 2009-2010 appropriation target for each department is the originally adopted appropriation for FY 2008-2009, adjusted for salary and benefits as required by various memoranda of understanding (MOU), and/or other legal requirements

3. **Requests for additional Personnel and/or Increases to Services and Supplies:**

Additional Budget requests must be submitted utilizing the supplemental Budget Request Forms. Detailed descriptions, funding sources and justification for the request are required. Requests will be reviewed, and prioritized, on a Fund –by- Fund basis.

4. **Budget Narratives:**

Each Department must provide narratives that include their Mission, Divisions, Customers, Function, Service Levels, 2 and 5 year goals and Budget High Lights.

Budget Control, Adoption and Responsibility

Budgetary controls are maintained to ensure compliance with the Budget as approved by the City Council. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is at the Fund and Department level.

It is the primary responsibility of each Department Head to maintain their departmental expenditure levels within the approved budget, and to collect the full amount of revenues that have been estimated/budgeted.

BASIS OF ACCOUNTING AND BUDGET

Introduction

The City, like other State and Local Governments, utilizes fund accounting to ensure and demonstrate finance related legal compliance. A fund is a separate accounting entity with a set of self-balancing accounts comprised of its assets, liabilities, fund equity, revenues, and expenditures, as appropriate. Financial activities are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Funds used by governmental entities are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

- Governmental Funds are used to account for tax-supported activities
- Proprietary Funds focus on the determination of operating income, cost recovery, financial position and cash flows. The City maintains two different types of proprietary funds: Enterprise and Internal Service
- Fiduciary funds are used in situations where the government is acting in a fiduciary capacity as a trustee or agent.

Basis of Accounting and Budget

Basis of accounting and budget refers to the concept of recognizing the time a transaction has occurred for the purpose of recording that transaction.

A. Governmental Funds:

Governmental Funds use a modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Expenditures generally are recorded when a related liability is incurred, as under accrual accounting.

B. Proprietary Funds:

Proprietary Funds use a full accrual basis of accounting, which recognizes revenues when earned, and expenses are recorded when a liability is incurred.

C. Fiduciary Funds:

Fiduciary Funds are treated according to the nature of the fund. Agency funds are custodial in nature (assets equal liabilities) and do not measure results of operations. Fiduciary funds use a modified accrual basis.

D. Account Groups:

The Account Groups employed by the City are not funds and do not reflect available financial resources and related liabilities. They are accounting records of the general fixed assets and general long-term debt of the City and are not intended to measure or portray financial flows or net income.

Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). The City Council adopts the Annual budget submitted by the City Manager prior to the beginning of the new fiscal year.

A. Balanced Budget:

The City shall maintain a balanced budget. The total of proposed expenditures shall not exceed the total of estimated revenues plus carried forward fund balance, exclusive of reserves, for any fund.

B. Structural Balance:

The Budget shall clearly identify anticipated revenue for all funds for the upcoming fiscal year. Current revenues shall be sufficient to support current expenditures (defined as "structural balance"). Estimates of current revenue shall not include beginning fund balances (whether General Fund, Special Revenue Funds, or other Designated Funds). Any unreserved fund balance available at the commencement of a fiscal year shall generally be used only to fund capital items in the operating budget or in the capital improvement plan.

BASIS OF ACCOUNTING AND BUDGET

If projected revenue is insufficient to support projected funding requirements, the City Manager may recommend allocation of all or a portion of an unreserved fund balance if it appears that (1) the revenue source leading to the development of the available revenues is likely to remain stable in future years, (2) the expenditure requiring the appropriation of additional revenues is not likely to be recurring, or (3) the City Manager can otherwise establish an appropriate match of revenue/expenditures that will not lead to structural imbalance in future years.

C. Appropriations Limit:

Appropriations in the Budget shall comply with the annual determination of the City's appropriations limit, calculated in accordance with Article XIIB of the Constitution of the State of California and Government Code section 7900.

D. Operating Carryover:

Departmental appropriations not spent during the fiscal year shall lapse at year end, except for long term projects in progress that are carried forward to the following year and approved and reserved for encumbrances.

E. One-Time Revenues:

One-time revenues shall only be used for one-time expenditures. Prior to allocating any one time revenues, the Department Head shall determine that such revenues are not being used to subsidize an imbalance between operating revenues and expenditures. If the Department Head determines that one time revenues are needed to correct a structural imbalance, the Department Head shall present to the City Manager and the City Council a financial forecast demonstrating that the operating deficit will not continue.

F. Internal Service Funds:

The City operates more than one Internal Service Fund. Internal Service Funds were created to report services that are provided to other City departments. At the same time that it adopts the budget ordinance, the City Council must approve a balanced financial plan for each Internal Service Fund. A financial plan is balanced when estimated expenditures do not exceed estimated revenue.

G. Maintenance Accounts:

Equipment and buildings shall be maintained at reasonable levels to avoid service disruptions; achieve maximum useful life; and to ensure safety of employees and the public. Maintenance and replacement funding shall be allocated each year consistent with this policy.

H. Level of Contingency Appropriations:

Ten percent (10%) of the total budgeted departmental expenditures shall be placed in the General Fund Contingency Appropriation budget. The Contingency Appropriation may be used to provide for unanticipated or unforeseen needs that arise during the year. Funds shall be allocated from the Contingency Fund only after an analysis has been prepared by the Department Head and present to the City Manager outlining the initial and recurring costs associated with the proposed expenditure. The Contingency Fund will be exhausted prior to any utilization of Undesignated Fund Balance.

SCHEDULE 1 – CHANGE IN FUND BALANCE

Fund Type and Description	2007/2008 Ending Balance	2008/2009 Budgeted Revenues	2008/2009 Budgeted Expenditures	2008/2009 Estimated Ending Balance	2009/2010 Proposed Budget Revenues	2009/2010 Proposed Budget Expenditures	2009/2010 Projected Ending Balance
1101 - General Fund	2,900,041.66	17,150,675.04	17,530,373.25	2,520,343.45	17,146,777.26	17,141,333.48	2,525,787.23
1103 - Developer: Permits	2,351,074.90	277,987.93	1,520,128.27	1,108,934.56	109,639.95	109,639.95	1,108,934.56
1120 - Joint Fire Training Program	746.86	297,039.36	196,304.18	101,482.04	245,000.00	245,000.00	101,482.04
1205 - Measure A	1,666,419.51	450,000.00	1,412,689.80	703,729.71	450,000.00	450,000.00	703,729.71
1211 - Highway Users Tax: 2106	294,727.33	121,250.56	129,144.63	286,833.26	121,250.56	121,250.56	286,833.26
1212 - Highway Users Tax: 2107 & 2107.5	34,286.12	175,000.00	247,820.77	(38,534.65)	175,000.00	175,000.00	(38,534.65)
1213 - Highway Users Tax: 2105	209,259.21	133,000.00	169,096.45	173,162.76	133,000.00	133,000.00	173,162.76
1215 - Recreation	(94,502.31)	1,345,652.92	1,346,277.92	(95,127.31)	1,289,098.51	1,289,098.51	(95,127.31)
1217 - Asset Forfeiture	1,234.14	0.00	0.00	1,234.14	0.00	0.00	1,234.14
1218 - Noise Insulation: V	26,098.96	0.00	26,098.96	0.00	0.00	18,790.29	(18,790.29)
1227 - Integrated Waste Management	211,563.57	220,600.00	495,923.69	(63,760.12)	242,600.00	282,542.20	(103,702.32)
1228 - Sam Trans: Ecr/Victoria Intersectio	9,021.27	738,000.00	746,321.27	700.00	0.00	0.00	700.00
1231 - Slesf: Supplemental Law Enforcem	(222.08)	111,084.14	111,084.14	(222.08)	100,000.00	100,000.00	(222.08)
1244 - State: Traffic Congestion Relief Ab2	400,568.00	1,558,880.00	1,711,976.35	247,471.65	202,296.00	202,296.00	247,471.65
1246 - Fema: Federal Emergency Manage	15.90	0.00	0.00	15.90	0.00	0.00	15.90
1249 - Federal: Public Safety Equipment C	0.00	242,000.00	242,000.00	0.00	0.00	0.00	0.00
1250 - Smc: Street Sweep/Congestionp/Cr	35,694.19	44,318.72	56,916.32	23,096.59	36,000.00	36,000.00	23,096.59
1270 - Safe Routes To School	0.00	61,200.00	61,200.00	0.00	0.00	0.00	0.00
1280 - Senior: Program Donations	34,620.17	7,210.00	8,250.00	33,580.17	7,210.00	11,000.00	29,790.17
1530 - Field License Agreement	0.00	1,440,000.00	1,380,000.00	60,000.00	1,060,000.00	1,060,000.00	60,000.00
1540 - Document Imaging Fees	146,138.89	2,650.00	82,650.00	66,138.89	20,000.00	20,000.00	66,138.89
1542 - Peg Programming Capital	216,805.13	0.00	0.00	216,805.13	0.00	16,000.00	200,805.13
1545 - Parks Special Revenue	0.00	11,039.60	11,039.60	0.00	0.00	0.00	0.00
1550 - Sister City Trust Fund	16,524.31	18,335.08	3,090.00	31,769.39	3,087.22	3,087.22	31,769.39
Special Revenue Funds	5,560,074.07	7,255,248.31	9,958,012.35	2,857,310.03	4,194,182.24	4,272,704.73	2,778,787.54

SCHEDULE 1 – CHANGE IN FUND BALANCE

Fund Type and Description	2007/2008 Actual Ending Balance	2008/2009 Budgeted Revenues	2008/2009 Budgeted Expenditures	2008/2009 Estimated Ending Balance	2009/2010 Proposed Budget Revenues	2009/2010 Proposed Budget Expenditures	2009/2010 Projected Ending Balance
1354 - 1999 Cop: Police Remodel	387,716.57	321,887.50	321,887.50	387,716.57	320,272.50	320,272.50	387,716.57
1355 - 2001 Gob: Library	654,273.32	605,640.00	603,468.76	656,444.56	612,656.26	612,656.26	656,444.56
Debt Service Funds	1,041,989.89	927,527.50	925,356.26	1,044,161.13	932,928.76	932,928.76	1,044,161.13
1104 - Developer: Fees	1,069,736.04	0.00	776,256.00	293,480.04	0.00	0.00	293,480.04
1171 - Starwood Hotels	10,000.00	0.00	10,000.00	0.00	0.00	9,257.50	(9,257.50)
1191 - Braddock/Logan Development	24,050.94	1,470,463.00	1,480,463.00	14,050.94	17,991.00	17,991.00	14,050.94
1435 - Plaza Bay	36,515.71	0.00	0.00	36,515.71	0.00	0.00	36,515.71
Capital Project Funds	1,140,302.69	1,470,463.00	2,266,719.00	344,046.69	17,991.00	27,248.50	334,789.19
1661 - Sanitation	635,610.12	5,576,507.68	8,308,273.76	(2,096,155.96)	10,474,775.00	10,378,629.02	(2,000,009.98)
1662 - Water	10,304,911.08	4,960,000.00	9,248,101.82	6,016,809.26	4,880,000.00	6,558,034.67	4,338,774.59
1663 - Sanitation: Capital Facility	142,961.78	30,000.00	141,000.00	31,961.78	1,862,000.00	1,862,000.00	31,961.78
1664 - Storm Drain	472,554.39	515,509.80	515,509.80	472,554.39	448,149.69	448,149.69	472,554.39
1665 - Sanitation: Co-Generation Project	4,665,392.40	387,520.00	(0.00)	5,052,912.40	0.00	0.00	5,052,912.40
1666 - Sanitation: Debt Service Co-Genera	89,167.30	505,952.90	505,952.90	89,167.30	505,952.90	505,952.90	89,167.30
Enterprise Funds	16,310,597.07	11,975,490.38	18,718,838.28	9,567,249.17	18,170,877.59	19,752,766.28	7,985,360.48
1770 - Insurance: Workers Compensation	220,766.44	621,090.00	492,235.50	349,620.94	740,459.68	740,459.68	349,620.94
1771 - Insurance: General Liability	26,596.61	433,232.11	487,687.08	(27,858.36)	438,041.56	438,041.56	(27,858.36)
1772 - Insurance: Unemployment	9,673.03	12,360.00	23,701.33	(1,668.30)	19,165.33	19,165.33	(1,668.30)
1773 - Garage Revolving	995,137.15	849,758.79	1,282,851.26	562,044.68	837,771.95	1,104,222.78	295,593.85
1774 - Pd Vehicle Maintenance	154,201.62	119,811.75	144,811.75	129,201.62	110,000.00	110,000.00	129,201.62
Internal Service Funds	1,406,374.85	2,036,252.65	2,431,286.92	1,011,340.58	2,145,438.52	2,411,889.35	744,889.75

SCHEDULE 1 – CHANGE IN FUND BALANCE

Fund Type and Description	2007/2008 Actual Ending Balance	2008/2009 Budgeted Revenues	2008/2009 Budgeted Expenditures	2008/2009 Estimated Ending Balance	2009/2010 Proposed Budget Revenues	2009/2010 Proposed Budget Expenditures	2009/2010 Projected Ending Balance
1881 - General Fixed Assets	60,372,813.08	0.00	0.00	60,372,813.08	0.00	0.00	60,372,813.08
1882 - General Long Term Debt	(31,050,055.52)	0.00	0.00	(31,050,055.52)	0.00	0.00	(31,050,055.52)
General Fixed Asset Funds	29,322,757.56	0.00	0.00	29,322,757.56	0.00	0.00	29,322,757.56
2236 - Rda: Lmihf 20% - Low Moderate Inc	1,878,030.01	982,321.00	653,424.90	2,206,926.11	1,077,771.00	604,992.49	2,679,704.62
2326 - Rda: 80% Tax Increment	3,728,397.72	3,552,111.59	2,651,035.69	4,629,473.62	4,406,946.20	3,141,211.60	5,895,208.22
2416 - Rda: Operations	131,610.49	919,276.04	1,003,765.80	47,120.73	975,483.25	975,483.25	47,120.73
2418 - Rda: Capital Project	39,447.28	0.00	0.00	39,447.28	0.00	0.00	39,447.28
2420 - Rda: Development Opportunity	2,339,819.53	0.00	475,853.25	1,863,966.28	0.00	0.00	1,863,966.28
2437 - Rda: Housing Capital Project (Lmih	1,753,869.85	0.00	33,643.92	1,720,225.93	0.00	0.00	1,720,225.93
2881 - Rda: General Fixed Assets	1,221,685.03	0.00	0.00	1,221,685.03	0.00	0.00	1,221,685.03
2882 - Rda: General Long Term Debt	(8,651,985.49)	0.00	0.00	(8,651,985.49)	0.00	0.00	(8,651,985.49)
All RDA Funds	2,440,874.42	5,453,708.63	4,817,723.56	3,076,859.49	6,460,200.45	4,721,687.34	4,815,372.60
All Funds	<u>60,123,012.21</u>	<u>46,269,365.51</u>	<u>56,648,309.62</u>	<u>49,744,068.10</u>	<u>49,068,395.82</u>	<u>49,260,558.44</u>	<u>49,551,905.48</u>

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SCHEDULE 2 – SUMMARY OF REVENUES BY FUND

Fund Type and Description	2007/2008 Actual	2008/2009 Budgeted Revenue	2009/2010 Proposed
1101 - General Fund	16,533,720.16	17,150,675.04	17,146,777.26
1103 - Developer: Permits	442,902.96	277,987.93	109,639.95
1120 - Joint Fire Training Program	183,250.85	297,039.36	245,000.00
1205 - Measure A	473,887.48	450,000.00	450,000.00
1211 - Highway Users Tax: 2106	112,765.18	121,250.56	121,250.56
1212 - Highway Users Tax: 2107 & 2107.5	191,303.09	175,000.00	175,000.00
1213 - Highway Users Tax: 2105	141,580.14	133,000.00	133,000.00
1215 - Recreation	1,301,223.80	1,345,652.92	1,289,098.51
1217 - Asset Forfeiture	623.74	0.00	0.00
1218 - Noise Insulation: V	785.00	0.00	0.00
1227 - Integrated Waste Management	224,742.22	220,600.00	242,600.00
1228 - Sam Trans: Ecr/Victoria Intersection	38,500.00	738,000.00	0.00
1231 - Slesf: Supplemental Law Enforcement Service Fund	101,671.49	111,084.14	100,000.00
1244 - State: Traffic Congestion Relief Ab2928 Prop 1B	400,568.00	1,558,880.00	202,296.00
1246 - Fema: Federal Emergency Management Assistance	0.00	0.00	0.00
1249 - Federal: Public Safety Equipment Grant	0.00	242,000.00	0.00
1250 - Smc: Street Sweep/Congestionp/Congestn	55,610.39	44,318.72	36,000.00
1270 - Safe Routes To School	0.00	61,200.00	0.00
1280 - Senior: Program Donations	34,819.42	7,210.00	7,210.00
1530 - Field License Agreement	0.00	1,440,000.00	1,060,000.00
1540 - Document Imaging Fees	146,138.89	2,650.00	20,000.00
1542 - Peg Programming Capital	260,707.75	0.00	0.00
1545 - Parks Special Revenue	22,658.00	11,039.60	0.00
1550 - Sister City Trust Fund	6,390.47	18,335.08	3,087.22
Special Revenue Funds	4,140,128.87	7,255,248.31	4,194,182.24
1354 - 1999 Cop: Police Remodel	331,426.63	321,887.50	320,272.50
1355 - 2001 Gob: Library	660,647.97	605,640.00	612,656.26
Debt Service Funds	992,074.60	927,527.50	932,928.76
1104 - Developer: Fees	765,830.20	0.00	0.00
1191 - Braddock/Logan Development	26,487.41	1,470,463.00	17,991.00
1435 - Plaza Bay	34.00	0.00	0.00
Capital Project Funds	792,351.61	1,470,463.00	17,991.00

SCHEDULE 2 – SUMMARY OF REVENUES BY FUND

Fund Type and Description	2007/2008 Actual	2008/2009 Budgeted Revenue	2009/2010 Proposed
1661 - Sanitation	6,001,978.51	5,576,507.68	10,474,775.00
1662 - Water	5,004,386.10	4,960,000.00	4,880,000.00
1663 - Sanitation: Capital Facility	1,494.61	30,000.00	1,862,000.00
1664 - Storm Drain	618,240.42	515,509.80	448,149.69
1665 - Sanitation: Co-Generation Project	38,383.78	387,520.00	0.00
1666 - Sanitation: Debt Service Co-Generation Project	506,528.21	505,952.90	505,952.90
Enterprise Funds	12,171,011.63	11,975,490.38	18,170,877.59
1770 - Insurance: Workers Compensation	692,781.34	621,090.00	740,459.68
1771 - Insurance: General Liability	422,495.45	433,232.11	438,041.56
1772 - Insurance: Unemployment	14,413.51	12,360.00	19,165.33
1773 - Garage Revolving	616,662.25	849,758.79	837,771.95
1774 - Pd Vehicle Maintenance	189,451.00	119,811.75	110,000.00
Internal Service Funds	1,935,803.55	2,036,252.65	2,145,438.52
2236 - Rda: Lmihf 20% - Low Moderate Income Housing Fund Tax Incre	1,027,451.79	982,321.00	1,077,771.00
2326 - Rda: 80% Tax Increment	4,045,802.26	3,552,111.59	4,406,946.20
2416 - Rda: Operations	1,032,268.09	919,276.04	975,483.25
2418 - Rda: Capital Project	412.41	0.00	0.00
2420 - Rda: Development Opportunity	112,635.94	0.00	0.00
2437 - Rda: Housing Capital Project (Lmihf Bond Proceeds)	90,454.34	0.00	0.00
All RDA Funds	6,309,024.83	5,453,708.63	6,460,200.45
All Funds	<u>42,874,115.25</u>	<u>46,269,365.51</u>	<u>49,068,395.82</u>

SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT

Fund Type	Revenue Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Revenues	2009/2010 Proposed
General Fund	301010 - Prop Tax: Current Year Secured	3,267,433.92	3,401,826.93	3,803,086.12
	301020 - Prop Tax: Current Year Unsecured	206,464.01	210,000.00	225,000.00
	301030 - Prop Tax: Homeowner'S Tax Relief	29,324.18	25,000.00	31,000.00
	301050 - Prop Tax: Other Prior Year	375,456.99	413,501.00	400,000.00
	301060 - Prop Tax: Administration Fee Smco	(41,329.19)	(37,590.00)	(45,000.00)
	301070 - Prop Tax: Special Assessments	1,110,346.16	1,100,000.00	1,194,088.00
	301080 - Prop Tax: Sb 813 Supplemental	198,062.13	175,000.00	217,000.00
	301090 - Prop Tax: In Lieu Of Vehicle License	1,518,548.00	1,600,000.00	1,700,000.00
	301 - Taxes	6,664,306.20	6,887,737.93	7,525,174.12
	302110 - Sales And Use Tax	1,469,449.32	1,534,429.98	1,530,000.00
	302112 - Sales And Use Tax: 1/2 Cent Public	73,017.75	72,985.00	100,000.00
	302113 - Prop Tax: Triple Flip	559,224.10	590,162.07	610,000.00
	302120 - Property Transfer Tax	135,049.39	85,000.00	90,000.00
	302132 - Parking Tax: Clarion	64,797.72	65,000.00	66,950.00
	302136 - Parking Tax: Westin	10,937.97	11,000.00	11,330.00
	302 - Other Taxes Revenues	2,312,476.25	2,358,577.05	2,408,280.00
	303101 - Telecommunications	236,638.39	285,000.00	280,000.00
	303102 - Garbage: South San Francisco Scav	465,486.18	447,720.00	455,000.00
	303103 - Utilities: Pacific Gas And Electric	207,920.17	210,500.00	270,000.00
	303105 - Rcn Corp	10,000.00	10,000.00	0.00
	303 - Franchise Taxes	920,044.74	953,220.00	1,005,000.00
	304 - Hotel Taxes	3,269,458.22	3,003,384.00	3,047,000.00
	310210 - Business License	328,703.99	300,000.00	311,000.00
	310230 - Bike License	7.00	0.00	0.00
	319210 - Business License: Applicaton / Rene	14,952.23	37,000.00	39,000.00
	310 - Licenses	343,663.22	337,000.00	350,000.00

SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT

Fund Type	Revenue Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Revenues	2009/2010 Proposed
	320310 - Permit: Building	320,521.98	225,000.00	225,000.00
	320320 - Permit: Plumbing	29,613.46	23,000.00	23,000.00
	320330 - Permit: Electrical	24,399.33	19,000.00	19,000.00
	320340 - Permit: Gas	10,697.62	11,330.00	11,500.00
	320345 - Permit: Document Imaging	21,757.25	0.00	0.00
	320390 - Permit: Departmental Review Fee	47,472.59	31,827.00	40,000.00
	320 - Permits	454,462.23	310,157.00	318,500.00
	325410 - Civil Fines / Bail Forfeiture	148,295.53	170,000.00	225,000.00
	325420 - Parking Citation	179,803.76	175,000.00	275,000.00
	325430 - State Officers Citations	246,350.38	350,000.00	351,990.00
	325440 - Motor Vehicle Fine: Child Seat	176.96	70.00	2,406.08
	325490 - Other Fines	4,367.00	4,929.00	5,076.87
	325499 - Delinquent Citation Fee	(2,626.38)	(2,018.19)	0.00
	325 - Fines/Forfeitures	576,367.25	697,980.81	859,472.95
	330510 - Interest Income	385,179.59	52,000.00	225,000.00
	330511 - Fiscal Agent: Fair Market Value Adjust	(106,436.91)	314.00	0.00
	330512 - Fiscal Agent: Interest Earned	17,601.35	3,619.00	15,450.00
	330530 - Rent & Concession: Government	242,770.55	243,000.00	243,000.00
	330 - Use Of Money & Property	539,114.58	298,933.00	483,450.00
	335610 - N/A Trailer Coach License Fees	0.00	0.00	0.00
	335630 - State Motor Vehicle License Fees	93,079.92	144,200.00	148,000.00
	335660 - Grant: State	0.00	0.00	0.00
	335662 - Highway: Reimbursements	1,163.40	1,038.00	1,000.00
	335663 - Millbrae Elementary School District	31,303.47	30,000.00	30,000.00
	335664 - City/County Association Of Government	0.00	35,369.88	0.00
	335665 - State Mandate Reimbursement	0.00	2,528.00	0.00
	335 - State, Co., Fed. Grants	125,546.79	213,135.88	179,000.00
	345610 - Planning: Developer Application	14,795.73	14,678.00	15,000.00
	345620 - Planning: Use Permits	16,457.00	12,000.00	13,000.00
	345630 - Planning: Variance	2,188.00	3,000.00	2,000.00
	345640 - Planning: Design Review	24,356.00	8,900.00	13,000.00
	345650 - Planning: Antenna/Wireless-Commer	2,951.00	4,120.00	5,000.00
	345651 - Planning: Antenna/Wireless-Non Cor	7,160.00	9,785.00	5,000.00
	345660 - Planning: Environment Determination	4,827.00	3,708.00	3,800.00

SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT

Fund Type	Revenue Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Revenues	2009/2010 Proposed
	345670 - Planning: Misc. Review/Action	635.00	1,030.00	1,030.00
	345671 - Planning: General Plan Update	4,381.89	4,000.00	0.00
	345680 - Planning: Document Copies	276.16	515.00	500.00
	345710 - Engineer: Services	65,690.53	82,411.75	83,000.00
	345720 - Building: Technology Fee	8,523.70	8,000.00	8,000.00
	345711 - Planning: Fees & Service	5,891.91	4,500.00	5,500.00
	345712 - Building: Plan Check	139,227.49	101,000.00	105,000.00
	345713 - Sale Of Maps & Ordinances	33.00	103.00	100.00
	345 - Engineer & Planning Fee	297,394.41	257,750.75	259,930.00
	350774 - Fire: Joint Training Reimbursement	1,691.41	7,500.00	7,500.00
	350775 - Fire: Inspection / Service	81,220.88	70,000.00	72,100.00
	350776 - Fire: Paramedic / First Responder	97,702.00	100,000.00	100,000.00
	350778 - Police: Dui	1,744.25	2,093.00	2,100.00
	350779 - Police: P.O.S.T. Reimbursement	18,590.32	15,500.00	15,965.00
	350780 - Police: Services	174,915.08	116,065.13	24,570.65
	350781 - Police: False Alarm	19,468.47	18,484.16	21,000.00
	350782 - Police: Alarm Monitoring	28,694.15	33,600.00	34,608.00
	350 - Pub. Safety Services	424,026.56	363,242.29	277,843.65
	355784 - In Lieu: Water And Sewer	99,732.00	102,724.00	105,805.72
	355 - Water & Sanitation Svc	99,732.00	102,724.00	105,805.72
	370820 - Sale Of Equipment	25,000.00	0.00	0.00
	370830 - Gifts And Donations	13,353.12	16,000.00	1,000.00
	370840 - Cash Over And Short	28.21	0.00	0.00
	370951 - Insurance Settlement	0.00	13,448.10	0.00
	370980 - Current Service Charges	177,568.47	382,307.01	133,900.00
	370990 - Miscellaneous Revenue	24,499.26	20,490.20	175,420.82
	370 - Other Revenues	240,449.06	432,245.31	310,320.82
	380970 - Operating Transfer In	266,678.65	934,587.02	17,000.00
	380 - Rev.- Other Fin. Source	266,678.65	934,587.02	17,000.00
General Fund	300 - Total Revenues	<u>16,533,720.16</u>	<u>17,150,675.04</u>	<u>17,146,777.26</u>

SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT

Fund Type	Revenue Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Revenues	2009/2010 Proposed
Special Revenue Fund	302111 - Measure A Tax	417,565.08	400,000.00	400,000.00
	302 - Other Taxes Revenues	417,565.08	400,000.00	400,000.00
	320310 - Permit: Building	30,029.53	115,415.50	64,639.95
	320320 - Permit: Plumbing	6,758.34	13,810.37	15,000.00
	320330 - Permit: Electrical	7,921.32	16,548.16	15,000.00
	320340 - Permit: Gas	0.00	80.19	0.00
	320345 - Permit: Document Imaging	6,315.00	2,918.00	20,000.00
	320390 - Permit: Departmental Review Fee	4,211.43	16,991.54	15,000.00
	320 - Permits	55,235.62	165,763.76	129,639.95
	330510 - Interest Income	126,065.79	71,000.00	71,000.00
	330511 - Fiscal Agent: Fair Market Value Adju	3,730.00	0.00	0.00
	330512 - Fiscal Agent: Interest Earned	0.00	250.56	250.56
	330520 - Rent & Concession: Parks And Recre	169,418.64	151,181.07	169,000.00
	330 - Use Of Money & Property	299,214.43	222,431.63	240,250.56
	335640 - Highway Users Tax: 2106	102,453.05	110,000.00	110,000.00
	335650 - Highway Users Tax: 2107 & 2107.5	191,280.92	175,000.00	175,000.00
	335660 - Grant: State	405,511.00	515,680.00	307,896.00
	335661 - Highway Users Tax: 2105	135,233.82	127,000.00	127,000.00
	335663 - Millbrae Elementary School Distict	0.00	60,000.00	1,060,000.00
	335664 - City/County Association Of Governm	16,208.61	24,318.72	0.00
	335670 - Grant: Federal	0.00	366,000.00	0.00
	335680 - Grant: County	158,982.13	774,000.00	36,000.00
	335 - State,Co., Fed. Grants	1,009,669.53	2,151,998.72	1,815,896.00
	340740 - Recreation: Registration	523,783.55	639,391.00	608,113.00
	340 - Recreation Fees	523,783.55	639,391.00	608,113.00
	345671 - Planning: General Plan Update	0.00	31,250.00	0.00
	345710 - Engineer: Services	38,500.00	0.00	0.00
	345720 - Building: Technology Fee	30.00	50.00	0.00
	345711 - Planning: Fees & Service	300.00	310.00	0.00
	345712 - Building: Plan Check	1,247.37	0.00	0.00
	345714 - Engineer: Intergrated Waste Manage	216,985.35	211,000.00	228,000.00

SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT

Fund Type	Revenue Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Revenues	2009/2010 Proposed
	345824 - Building: Park Facilities In Lieu Fee	305,140.00	0.00	0.00
	345 - Engineer & Planning Fee	562,202.72	242,610.00	228,000.00
	350774 - Fire: Joint Training Reimbursement	183,250.60	205,332.00	205,332.00
	350775 - Fire: Inspection / Service	15,828.00	83,264.17	0.00
	350 - Pub. Safety Services	199,078.60	288,596.17	205,332.00
	370830 - Gifts And Donations	59,410.75	15,322.00	10,297.22
	370831 - Contribution: Malta	3,078.71	2,060.00	0.00
	370832 - Contribution: La Serena	0.00	2,060.00	0.00
	370980 - Current Service Charges	339.68	0.00	5,000.00
	370990 - Miscellaneous Revenue	274,597.18	2,927.60	0.00
	370 - Other Revenues	337,426.32	22,369.60	15,297.22
	380970 - Operating Transfer In	735,953.02	3,122,087.43	551,653.51
	380 - Rev.- Other Fin. Source	735,953.02	3,122,087.43	551,653.51
Special Revenue Fund	300 - Total Revenues	<u>4,140,128.87</u>	<u>7,255,248.31</u>	<u>4,194,182.24</u>
Debt Service Fund	301010 - Prop Tax: Current Year Secured	614,993.30	566,500.00	573,516.26
	301020 - Prop Tax: Current Year Unsecured	12,208.69	0.00	0.00
	301030 - Prop Tax: Homeowner'S Tax Relief	6,222.73	8,240.00	8,240.00
	301050 - Prop Tax: Other Prior Year	(54.26)	0.00	0.00
	301060 - Prop Tax: Administration Fee Smco	(6,602.81)	0.00	0.00
	301080 - Prop Tax: Sb 813 Supplemental	20,870.32	25,750.00	25,750.00
	301 - Taxes	647,637.97	600,490.00	607,506.26
	330510 - Interest Income	10,286.00	5,150.00	5,150.00
	330511 - Fiscal Agent: Fair Market Value Adjus	1,725.99	0.00	0.00
	330512 - Fiscal Agent: Interest Earned	12,420.64	12,000.00	6,000.00
	330 - Use Of Money & Property	24,432.63	17,150.00	11,150.00
	380970 - Operating Transfer In	320,004.00	309,887.50	314,272.50
	380 - Rev.- Other Fin. Source	320,004.00	309,887.50	314,272.50
Debt Service Fund	300 - Total Revenues	<u>992,074.60</u>	<u>927,527.50</u>	<u>932,928.76</u>

SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT

Fund Type	Revenue Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Revenues	2009/2010 Proposed
Capital Project Fund	320310 - Permit: Building	5,745.00	15,363.91	9,991.00
	320320 - Permit: Plumbing	0.00	2,425.68	0.00
	320330 - Permit: Electrical	0.00	1,204.30	0.00
	320345 - Permit: Document Imaging	253.00	0.00	0.00
	320390 - Permit: Departmental Review Fee	875.75	2,304.58	0.00
	320 - Permits	6,873.75	21,298.47	9,991.00
	330510 - Interest Income	56,613.20	0.00	0.00
	330511 - Fiscal Agent: Fair Market Value Adjust	34.00	0.00	0.00
	330 - Use Of Money & Property	56,647.20	0.00	0.00
	345710 - Engineer: Services	9,166.30	49,471.59	0.00
	345720 - Building: Technology Fee	55.00	170.00	0.00
	345712 - Building: Plan Check	10,392.36	8,000.00	8,000.00
	345824 - Building: Park Facilities In Lieu Fee	0.00	1,380,000.00	0.00
	345 - Engineer & Planning Fee	19,613.66	1,437,641.59	8,000.00
	350775 - Fire: Inspection / Service	0.00	11,522.94	0.00
350 - Pub. Safety Services	0.00	11,522.94	0.00	
380970 - Operating Transfer In	709,217.00	0.00	0.00	
380 - Rev.- Other Fin. Source	709,217.00	0.00	0.00	
Capital Project Fund	300 - Total Revenues	<u>792,351.61</u>	<u>1,470,463.00</u>	<u>17,991.00</u>
Enterprise Fund	301060 - Prop Tax: Administration Fee Smco	(8,027.50)	0.00	0.00
	301 - Taxes	(8,027.50)	0.00	0.00
	320350 - Permit: Sewer Connection Fee	0.00	15,000.00	15,000.00
	320 - Permits	0.00	15,000.00	15,000.00
	330510 - Interest Income	207,327.73	200,000.00	120,000.00
	330511 - Fiscal Agent: Fair Market Value Adjust	4,120.00	0.00	0.00
	330512 - Fiscal Agent: Interest Earned	10,068.29	0.00	0.00
	330 - Use Of Money & Property	221,516.02	200,000.00	120,000.00

SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT

Fund Type	Revenue Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Revenues	2009/2010 Proposed
	335662 - Highway: Reimbursements	19,142.85	0.00	0.00
	335 - State,Co., Fed. Grants	19,142.85	0.00	0.00
	355762 - Treatment: Groundwater	34,981.15	0.00	0.00
	355781 - Sanitation Services	5,462,964.73	5,295,092.00	6,090,000.00
	355782 - Water: Sales	3,818,104.14	3,900,000.00	3,800,000.00
	355783 - Water: Connection Charge	116,207.10	40,000.00	40,000.00
	355785 - Water: Penalty Charge	11,452.00	10,000.00	10,000.00
	355786 - Water: Installation Charge	20,799.25	10,000.00	10,000.00
	355787 - Water: Meter Charge	939,360.57	920,000.00	950,000.00
	355790 - Sewer: #290 Surcharge	82,349.17	40,000.00	40,000.00
	355791 - Sewer: #291 Surcharge	289,100.01	126,000.00	126,000.00
	355795 - Storm Drain Fee	234,588.68	227,000.00	236,000.00
	355 - Water & Sanitation Svc	11,009,906.80	10,568,092.00	11,302,000.00
	370980 - Current Service Charges	14,467.86	39,000.00	39,000.00
	370990 - Miscellaneous Revenue	(1,728.57)	15,415.68	15,000.00
	370 - Other Revenues	12,739.29	54,415.68	54,000.00
	380960 - Proceeds: Bond Financing	10,238.15	0.00	5,965,775.00
	380970 - Operating Transfer In	905,496.02	1,137,982.70	714,102.59
	380 - Rev.- Other Fin. Source	915,734.17	1,137,982.70	6,679,877.59
Enterprise Fund	300 - Total Revenues	<u>12,171,011.63</u>	<u>11,975,490.38</u>	<u>18,170,877.59</u>
Internal Service Fund	330510 - Interest Income	11,782.47	21,330.00	10,300.00
	330511 - Fiscal Agent: Fair Market Value Adjust	1,445.00	0.00	0.00
	330 - Use Of Money & Property	13,227.47	21,330.00	10,300.00
	335664 - City/County Association Of Governm	0.00	12,405.88	0.00
	335 - State,Co., Fed. Grants	0.00	12,405.88	0.00
	370810 - Sale Of Property	0.00	10,000.00	10,000.00
	370820 - Sale Of Equipment	32,251.25	0.00	0.00
	370910 - Equipment Rental (City Own)	589,572.00	728,002.84	723,132.00
	370960 - Interdepartmental Services	1,120,162.88	1,055,352.11	1,197,366.57

SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT

Fund Type	Revenue Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Revenues	2009/2010 Proposed
	370990 - Miscellaneous Revenue	2,104.95	0.00	0.00
	370 - Other Revenues	1,744,091.08	1,793,354.95	1,930,498.57
	380970 - Operating Transfer In	178,485.00	209,161.82	204,639.95
	380 - Rev.- Other Fin. Source	178,485.00	209,161.82	204,639.95
Internal Service Fund	300 - Total Revenues	<u>1,935,803.55</u>	<u>2,036,252.65</u>	<u>2,145,438.52</u>
All RDA Funds	301010 - Prop Tax: Current Year Secured	3,739,937.18	3,532,883.00	4,932,771.00
	301020 - Prop Tax: Current Year Unsecured	171,983.00	311,987.00	355,000.00
	301051 - Prop Tax: Redemptions / Rda Adjust	5,542.96	0.00	0.00
	301060 - Prop Tax: Administration Fee Smco	(20,110.00)	0.00	(30,000.00)
	301080 - Prop Tax: Sb 813 Supplemental	710,073.77	325,000.00	95,000.00
	301 - Taxes	4,607,426.91	4,169,870.00	5,352,771.00
	330510 - Interest Income	440,132.12	235,676.90	19,000.00
	330511 - Fiscal Agent: Fair Market Value Adjust	39,962.75	10,000.00	0.00
	330512 - Fiscal Agent: Interest Earned	21,963.68	0.00	0.00
	330520 - Rent & Concession: Parks And Recreation	0.00	0.00	48,000.00
	330 - Use Of Money & Property	502,058.55	245,676.90	67,000.00
	370980 - Current Service Charges	0.00	0.00	51,002.64
	370990 - Miscellaneous Revenue	44,368.28	0.00	0.00
	370 - Other Revenues	44,368.28	0.00	51,002.64
	380970 - Operating Transfer In	1,155,171.09	1,038,161.73	989,426.81
	380 - Rev.- Other Fin. Source	1,155,171.09	1,038,161.73	989,426.81
All RDA Funds	300 - Total Revenues	<u>6,309,024.83</u>	<u>5,453,708.63</u>	<u>6,460,200.45</u>

SCHEDULE 4 – SUMMARY OF EXPENDITURES BY FUND

Fund Type and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
1101 - General Fund	17,791,090.48	17,530,373.25	17,141,333.48
1103 - Developer: Permits	544,966.43	1,520,128.27	109,639.95
1120 - Joint Fire Training Program	233,092.98	196,304.18	245,000.00
1205 - Measure A	125,236.10	1,412,689.80	450,000.00
1211 - Highway Users Tax: 2106	92,640.72	129,144.63	121,250.56
1212 - Highway Users Tax: 2107 & 2107.5	194,391.09	247,820.77	175,000.00
1213 - Highway Users Tax: 2105	120,444.32	169,096.45	133,000.00
1215 - Recreation	1,445,299.06	1,346,277.92	1,289,098.51
1218 - Noise Insulation: V	0.00	26,098.96	18,790.29
1227 - Integrated Waste Management	266,117.48	495,923.69	282,542.20
1228 - Sam Trans: Ecr/Victoria Intersection	16,519.28	746,321.27	0.00
1231 - Slesf: Supplemental Law Enforcement Service Fund	126,997.63	111,084.14	100,000.00
1244 - State: Traffic Congestion Relief Ab2928 Prop 1B	0.00	1,711,976.35	202,296.00
1249 - Federal: Public Safety Equipment Grant	0.00	242,000.00	0.00
1250 - Smc: Street Sweep/Congestionp/Congestn	38,799.77	56,916.32	36,000.00
1270 - Safe Routes To School	0.00	61,200.00	0.00
1280 - Senior: Program Donations	7,896.00	8,250.00	11,000.00
1530 - Field License Agreement	0.00	1,380,000.00	1,060,000.00
1540 - Document Imaging Fees	0.00	82,650.00	20,000.00
1542 - Peg Programming Capital	43,902.62	0.00	16,000.00
1545 - Parks Special Revenue	22,658.00	11,039.60	0.00
1550 - Sister City Trust Fund	2,416.72	3,090.00	3,087.22
Special Revenue Funds	3,281,378.20	9,958,012.35	4,272,704.73
1354 - 1999 Cop: Police Remodel	323,127.50	321,887.50	320,272.50
1355 - 2001 Gob: Library	598,643.76	603,468.76	612,656.26
Debt Service Funds	921,771.26	925,356.26	932,928.76
1104 - Developer: Fees	0.00	776,256.00	0.00
1171 - Starwood Hotels	0.00	10,000.00	9,257.50
1191 - Braddock/Logan Development	15,853.47	1,480,463.00	17,991.00
Capital Project Funds	15,853.47	2,266,719.00	27,248.50

SCHEDULE 4 – SUMMARY OF EXPENDITURES BY FUND

Fund Type and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
1661 - Sanitation	4,720,020.99	8,308,273.76	10,378,629.02
1662 - Water	4,162,076.59	9,248,101.82	6,558,034.67
1663 - Sanitation: Capital Facility	0.00	141,000.00	1,862,000.00
1664 - Storm Drain	454,635.42	515,509.80	448,149.69
1665 - Sanitation: Co-Generation Project	470,696.40	(0.00)	0.00
1666 - Sanitation: Debt Service Co-Generation Project	505,952.90	505,952.90	505,952.90
Enterprise Funds	10,313,382.30	18,718,838.28	19,752,766.28
1770 - Insurance: Workers Compensation	512,047.62	492,235.50	740,459.68
1771 - Insurance: General Liability	536,407.29	487,687.08	438,041.56
1772 - Insurance: Unemployment	16,228.00	23,701.33	19,165.33
1773 - Garage Revolving	642,466.84	1,282,851.26	1,104,222.78
1774 - Pd Vehicle Maintenance	104,471.57	144,811.75	110,000.00
Internal Service Funds	1,811,621.32	2,431,286.92	2,411,889.35
1881 - General Fixed Assets	1,858,568.45	0.00	0.00
1882 - General Long Term Debt	274,169.78	0.00	0.00
General Fixed Asset Funds	2,132,738.23	0.00	0.00
2236 - Rda: Lmihf 20% - Low Moderate Income Housing Fund Tax	2,318,472.51	653,424.90	604,992.49
2326 - Rda: 80% Tax Increment	3,259,493.14	2,651,035.69	3,141,211.60
2416 - Rda: Operations	888,364.40	1,003,765.80	975,483.25
2420 - Rda: Development Opportunity	322,405.01	475,853.25	0.00
2437 - Rda: Housing Capital Project (Lmihf Bond Proceeds	2,026,176.00	33,643.92	0.00
2881 - Rda: General Fixed Assets	(4,302,534.73)	0.00	0.00
2882 - Rda: General Long Term Debt	(1,187.50)	0.00	0.00
All RDA Funds	4,511,188.83	4,817,723.56	4,721,687.34
All Funds	<u>41,674,211.27</u>	<u>56,673,309.62</u>	<u>49,260,558.44</u>

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
General Fund	410101 - Salary: Regular	6,294,087.65	6,826,813.15	6,739,515.18
	410102 - Salary: Temp And Part Time	309,787.49	274,345.58	338,459.84
	410103 - Salary: Special	111,440.59	117,442.93	53,718.85
	410104 - Salary: Holiday	185,155.92	168,103.00	199,742.10
	410106 - Salary: Final Vacation Leave Pay	38,110.74	0.00	0.00
	410107 - Salary: Overtime	770,823.24	395,078.63	400,000.00
	410108 - Police: Sergeants' Comp Pay.Pay	49,842.19	40,688.00	36,150.50
	410109 - Supplement: Workers Comp	62,077.80	220,000.00	0.00
	410110 - Allowance: Auto	5,863.84	5,832.00	3,240.00
	410111 - Fire: Paramedic Education	71,342.65	74,558.88	75,720.00
	410113 - Incentive Pay: Ed Cert	216,002.48	230,920.45	247,403.10
	410114 - Incentive Pay: Certifiede Pay	3,063.64	6,054.00	5,874.00
	410149 - Retirement Health Saving Plan (Rhs)	0.00	0.00	25,775.21
	410150 - Worker'S Compensation	507,464.34	495,431.13	535,084.08
	410151 - P.E.R.S.: General	1,069,681.64	1,150,993.27	1,268,950.51
	410152 - Part Time: Lincoln National Retirement	8,310.61	0.00	2,673.11
	410153 - Insurance: Health	1,332,474.02	1,369,695.60	1,503,149.18
	410154 - Insurance: Dental	73,932.88	75,281.38	77,546.16
	410155 - Insurance: Vision Care	12,315.86	12,372.64	13,328.93
	410156 - Insurance: Life	38,617.25	42,583.86	46,531.14
	410157 - Insurance: Sdi & Ltd	17,004.64	19,086.86	20,750.68
	410158 - Insurance: Medicare	93,959.32	82,794.19	89,884.72
	410159 - Insurance: Unemployment	8,510.44	10,437.89	11,286.66
	410160 - Allowance: Uniform	36,089.29	37,374.77	32,361.10
	410161 - Allowance: Cell Phone	3,100.96	3,600.00	4,741.00
		410 - Personnel Costs	11,319,059.48	11,659,488.21
	411201 - Advertising	7,594.17	12,012.00	11,528.24
	411202 - Communications	106,213.58	107,747.73	113,040.36
	411203 - Contractual Services	1,773,903.00	1,905,120.58	1,431,518.90
	411204 - Dues & Publications	34,582.62	46,909.00	45,841.21
	411205 - Conference & Meetings	49,959.79	47,204.00	37,021.84
	411206 - Maintenance: Building & Grounds	177,670.09	95,603.13	74,284.13
	411207 - Maintenance: Vehicle	6,180.20	14,783.00	14,769.70
	411208 - Maintenance: Other Equipment	43,445.41	77,148.45	42,112.46
	411209 - Equipment Rental (City Owned)	242,400.00	275,056.35	280,600.99
	411210 - N/A Utilities	2,538.55	0.00	0.00
	411211 - Laundry And Linen Service	9,542.70	5,470.00	5,465.08

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	411212 - Printing And Postage	51,299.40	74,714.00	49,950.51
	411213 - Rents, Leases & Taxes	4,787.85	27,412.11	40,044.48
	411214 - Training And Safety	89,971.98	67,951.00	71,301.24
	411215 - Credit Card Service Charge	12,310.21	13,725.00	13,712.65
	411216 - Software License And Maintenance	35,538.36	17,000.00	43,537.26
	411230 - Special Department Expense	224,872.59	182,014.20	148,653.14
	411240 - Legal Service: General	128,011.77	77,783.28	198,213.61
	411241 - Legal Service: Labor Relation	32,638.60	18,359.00	18,342.48
	411242 - Tree Services	0.00	5,463.00	9,200.00
	411250 - Audit Services	13,881.02	74,899.18	62,000.00
	411261 - Electricity	122,269.62	109,036.00	121,966.00
	411262 - Natural Gas	19,911.51	0.00	28,076.03
	411263 - Water And Sewer	90,265.73	89,741.00	111,136.26
	411 - Services	3,279,788.75	3,345,152.01	2,972,316.55
	412301 - Motor Fuel	19,887.45	14,133.00	13,621.18
	412302 - Parts And Tires	5,591.00	5,743.00	5,739.63
	412303 - Small Tools And Equipment	4,922.32	10,674.95	7,281.73
	412304 - Office Supplies	40,282.92	59,309.00	39,505.28
	412305 - Wearing Apparel	23,551.37	35,271.00	35,523.31
	412309 - Irrigation Supplies	0.00	6,027.00	5,498.20
	412310 - Public Education Material	0.00	4,000.00	3,996.40
	412330 - Special Department Supplies	110,197.18	141,409.53	114,124.07
	412331 - Office Equipment (Under 5,000)	5,020.91	8,356.61	8,322.30
	412 - Supplies	209,453.15	284,924.09	233,612.10
	413330 - Debt Service: Administration Fee	0.00	5,000.00	5,000.00
	413401 - Insurance: General Liability	278,292.00	278,292.00	286,640.76
	413402 - Claims Settlement	0.00	0.00	400,000.00
	413405 - Bond & Loan: Principle Payment	672,489.23	661,615.78	646,343.66
	413406 - Bond & Loan: Interest Payment	122,743.96	163,646.35	203,918.47
	413409 - Overhead Allocation	(482,376.00)	(496,923.50)	(511,831.21)
	413421 - Solar Energy Rebates	400.00	0.00	571.40
	413430 - Contingency	11,913.24	11,015.98	0.00
	413 - Other Operating Exp.	603,462.43	622,646.61	1,030,643.09

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	415203 - Capital: Contractual Service	38,251.00	0.00	0.00
	415230 - Capital: Special Department Expenset	11,975.00	0.00	0.00
	415502 - Capital: Building Improvement	36,100.92	0.00	0.00
	415504 - Capital: Equipment, Machine And Furr	73,057.87	69,739.75	15,000.00
	415505 - Capital: Improvement Other Than Builc	4,676.00	117,410.00	3,000.00
	415506 - Capital: Engineering And Design	9,062.50	36,320.50	0.00
	415 - Capital Expenditures	173,123.29	223,470.25	18,000.00
	480970 - Operating Transfer Out	2,206,203.38	1,394,692.08	1,154,875.70
	480 - Operating Transfers	2,206,203.38	1,394,692.08	1,154,875.70
General Fund	400 - Total Expenses	<u>17,791,090.48</u>	<u>17,530,373.25</u>	<u>17,141,333.48</u>
Special Revenue Funds	410101 - Salary: Regular	693,912.89	855,380.39	909,021.72
	410102 - Salary: Temp And Part Time	387,645.50	411,114.56	263,542.30
	410103 - Salary: Special	35,037.81	14,560.46	11,206.61
	410104 - Salary: Holiday	5,041.44	0.00	0.00
	410106 - Salary: Final Vacation Leave Pay	7,952.50	0.00	0.00
	410107 - Salary: Overtime	60,399.33	0.00	0.00
	410110 - Allowance: Auto	2,796.46	2,670.00	2,670.00
	410113 - Incentive Pay: Ed Cert	869.78	0.00	0.00
	410114 - Incentive Pay: Certifiende Pay	550.67	1,566.00	1,566.00
	410150 - Worker'S Compensation	28,536.64	19,639.17	27,148.27
	410151 - P.E.R.S.: General	107,763.96	113,607.99	126,131.06
	410152 - Part Time: Lincoln National Retirement	11,290.37	0.00	9,075.40
	410153 - Insurance: Health	154,332.49	132,255.39	184,349.57
	410154 - Insurance: Dental	7,959.30	6,082.32	6,266.16
	410155 - Insurance: Vision Care	754.82	753.36	699.12
	410156 - Insurance: Life	5,609.64	5,949.86	6,095.65
	410157 - Insurance: Sdi & Ltd	3,683.43	3,966.96	3,966.94
	410158 - Insurance: Medicare	14,142.49	9,254.58	13,794.33
	410159 - Insurance: Unemployment	1,502.06	1,281.81	1,750.82
	410160 - Allowance: Uniform	1,399.90	1,399.90	278.40
	410161 - Allowance: Cell Phone	1,033.66	1,200.00	1,800.00
	410 - Personnel Costs	1,532,215.14	1,580,682.75	1,569,362.35

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	411201 - Advertising	4,856.37	9,055.50	8,549.35
	411202 - Communications	2,314.97	4,339.56	4,724.49
	411203 - Contractual Services	534,821.69	1,584,030.18	1,375,450.81
	411204 - Dues & Publications	1,658.44	3,159.14	3,156.30
	411205 - Conference & Meetings	7,196.68	5,725.13	1,500.28
	411206 - Maintenance: Building & Grounds	7,671.26	1,391,039.60	0.00
	411207 - Maintenance: Vehicle	4,018.47	5,345.00	2,587.94
	411208 - Maintenance: Other Equipment	15,031.07	7,842.94	7,832.28
	411210 - N/A Utilities	8,251.32	0.00	0.00
	411212 - Printing And Postage	32,790.55	34,968.24	34,936.77
	411213 - Rents, Leases & Taxes	1,110.02	0.00	180,000.00
	411214 - Training And Safety	17,246.92	3,711.99	40,554.96
	411215 - Credit Card Service Charge	4,169.69	0.00	0.00
	411217 - Maintenance: Infrastructure	22,800.00	7,200.00	0.00
	411230 - Special Department Expense	168,107.98	161,213.22	111,350.00
	411231 - Commercial Waste Prevention	2,206.68	2,964.60	2,961.93
	411233 - Video Supplies	935.12	1,638.73	1,637.26
	411240 - Legal Service: General	29,374.80	51,223.56	2,729.10
	411250 - Audit Services	200.00	1,057.00	1,000.00
	411261 - Electricity	141,703.60	205,275.92	201,123.75
	411262 - Natural Gas	11,619.23	0.00	0.00
	411263 - Water And Sewer	3,955.26	0.00	0.00
	411276 - Grading And Hauling	0.00	25,566.00	0.00
	411 - Services	1,022,040.12	3,505,356.31	1,980,095.22
	412301 - Motor Fuel	6,301.59	3,874.99	3,093.35
	412303 - Small Tools And Equipment	32,879.10	1,245.27	73.85
	412304 - Office Supplies	10,635.76	20,511.86	12,001.05
	412305 - Wearing Apparel	772.17	0.00	0.00
	412307 - School Education Recycle Programprc	1,034.74	5,150.00	5,145.37
	412308 - Conservation Supplies	0.00	9,500.00	9,316.85
	412330 - Special Department Supplies	67,182.16	76,605.71	69,279.43
	412331 - Office Equipment (Under 5,000)	2,574.41	0.00	0.00
	412 - Supplies	121,379.93	116,887.83	98,909.90

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	413401 - Insurance: General Liability	12,720.00	13,102.63	13,495.71
	413405 - Bond & Loan: Principle Payment	77,949.56	0.00	0.00
	413406 - Bond & Loan: Interest Payment	16,690.39	0.00	0.00
	413430 - Contingency	0.00	37,291.54	10,609.00
	413 - Other Operating Exp.	107,359.95	50,394.17	24,104.71
	415203 - Capital: Contractual Service	12,618.11	0.00	0.00
	415430 - Capital: Contingency	0.00	28,000.00	0.00
	415504 - Capital: Equipment, Machine And Furr	15,787.12	242,000.00	0.00
	415505 - Capital: Improvement Other Than Builc	22,667.96	2,505,536.31	371,930.15
	415506 - Capital: Engineering And Design	34,557.06	221,153.03	19,157.46
	415512 - Capital: Material Testing	949.00	10,000.00	0.00
	415515 - Capital: Construction Management	0.00	42,000.00	103,504.99
	415 - Capital Expenditures	86,579.25	3,048,689.34	494,592.60
	480970 - Operating Transfer Out	411,803.81	1,656,001.95	105,639.95
	480 - Operating Transfers	411,803.81	1,656,001.95	105,639.95
Special Revenue Funds	400 - Total Expenses	<u>3,281,378.20</u>	<u>9,958,012.35</u>	<u>4,272,704.73</u>
Debt Service Funds	411230 - Special Department Expense	2,000.00	0.00	0.00
	411 - Services	2,000.00	0.00	0.00
	413330 - Debt Service: Administration Fee	795.00	2,795.00	2,795.00
	413405 - Bond & Loan: Principle Payment	190,000.00	205,000.00	225,000.00
	413406 - Bond & Loan: Interest Payment	728,976.26	717,561.26	705,133.76
	413 - Other Operating Exp.	919,771.26	925,356.26	932,928.76
Debt Service Funds	400 - Total Expenses	<u>921,771.26</u>	<u>925,356.26</u>	<u>932,928.76</u>

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
Capital Project Funds	411203 - Contractual Services	15,837.02	634,414.42	27,248.50
	411212 - Printing And Postage	16.45	0.00	0.00
	411 - Services	15,853.47	634,414.42	27,248.50
	413430 - Contingency	0.00	2,304.58	0.00
	413 - Other Operating Exp.	0.00	2,304.58	0.00
	415506 - Capital: Engineering And Design	0.00	250,000.00	0.00
	415 - Capital Expenditures	0.00	250,000.00	0.00
	480970 - Operating Transfer Out	0.00	1,380,000.00	0.00
	480 - Operating Transfers	0.00	1,380,000.00	0.00
Capital Project Funds	400 - Total Expenses	<u>15,853.47</u>	<u>2,266,719.00</u>	<u>27,248.50</u>
Enterprise Funds	410101 - Salary: Regular	2,680,567.06	3,103,265.56	3,194,870.08
	410102 - Salary: Temp And Part Time	25,345.35	54,431.72	67,410.10
	410103 - Salary: Special	151,830.52	112,538.22	102,113.57
	410105 - Salary: Final Sick Leave Pay	13,301.43	0.00	0.00
	410106 - Salary: Final Vacation Leave Pay	199,205.30	0.00	0.00
	410107 - Salary: Overtime	102,591.19	68,620.46	0.00
	410109 - Supplement: Workers Comp	490.88	0.00	0.00
	410110 - Allowance: Auto	6,877.40	6,840.00	4,536.00
	410113 - Incentive Pay: Ed Cert	9,731.68	19,483.38	23,222.03
	410114 - Incentive Pay: Certifiede Pay	16,136.45	30,480.00	35,400.00
	410150 - Worker'S Compensation	140,836.51	154,046.39	165,200.58
	410151 - P.E.R.S.: General	317,724.42	374,742.34	405,098.73
	410152 - Part Time: Lincoln National Retirement	527.83	0.00	900.02
	410153 - Insurance: Health	535,368.58	594,656.08	653,055.90
	410154 - Insurance: Dental	22,189.33	24,670.42	25,859.28
	410155 - Insurance: Vision Care	4,876.51	5,666.72	5,194.30
	410156 - Insurance: Life	14,208.21	15,962.80	16,877.29
	410157 - Insurance: Sdi & Ltd	9,142.04	9,856.22	10,524.39
	410158 - Insurance: Medicare	41,259.72	42,726.61	46,710.87
410159 - Insurance: Unemployment	3,639.64	4,666.93	4,928.24	

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	410160 - Allowance: Uniform	7,063.66	3,525.00	8,108.12
	410161 - Allowance: Cell Phone	0.00	0.00	192.00
	410 - Personnel Costs	4,302,913.71	4,626,178.85	4,770,201.48
	411201 - Advertising	1,520.92	14,065.55	15,051.09
	411202 - Communications	22,514.31	41,009.47	38,972.56
	411203 - Contractual Services	249,905.50	804,014.44	690,753.46
	411204 - Dues & Publications	6,962.95	24,529.73	21,923.50
	411205 - Conference & Meetings	7,108.65	34,430.57	29,413.21
	411206 - Maintenance: Building & Grounds	6,496.61	16,698.87	14,687.44
	411208 - Maintenance: Other Equipment	59,514.83	123,136.30	118,825.10
	411209 - Equipment Rental (City Owned)	335,868.00	439,970.31	429,894.01
	411211 - Laundry And Linen Service	18,114.91	19,792.48	19,774.67
	411212 - Printing And Postage	28,118.53	46,979.58	41,912.70
	411213 - Rents, Leases & Taxes	104,161.98	102,724.00	105,805.72
	411214 - Training And Safety	20,073.25	39,733.69	38,530.60
	411215 - Credit Card Service Charge	0.00	7,390.25	7,383.60
	411216 - Software License And Maintenance	13,442.83	24,000.00	41,711.85
	411217 - Maintenance: Infrastructure	28,168.72	60,000.00	29,100.00
	411220 - Rebate: Water Conservation	17,590.20	35,962.21	20,910.75
	411230 - Special Department Expense	100,149.29	107,263.60	112,936.54
	411232 - Fees And Assessments	45,269.00	69,719.67	69,656.92
	411240 - Legal Service: General	25,722.20	36,635.21	17,819.16
	411250 - Audit Services	8,720.66	10,614.14	0.00
	411261 - Electricity	185,548.97	311,254.52	221,831.56
	411262 - Natural Gas	27,751.70	66,332.35	116,332.62
	411263 - Water And Sewer	10,002.76	7,902.00	13,334.64
	411 - Services	1,322,726.77	2,444,158.94	2,216,561.71
	412303 - Small Tools And Equipment	11,911.77	10,731.44	10,721.78
	412304 - Office Supplies	7,502.26	11,941.08	12,113.61
	412305 - Wearing Apparel	792.04	2,880.17	4,830.90
	412306 - Water Purchase: Sfpud	1,684,526.80	2,265,022.90	2,058,628.40
	412308 - Conservation Supplies	94.99	5,500.00	3,496.85
	412330 - Special Department Supplies	307,461.33	420,392.36	395,723.89
	412331 - Office Equipment (Under 5,000)	12,741.44	0.00	0.00
	412 - Supplies	2,025,030.63	2,716,467.95	2,485,515.42

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	413330 - Debt Service: Administration Fee	0.00	0.00	1,500.00
	413401 - Insurance: General Liability	105,648.00	108,792.72	112,056.50
	413405 - Bond & Loan: Principle Payment	0.00	230,485.64	4,206,563.71
	413406 - Bond & Loan: Interest Payment	357,079.52	391,884.07	403,164.19
	413407 - Depreciation	1,118,091.02	737,176.15	759,291.43
	413409 - Overhead Allocation	480,048.00	494,453.56	509,287.17
	413410 - Bad Debts / Write Offs	74.92	9,331.80	9,611.75
	413416 - Bond: Issuance Cost / Discount	67,856.80	0.00	0.00
	413430 - Contingency	0.00	88,938.95	50,000.00
	413 - Other Operating Exp.	2,128,798.26	2,061,062.89	6,051,474.76
	415201 - Capital: Advertising	1,308.76	0.00	0.00
	415203 - Capital: Contractual Service	47,888.42	1,057,305.37	370,000.00
	415212 - Capital: Printing And Postage	595.90	0.00	0.00
	415230 - Capital: Special Department Expenset.	0.00	34,060.00	52,060.00
	415240 - Capital: Legal Services	1,624.00	57,108.00	0.00
	415430 - Capital: Contingency	0.00	167,462.66	0.00
	415504 - Capital: Equipment, Machine And Furn	169,211.95	266,147.34	210,000.00
	415505 - Capital: Improvement Other Than Buil	663,779.70	3,419,379.85	1,120,000.00
	415506 - Capital: Engineering And Design	99,545.65	757,002.53	421,000.00
	415508 - Capital: Materials And Supplies	0.00	67,500.00	50,000.00
	415509 - Capital: Expense Contra Account	(2,485,799.38)	0.00	0.00
	415512 - Capital: Material Testing	1,345.00	10,000.00	0.00
	415515 - Capital: Construction Management	0.00	171,000.00	1,500,000.00
	415540 - Capital: Purchase Land	1,500,500.00	0.00	0.00
	415541 - Capital: Construction Financing Analys	0.00	10,531.00	0.00
	415 - Capital Expenditures	(0.00)	6,017,496.75	3,723,060.00
	480970 - Operating Transfer Out	533,912.93	853,472.90	505,952.90
	480 - Operating Transfers	533,912.93	853,472.90	505,952.90
Enterprise Funds	400 - Total Expenses	<u>10,313,382.30</u>	<u>18,718,838.28</u>	<u>19,752,766.28</u>
Internal Service Funds	410101 - Salary: Regular	343,696.06	377,285.06	299,300.57
	410102 - Salary: Temp And Part Time	8,338.70	0.00	0.00
	410103 - Salary: Special	19,098.62	15,448.48	7,543.53
	410105 - Salary: Final Sick Leave Pay	39.69	0.00	0.00

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	410106 - Salary: Final Vacation Leave Pay	(833.60)	0.00	0.00
	410107 - Salary: Overtime	609.76	664.27	0.00
	410110 - Allowance: Auto	3,293.99	3,276.00	1,404.00
	410114 - Incentive Pay: Certifiede Pay	1,206.49	900.00	960.00
	410150 - Worker'S Compensation	10,993.15	11,487.52	7,306.92
	410151 - P.E.R.S.: General	40,302.89	45,095.00	37,144.45
	410152 - Part Time: Lincoln National Retirement	312.70	0.00	0.00
	410153 - Insurance: Health	54,870.68	64,322.13	40,665.79
	410154 - Insurance: Dental	2,259.23	2,255.04	1,788.48
	410155 - Insurance: Vision Care	276.18	280.98	311.67
	410156 - Insurance: Life	2,262.82	2,388.87	2,124.34
	410157 - Insurance: Sdi & Ltd	1,836.75	1,987.37	1,886.26
	410158 - Insurance: Medicare	4,666.59	4,696.15	3,720.68
	410159 - Insurance: Unemployment	393.96	565.88	448.95
	410160 - Allowance: Uniform	800.00	0.00	500.00
	410161 - Allowance: Cell Phone	0.00	0.00	156.00
	410 - Personnel Costs	494,424.66	530,652.75	405,261.63
	411202 - Communications	5,121.66	6,800.00	5,693.88
	411203 - Contractual Services	60,704.06	96,016.66	98,030.25
	411204 - Dues & Publications	50.00	200.00	199.82
	411205 - Conference & Meetings	1,363.45	142.14	142.01
	411206 - Maintenance: Building & Grounds	160.41	1,628.43	1,626.96
	411207 - Maintenance: Vehicle	1,158.77	0.00	44,821.00
	411208 - Maintenance: Other Equipment	1,526.84	3,200.00	3,197.12
	411209 - Equipment Rental (City Owned)	11,304.00	12,976.18	12,637.00
	411211 - Laundry And Linen Service	480.01	1,092.83	1,091.85
	411212 - Printing And Postage	563.70	600.00	599.46
	411214 - Training And Safety	863.25	2,797.48	2,794.96
	411216 - Software License And Maintenance	0.00	0.00	1,100.00
	411230 - Special Department Expense	79,579.02	68,331.27	8,520.02
	411240 - Legal Service: General	65,886.95	1,312.22	1,311.04
	411261 - Electricity	0.00	850.00	(0.00)
	411263 - Water And Sewer	0.00	350.00	(0.00)
	411 - Services	228,762.12	196,297.21	181,765.37
	412301 - Motor Fuel	143,422.95	168,247.81	138,206.94
	412302 - Parts And Tires	72,253.40	89,007.41	65,528.17

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	412303 - Small Tools And Equipment	498.84	1,000.00	999.10
	412304 - Office Supplies	383.70	426.42	426.04
	412305 - Wearing Apparel	0.00	1,200.00	1,198.92
	412330 - Special Department Supplies	6,441.16	9,213.81	9,205.52
	412 - Supplies	223,000.05	269,095.45	215,564.68
	413401 - Insurance: General Liability	14,880.00	15,320.22	15,779.83
	413402 - Claims Settlement	402,051.83	203,822.54	172,454.42
	413403 - Insurance: Premium	301,588.00	327,500.00	324,643.35
	413405 - Bond & Loan: Principle Payment	0.00	116,953.82	122,987.48
	413406 - Bond & Loan: Interest Payment	13,664.08	16,861.02	10,827.36
	413407 - Depreciation	130,922.38	262,254.48	270,122.11
	413409 - Overhead Allocation	2,328.00	2,469.94	2,544.04
	413 - Other Operating Exp.	865,434.29	945,182.02	1,388,201.67
	415504 - Capital: Equipment, Machine And Furn	0.00	38,111.75	22,000.00
	415507 - Capital: Fleet	101,133.57	219,541.87	199,096.00
	415509 - Capital: Expense Contra Account	(101,133.37)	0.00	0.00
	415 - Capital Expenditures	0.20	257,653.62	221,096.00
	480970 - Operating Transfer Out	0.00	232,405.87	0.00
	480 - Operating Transfers	0.00	232,405.87	0.00
Internal Service Funds	400 - Total Expenses	<u>1,811,621.32</u>	<u>2,431,286.92</u>	<u>2,411,889.35</u>
General Fixed Asset Fund	413406 - Bond & Loan: Interest Payment	274,169.78	0.00	0.00
	413407 - Depreciation	2,393,881.11	0.00	0.00
	413408 - Loss On Disposal Of Fixed Assets	75,253.27	0.00	0.00
	413 - Other Operating Exp.	2,743,304.16	0.00	0.00
	415509 - Capital: Expense Contra Account	(610,565.93)	0.00	0.00
	415 - Capital Expenditures	(610,565.93)	0.00	0.00
General Fixed Asset Fund	400 - Total Expenses	<u>2,132,738.23</u>	<u>0.00</u>	<u>0.00</u>

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
All RDA Funds	410101 - Salary: Regular	456,589.39	486,795.13	484,842.73
	410102 - Salary: Temp And Part Time	4,990.55	37,525.21	41,184.00
	410103 - Salary: Special	36,146.45	23,438.47	13,742.98
	410106 - Salary: Final Vacation Leave Pay	8,055.55	0.00	0.00
	410107 - Salary: Overtime	3,358.09	0.00	0.00
	410110 - Allowance: Auto	7,221.71	7,182.00	6,750.00
	410150 - Worker'S Compensation	1,877.81	1,939.03	5,719.82
	410151 - P.E.R.S.: General	55,021.55	58,310.51	62,415.75
	410152 - Part Time: Lincoln National Retirement	0.00	0.00	0.00
	410153 - Insurance: Health	51,025.15	63,286.05	65,032.48
	410154 - Insurance: Dental	4,944.67	4,411.01	4,088.88
	410155 - Insurance: Vision Care	135.09	23.35	388.88
	410156 - Insurance: Life	3,681.36	3,898.68	3,663.12
	410157 - Insurance: Sdi & Ltd	3,559.07	3,777.16	3,574.63
	410158 - Insurance: Medicare	7,440.05	6,994.86	7,202.58
	410159 - Insurance: Unemployment	449.42	729.16	750.65
	410160 - Allowance: Uniform	12.83	12.83	0.00
410161 - Allowance: Cell Phone	0.00	0.00	36.00	
410 - Personnel Costs		644,508.74	698,323.45	699,392.50
	411201 - Advertising	560.00	3,000.00	3,000.00
	411202 - Communications	453.27	2,000.00	1,000.00
	411203 - Contractual Services	168,208.81	277,655.44	198,853.99
	411204 - Dues & Publications	2,828.69	3,000.00	3,000.00
	411205 - Conference & Meetings	412.98	5,000.00	5,000.00
	411206 - Maintenance: Building & Grounds	25,245.38	0.00	0.00
	411208 - Maintenance: Other Equipment	3,511.45	1,000.00	1,000.00
	411212 - Printing And Postage	5,097.57	20,000.00	15,000.00
	411213 - Rents, Leases & Taxes	0.00	180,000.00	0.00
	411214 - Training And Safety	771.97	1,500.00	1,500.00
	411216 - Software License And Maintenance	2,500.00	1,000.00	5,239.53
	411230 - Special Department Expense	2,541.02	10,500.00	500.00
	411240 - Legal Service: General	136,311.64	70,000.00	80,740.80
	411242 - Tree Services	0.00	20,000.00	0.00
	411250 - Audit Services	3,358.21	2,251.79	0.00
	411251 - Administration	48,251.15	83,909.00	63,615.21
	411261 - Electricity	0.00	7,650.00	7,650.00
411 - Services		400,052.14	688,466.23	386,099.53

SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT

Fund Type	Expenditure Account Number and Description	2007/2008 Actual	2008/2009 Budgeted Expenditures	2009/2010 Proposed
	412303 - Small Tools And Equipment	0.00	150.00	200.00
	412304 - Office Supplies	879.68	1,000.00	1,000.00
	412330 - Special Department Supplies	49.51	20,150.00	200.00
	412331 - Office Equipment (Under 5,000)	0.00	11,927.27	11,917.44
	412 - Supplies	929.19	33,227.27	13,317.43
	413330 - Debt Service: Administration Fee	0.00	2,000.00	2,000.00
	413401 - Insurance: General Liability	9,204.00	9,484.24	8,520.09
	413405 - Bond & Loan: Principle Payment	95,000.00	100,000.00	105,000.00
	413406 - Bond & Loan: Interest Payment	462,549.50	460,812.00	457,731.00
	413407 - Depreciation	27,112.01	0.00	0.00
	413 - Other Operating Exp.	593,865.51	572,296.24	573,251.08
	414440 - Property Tax Pass Through	1,666,662.16	1,447,248.72	2,025,000.00
	414 - Eraf/Prop.Tax Pass Thru	1,666,662.16	1,447,248.72	2,025,000.00
	415505 - Capital: Improvement Other Than Buik	289,799.92	45,247.00	0.00
	415509 - Capital: Expense Contra Account	(4,329,646.74)	0.00	0.00
	415254 - Captial: Rda Housing Assistance	4,039,846.82	96,995.05	0.00
	415 - Capital Expenditures	0.00	142,242.05	0.00
	480970 - Operating Transfer Out	1,205,171.09	1,235,919.60	1,024,626.81
	480 - Operating Transfers	1,205,171.09	1,235,919.60	1,024,626.81
All RDA Funds	400 - Total Expenses	<u>4,511,188.83</u>	<u>4,817,723.56</u>	<u>4,721,687.34</u>

California cities are authorized by State law to use debt financing for specific purposes that promote the public welfare. Debt is typically issued to finance the construction of large public facilities such as infrastructure, buildings, parks, and open space acquisitions, when paying for these types of projects out of current revenues is not feasible.

Debt Management

Good debt management ensures that any debt issued by the City is affordable, appropriate for the type of project, is at the lowest possible interest cost, and is in compliance with applicable laws and regulations. Debt Management is a component of the City's fiscal management function and responsibilities include the following:

- Guide the City Council and management in debt issuance decisions having significant financial impact
- Maintain appropriate capital assets for present and future needs
- Promote sound financial management by providing accurate and timely information on the City's financial condition
- Protect and enhance the City's credit rating
- Promote cooperation and coordination with other governments and the private sector in the financing and delivery of services

Debt Service is administered for both the City of Millbrae and the Redevelopment Agency.

Types of Debt Financing Instruments

1999 Certificates of Participation (COP) – Police Expansion / New Community Room

On December 21, 1999, the City issued Certificates of Participation (COPs) in the amount of \$4,105,000. COPs proceeds were used for financing the expansion and renovation of the Police department, construction of a community room, funding a reserve fund, and payment for costs of issuing the COPs. Semi-annual interest payments are due March 1, and September 1, and principal payments are due every March 1, and payable from General Fund revenues until March 1, 2024.

2001 Natural Disaster Assistance Loan

On June 9, 2001, the City obtained a loan from the Governor's Office of Emergency Services. The loan was used to repair and restore public facilities as a result of a landslide. Principal and interest payments were deferred for 3 years with annual interest payments. In fiscal year 2005, the loan agreement was amended to defer repayment until May 2007. The City did not make any payment during fiscal year 2007 or 2008.

Interest payments are due annually May 9, and outstanding principal is due May 9, 2011. However, the City's obligation to make any annual interest payment or any payment of the outstanding principal are conditioned upon certain minimum level of the City's General Fund. In any year during the term of the loan that the General Fund does not meet or exceed the minimum level, the City's annual obligation for that year will be voided and forgiven.

2001 General Obligation Bonds (GOB) - Public Library Project

On August 7, 2001, the City issued 2001 General Obligation Bonds in the amount of \$10,600,000. The Bond proceeds were used to renovate, and construct an expansion area of the Millbrae Public Library. Semi-annual interest payments are due each February 1 and August 1, and principal is due on August 1 repayable from General Fund revenues until August 1, 2036. These bonds are repayable from a voter-approved tax levied for that purpose.

2004 Pension Obligation Bonds (POB)

On June 29, 2004, the California Statewide Communities Development Authority issued the 2004 Series A-2 Capital Appreciation Bonds in the amount of \$ 18,529,195, of which \$11,521,630 was the City's portion. The bond proceeds were used to prepay the unfunded liability of the Miscellaneous and Safety Pension Plans through the California Public Employees' Retirement System.

The Bonds un-accreted discount totaled \$14,521,489 at June 30, 2008. The Bonds do not pay periodic interest. Interest on the Bonds will accrete in value at the rates of 4.35% to 6.58%. Repayments of the accreted principal will commence June 1, 2008, until June 1, 2034.

2005 Tax Allocation Bonds - Redevelopment Agency

On January 13, 2005, the Redevelopment Agency issued the 2005 Redevelopment Agency Tax Allocation Bonds in the original principal amount of \$8,590,000. The proceeds were used to repay the 1993 Tax Allocation Bonds and to finance redevelopment activities in the project area. As a result, the 1993 Bonds were called on March 1, 2005.

Semi-annual Interest payments are due February 1, and August 1, and principal payments are due every August 1, until August 1, 2035. The debt service payments are paid from tax increment revenues allocated to the Redevelopment Agency.

2005 Bank Loan – Co-Generation Project

On April 27, 2005, the City obtained a bank loan in the principal amount of \$6,486,209. Proceeds from the loan were used to repay the outstanding 1997 Bank Loan and to provide funding for the Wastewater System Co-Generation Project. Semi-annual principal and interest payments are due April 27, and October 27, until April 27, 2025 at the interest rate of 4.75%..

2006 Lease Purchase Financing – Phone System

On April 25, 2006, the City entered into a capital lease purchase agreement in amount of \$246,658 for the purchase, installation, training and maintenance of a new phone system. Principal and interest payments are due monthly until April 25, 2011 at the interest rate of 4.56%.

2007 Lease Purchase Financing – Fire Apparatus

On January 12, 2007, the City entered into a capital lease purchase agreement in amount of \$430,463 for the purchase of fire apparatus to be housed in the main fire station. Principal and interest payments are due annually until January 12, 2011 at the interest rate of 4.97%.

2007 Lease Purchase Financing – Police Vehicle

On February 22, 2007, the City entered into a capital lease purchase agreement in amount of \$144,669 for the purchase of six 2007 police vehicles. Principal and interest payments are due annually until February 27, 2010 at the interest rate of 5.60%.

2008 Subordinate Wastewater Revenue Notes

On May 15, 2008, the City issued 2008 Wastewater Revenue Notes in the amount of \$3,965,000. The proceeds were used to finance the acquisition of an adjoining parcel, and construction and improvements to the Wastewater Treatment facilities. Interest payments at the rate of 3.5% are due in April and Oct and the principle payment is due April 10, 2010.

Debt with No City Commitment

On September 1, 1997, the City sponsored the issuance of the City of Millbrae Residential Facility Revenue Bonds, Series 1997A which were issued in the aggregate principal amount of \$30,000,000 to assist a developer in financing the cost of site acquisition, demolition and construction of a 158 unit assisted living facility and parking garage. The Bonds are payable solely out of the revenues from operating the facility and the project is pledged as security for the Bonds. The City has no legal or moral liability with respect to the payment of this debt. The outstanding principal balance at June 30, 2008 was \$27,120,000.

DEBT SERVICE

Authorized but Not Issued Loan

On June 12, 2007, the City Council authorized a State Revolving Fund loan application from the State Water Resources Control Board. Proceeds from the Loan will be used to finance the Water Pollution Control Plant Renovation Project which is estimated to cost approximately \$32 million.

Debt Schedule**City of Millbrae
Fiscal Year 2009-2010
Debt Schedule**

Type of Issue	Issue Date	Date of Maturity	Amount of Original Issue	June 30, 2008 Balance	FY 08/09 Retirements	FY 09/10 Retirements	June 30, 2010 Outstanding
General Fund Obligations							
1999 COP Police Expansion / New Comm Room	12/01/99	03/01/24	4,105,000	3,270,000	135,000	140,000	2,995,000
1999 Natural Disaster Assistance Loan	06/09/01	06/09/11	2,686,858	600,000	200,000	200,000	200,000
2001 General Obligation Bonds - Library	08/07/05	08/01/36	10,600,000	10,415,000	70,000	85,000	10,260,000
2004 Taxable Pension Obligation Bonds	06/01/04	06/01/34	11,521,630	14,521,489	770,000	795,000	11,383,604
2006 Lease Purchase – Phone System	04/25/06	04/25/11	246,658	146,622	49,604	51,914	45,104
2007 Lease Purchase – Fire Apparatus	01/12/07	01/12/11	430,463	257,873	81,824	85,890	90,159
2007 Lease Purchase – Police Vehicles	02/27/07	02/27/10	144,669	72,227	35,130	37,097	0
Total General Fund Obligations			29,735,277	29,283,211	1,341,558	1,394,902	24,973,866
Redevelopment Agency Obligations							
2005 Tax Allocation Bonds - Redevelopment	08/01/05	08/01/35	8,590,000	8,370,000	100,000	105,000	8,165,000
Enterprise Fund Obligations							
2005 Loan - Co-Generation Project	04/27/05	04/27/25	6,486,209	5,828,026	230,486	241,564	5,355,977
2008 Subordinate Wastewater Revenue Notes	05/15/08	04/01/10	3,965,000	3,965,000			3,965,000

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POSITION ALLOCATION

Department	Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
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GENERAL GOVERNMENT

Council Member	5.00	5.00	5.00
City Manager	1.00	1.00	1.00
Assist City Manager / Dir General Services	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Total	8.00	8.00	8.00

GENERAL SERVICES

Administrative Assistant / Human Resource	1.00	1.00	1.00
Deputy City Clerk / Administrative Assistant	1.00	1.00	1.00
Information Systems Supervisor	1.00	1.00	1.00
Total	3.00	3.00	3.00

FINANCE

Finance Director	1.00	1.00	1.00
Account Clerk III	3.00	1.00	1.00
Accounting Technician		2.00	2.00
Financial System Analyst II	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Senior Accounting Technician	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00
Total	8.00	8.00	8.00

COMMUNITY DEVELOPMENT

Community Development & Parks Director	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Associate Planner	0.80	0.80	0.80
Building Official	1.00	1.00	1.00
City Planner	1.00	1.00	1.00
Code Enforcement Officer (1/2 Time Position)	0.50	0.50	0.50
Maintenance Worker	2.00	2.00	2.00
Office Assistant I (1/2 Time Position)	0.48	0.48	0.48
Office Assistant II	1.00	1.00	1.00
Parks: Field Supervisor	1.00	1.00	1.00
Parks: Maintenance Technician	3.00	3.00	3.00
Parks: Superintendent	1.00	1.00	1.00
Plan Check / Building Inspector	1.00	1.00	1.00
Senior Maintenance Worker	1.00	1.00	1.00
Total	15.78	15.78	15.78

Part Time Temporary Positions / Full Time Equivalent		
Parks: Maintenance Technician		2.00
Total		2.00

POSITION ALLOCATION

Department	Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
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RECREATION

Recreation: Superintendent	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00
Recreation: Coordinator	2.00	2.00	2.00
Recreation: Services Manager	1.00	1.00	1.00
Tiny Tot Teacher (1/2 Time Position)	0.50	0.50	0.50
Total	6.50	6.50	6.50

Part Time Temporary Positions / Full Time Equivalent		
Recreation		11.98
Total		11.98

POLICE

Police: Chief (1/2 Time Position)	0.50	0.50	0.50
Administrative Assistant	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00
Police: Commander	1.00	1.00	1.00
Police: Officer	14.00	14.00	14.00
Police: Sergeant	5.00	5.00	5.00
Police: Sergeant (MG)	1.00	1.00	1.00
Records: Manager	1.00	1.00	1.00
Records: Officer	1.00	1.00	1.00
Records: Officer (1/2 Time Position)	0.50	0.50	1.00
Special Services Coordinator	1.00	1.00	1.00
Total	27.00	27.00	27.50

Part Time Temporary Positions / Full Time Equivalent		
Parking Enforcement		3.53
Police: Officer (Detective)		1.10
Total		4.63

FIRE

Fire: Chief	1.00	1.00	1.00
Administrative Assistant (1/2 Time Position)	0.50	0.50	0.50
Fire: Division Chief	2.00	2.00	2.00
Fire: Division Chief - Fire Marshall	1.00	1.00	1.00
Fire: Division Chief - Fire Training	1.00	1.00	1.00
Fire: Captain	6.00	6.00	6.00
Firefighter	15.00	15.00	15.00
Total	26.50	26.50	26.50

POSITION ALLOCATION

Department	Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
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PUBLIC WORKS

Public Works Director	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Associate Engineer	1.00	1.00	1.00
Chief Treatment Plant Operator II	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Equipment Mechanic I	1.00	1.00	
Equipment Mechanic III	1.00	1.00	1.00
Industrial Waste Inspector II	1.00	1.00	1.00
Lab and Source Control Supervisor	1.00	1.00	1.00
Laboratory Analyst (Technician)	1.00	1.00	1.00
Maintenance Worker	12.00	12.00	11.00
Office Assistant I			1.00
Office Assistant II	1.00	1.00	
Plant Maintenance Worker I	1.00	1.00	
Plant Maintenance Worker II			1.00
Public Works: Foreman	1.00	1.00	1.00
Public Works: Lead Worker II	2.00	2.00	2.00
Public Works: Superintendent	1.00	1.00	1.00
Public Works: Supervisor I	2.00	2.00	2.00
Public Works: Supervisor II	1.00	1.00	1.00
Pump Mechanic I			1.00
Recycling Assistant (.80 Position)	0.80	0.80	0.80
Senior Industrial Waste Inspector	1.00	1.00	1.00
Senior Maintenance Worker	3.00	3.00	4.00
Senior Office Assistant	3.00	3.00	3.00
Solid Waste & Recycle Manager (.80 Position)	0.80	0.80	0.80
Sr Plant Maintenance Worker	1.00	1.00	1.00
Sr Treatment Plant Operator	1.00	1.00	1.00
Sr Water Maintenance Worker	1.00	1.00	1.00
Street Sweeper Operator	1.00	1.00	1.00
WPCP: Superintendent	1.00	1.00	1.00
WWTP: Plant Operator I	1.00	1.00	1.00
WWTP: Plant Operator II	3.00	3.00	3.00
Total	49.60	49.60	49.60

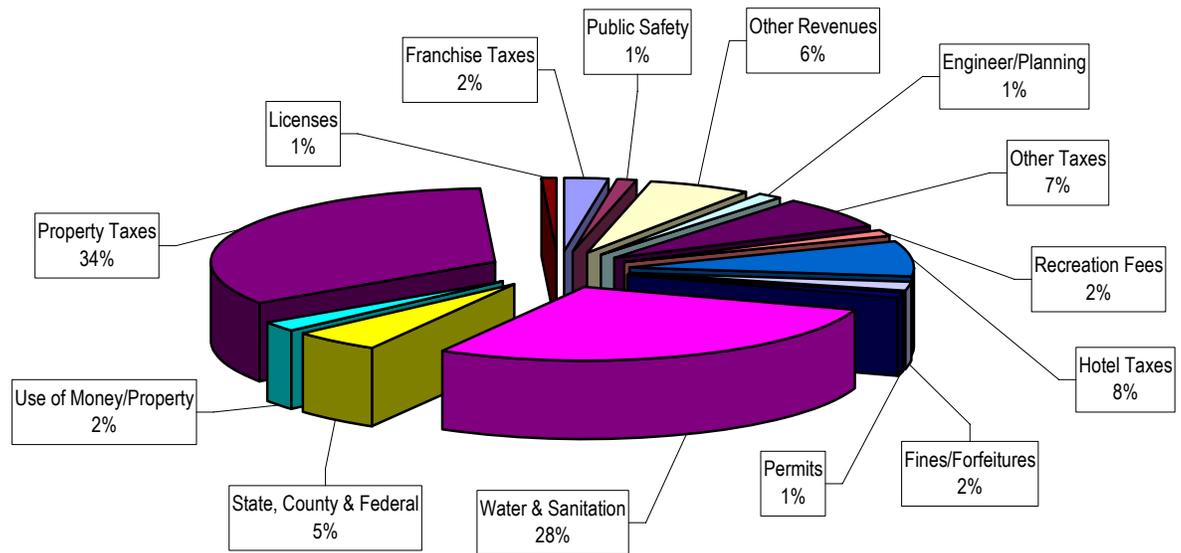
Part Time Temporary Positions / Full Time Equivalent		
Maintenance Worker		2.00
Total		2.00

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MAJOR REVENUE DESCRIPTIONS

Revenue for Fiscal Year 2009-2010

All Funds



Property Taxes

Property Tax is the City's largest source of revenue in the General Fund. Property tax is imposed on the assessed value of real property (land and permanently attached improvements) and tangible personal property (movable property) as of January 1 annually. The Fiscal Year (FY) 2009-2010 General Fund projected budget for this revenue source is \$7,525,174. The Fire Assessment of \$1,194,088 is reflected in the FY 2009-2010 amount.

Property Tax Distribution

San Mateo County distributes property tax proceeds to a number of local governments, school districts, and special districts within the County. The distribution is based on Assembly Bill 8 (Chapter 282, Statutes of 1979), which provides for the distribution of the proceeds generated by the 1% property tax. AB 8 allocates property tax in proportion to the share of property taxes received by a local entity prior to Proposition 13. In FY 1992-93, the State began imposing property tax shifts on local governments (discussed below).

Proposition 13

Proposition 13, passed by voters in 1979, limits the real property tax rate to one percent of assessed value, plus any rates imposed to fund indebtedness approved by the voters. Proposition 13 also allows increases to the value of real property at the rate of the Consumer Price Index, not to exceed two percent per year based on the 1979 value, unless the property is improved or sold at which time the property is reassessed at market value. Since the property tax is guaranteed by placing a lien on the real property, properties are classified as secured or unsecured:

- > Secured Property includes real and personal property located upon the property of the same owner. Secured roll property taxes are paid in two installments, due on December 10 and April 10.
- > Unsecured Property is property for which the value of the lien is not sufficient to assure payment of the tax. Unsecured roll taxes are due on August 31.

MAJOR REVENUE DESCRIPTIONS

For every \$100 paid in general property taxes to the County of San Mateo, the City of Millbrae receives \$15.80.

Education Revenue Augmentation Fund (ERAF)

In FY 1992-93, the State took action to reduce its obligation for school funding, as mandated by Proposition 98, by shifting local property tax revenues to school districts via the Education Revenue Augmentation Fund (ERAF I). This was followed by two subsequent shifts in property taxes in 1993-94 (ERAF II) and FY 2004-05 (ERAF III). FY 2005-06 represented the second and last year of ERAF III where the Cities were obligated to shift funds to the State as part of the State's budget solution in FY 2004-05.

"Triple Flip"

The "triple-flip" was created to balance the FY 2004-05 State Budget. It was devised to reduce the State Budget's General Fund (and thus its constitutional commitment to schools via Proposition 98), maintain local governments' revenue base, and commit sales tax revenues to the Economic Recovery bonds that eliminated a large portion of the State operating deficit. The two components affecting City revenues:

1. Swapping equal amounts of sales tax revenues for property tax revenues, and
2. Swapping equal amounts of Vehicle License Fees (VLF) backfill revenues for property taxes revenues.

Proposition 1A

On a positive note, the passage of Proposition 1A in November 2004 provided protection, albeit limited, via a "revenue-fence" against future raids on local government property tax dollars.

Other Taxes

Other Taxes include Sales Tax, Property Transfer Tax, Property Tax-"Triple Flip", Parking Tax and Measure A. The FY 2009-2010 General Fund projected budget for this revenue source is \$2,408,280.

Sales Tax

Sales Tax is collected at the point of sale, and forwarded to the State Board of Equalization. Sales tax revenue is influenced by a variety of factors; the number of retail outlets in the City; business-to-business sales in the City; disposable income among area residents; consumer confidence; and the local rate of inflation. The City receives sales tax revenue based on a monthly estimate with quarterly adjustments for actual receipts.

For every taxable \$100 purchased within Millbrae, the City receives \$1.00

Property Transfer Tax:

Property Transfer Tax is imposed on real estate sold over \$100 in value, and the tax is levied at the rate of 55 cents per \$500 or fraction of \$500 of value. That equates to \$1.10 for every thousand dollars of value. This tax is shared with San Mateo County.

Property Tax "Triple Flip":

The Vehicle License Fee (VLF) for each vehicle is calculated at a percentage of the vehicle's market value, as adjusted for depreciation. These fees are paid annually to the State Department of Motor Vehicles at registration and renewal. The fee is imposed by the State "in lieu" of local property taxes on the vehicle. The FY 2004-05 State budget included the second leg of the "triple flip" by swapping VLF for property tax. The State eliminated \$4.1 billion in VLF backfill and took the VLF rate from 2% to 0.65%. Cities instead receive an equivalent amount of property taxes.

Hotel Tax

Transient Occupancy Tax (TOT) is imposed on the daily rental price of a room in a lodging facility when used by visitors staying in the City of Millbrae for less than 30 days. The tax is collected and remitted by hotel operators. The TOT for the City is 10% of gross room receipts and is allocated directly to General Fund functions. The FY 2009-2010 General Fund projected budget for this revenue source is \$3,047,000.

MAJOR REVENUE DESCRIPTIONS

Franchise Tax

Private utility companies pay franchise fees to the City of Millbrae in exchange for the use of the City's rights-of-way. Franchise fees are set through Franchise Agreements negotiated between the City and individual utility companies. The City of Millbrae currently has a franchise agreements with Pacific Gas & Electric, Comcast Cable Company and receives franchise fees from South San Francisco Scavenger Company. The FY 2009-2010 General Fund projected budget for this revenue source is \$1,005,000.

Licenses

Nearly every city in California levies a Business License Tax (BLT) for the privilege of operating a business within their city. In the City of Millbrae, the BLT is charged annually, and is applied either to gross receipts or payroll, depending on the type of business. The FY 2009-2010 General Fund projected budget for this revenue source is \$350,000.

Permits, Engineer & Planning Fees

This category reflects the fees are paid by developers to offset costs of providing construction inspection and plan review services. The FY 2009-2010 General Fund projected budget for this revenue source is \$578,430.

Fines / Forfeitures

The California Vehicle and Penal Codes impose fines and penalties for traffic violations and vehicular parking. The FY 2009-2010 General Fund projected budget for this revenue source is \$859,473.

Use of Money and Property

The City earns interest income by investing funds not immediately required for disbursements. The City's goal is to achieve a market average rate of return throughout budgetary and economic cycles while maintaining the required liquidity to meet cash flow needs, and protecting the safety of those funds. The City's investment portfolio is managed within the parameters stated in the City's Investment Policy. Interest income is distributed to all funds based on their proportionate cash balances. The FY 2009-2010 General Fund projected budget for this revenue source is \$483,450.

Public Safety Services

Revenue in this category reflects reimbursement for joint Fire Training, Police POST training, alarm monitoring, and other services administered by both the Police and Fire Departments. The FY 2009-2010 General Fund projected budget for this revenue source is \$411,744.

Federal, State, and County

Funds are received from both Federal, State and County Agencies and are generally for a specific purposes and may require some percentage of matching funds. The FY 2009-2010 General Fund projected budget for this revenue source is \$179,000.

Other Financing Sources

Each year revenues are contributed between funds to offset staffing, equipment, and CIP projects. For example, the Recreation Fund receives revenue that is contributed from the General Fund to offset the cost of Recreation programs and personnel.

Water and Sanitation Service

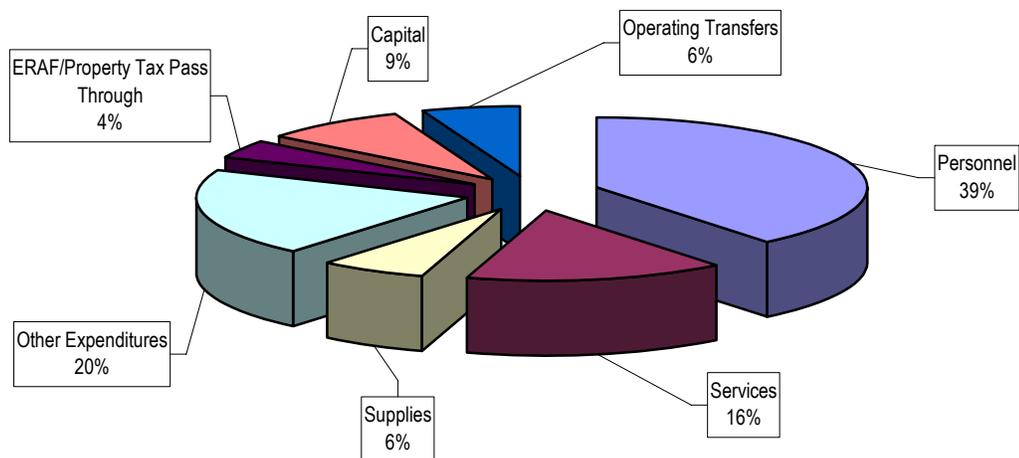
Enterprise funds are used to account for self-supporting activities that provide services on a user-charge basis. For example, the City provides water treatment, water distribution, sewer collection, and solid waste services to their residents. Users of these services pay utility fees, which the City deposits into an enterprise fund.

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APPROPRIATION DESCRIPTIONS

Appropriations for Fiscal Year 2009-2010

All Funds



Personnel Costs

Personnel Costs include salaries and benefits. Salaries are costs associated with compensation paid to employees of the City. These costs include any cost-of-living adjustments (as provided under memoranda of understanding between the City and employee bargaining units), overtime, part-time, and pay differentials. Benefits are costs associated with the provision of employee benefits, such as the City's contributions for retirement, group insurance, and uniform allowance. The FY 2009-2010 General Fund projected budget for this expenditure is \$11,731,886.

Services

This category reflects services performed by outside contractors, consulting firms; or individuals and includes legal and audit services, utilities such as telephone, electric, natural gas and infrastructure and equipment maintenance. The FY 2009-2010 General Fund projected budget for this expenditure is \$2,961,317.

Supplies

Supplies costs include material used in the operations of City departments, typically having a unit cost of less than \$5,000 and are consumed during the course of the fiscal year. Such items include fuel, parts and tires, small tools, and office supplies. The FY 2009-2010 General Fund projected budget for this expenditure is \$228,612.

Other Operating Expenditures

This category reflects Debt Service payments for principal and interest due during the fiscal year on debt issued by the City of Millbrae, and lease purchase agreements for equipment. The FY 2009-2010 General Fund projected budget for this expenditure is \$1,030,643.

APPROPRIATION DESCRIPTIONS

Capital Expenditures

Capital includes expenditures which result in acquisitions of or addition to fixed assets—including furniture, vehicles, machinery and equipment—and the costs necessary to place the capital outlay item into service. A capital outlay expenditure must comprise the following elements: an estimated useful life of one year or more; a unit cost of more than \$5,000; and represent a betterment or improvement. The FY 2009-2010 General Fund projected budget for this expenditure is \$18,000.

ERAF & Property Tax Pass Through

This category reflects property tax increments passed through to San Mateo County, San Mateo High School District, San Mateo Community College, San Mateo County Office of Education, and Millbrae Elementary School District per tax sharing agreements with the Redevelopment Agency.

Operating Transfers

Each year revenues are contributed to funds to offset staffing, equipment, and CIP projects. Such transactions are considered to be a transfer out in the fund contributing the revenue. This item also includes indirect cost charges that are charged to various funds for General Fund operations. The FY 2009-2010 General Fund projected budget for this expenditure is \$1,154,876.

General Government

Department Presentation

Mission:

To provide effective governance and administration so that the needs of residents, businesses and visitors for municipal services are well met.

Divisions:

City Council: The City Council is the five-member, elected legislative body of the City. It is responsible for providing municipal services that will sustain a high quality of life for residents.

City Attorney: Provides legal advice on policy and administrative matters pending before the City. In addition, the Attorney prosecutes violations of municipal laws.

Administration: Responsible to the City Council for oversight of all City departments (Finance, Police, Fire, Recreation, Community Development & Parks, and Public Works). Provides policy-making advice and assistance to the City Council; maintains central records.

2-Year Budget Goals:

1. Continue to implement and expand the document imaging program, making public records more accessible through efficiency and reduction in storage space
2. Develop a better media presentation set-up in the Council Chambers to facilitate more effective presentations of matters before the City Council.
3. Develop a City-wide technology plan linking City departments and technologies.
4. Review and update the records retention schedule to be consistent with State guidelines.
5. Upgrade the Council Chamber electronic voting/audio/recording systems.

5-Year Budget Goals:

1. Continue to develop and present a plan for long-term financial stability (Millbrae NOW), addressing the \$1 million shortfall, and infrastructure needs (streets and storm drains).
2. Develop retention and succession strategies to provide a competitive workplace and to assist in attracting quality employees to Millbrae.
3. Further enhance the emergency and operational reserves to address more than emergencies but potential temporary shortfalls in operating revenues.
4. Develop a 10-year Capital Improvement Program that will include a funding plan and detailed information regarding each project.
5. Implement strategies to provide on-line interactive services to Millbrae City government and community customers

GENERAL GOVERNMENT

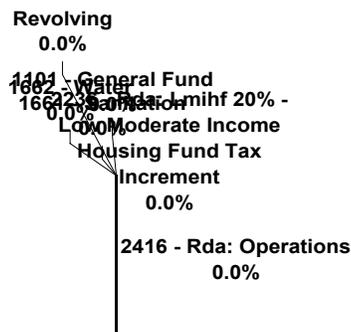
Department Total Appropriations:

Expenditure Description	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Personnel	648,861.75	676,916.13	588,599.12
Supplies & Services	485,403.81	443,751.87	375,880.46
Other Operating Expenditures	10,137.48	8,564.00	8,820.92
TOTAL APPROPRIATIONS	1,144,403.04	1,129,232.00	973,300.50

Department Division Appropriations:

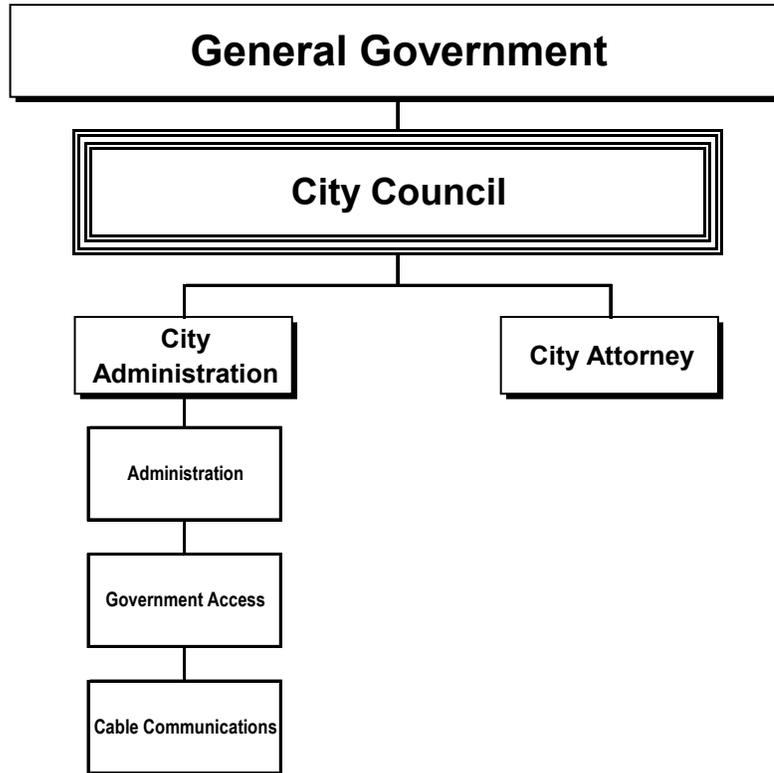
Division	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
City Council	132,232.24	171,709.23	130,591.68
City Administration	778,752.18	775,142.77	660,492.96
City Attorney	233,418.62	182,380.00	182,215.86
General Government	1,144,403.04	1,129,232.00	973,300.50

Funding Sources:



GENERAL GOVERNMENT

Department Organization Chart:



Approved Positions

Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
Council Member	5.00	5.00	5.00
City Manager	1.00	1.00	1.00
Assist City Manager / Dir General Services	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Total	8.00	8.00	8.00

City Council

Mission:

To see that the needs of the City's residents for a high quality of life are met through effective policy-making, and service delivery.

Authority: California Government Code Section 50020

Customers:

Citizens of Millbrae

The Council maintains official relationships with the following public service organizations:

- Association of Bay Area Governments - General Assembly
- Bay Area Water Supply and Conservation Agency
- Bay Area Water Regional Water System Financing Authority
- City/County Association of Governments of San Mateo County
- League of California Cities Community Services Policy Committee
- Millbrae Chamber of Commerce
- Millbrae Community Television (MCTV)
- Peninsula Congestion Relief Alliance
- Regional Housing Needs Assessment Policy Advisory Committee
- San Francisco Airport Community Roundtable
- San Mateo County Airport Land Use Committee
- San Mateo County Convention and Visitors Bureau
- San Mateo County Council of Cities
- San Mateo County Economic Development Association
- San Mateo County Emergency Services Council
- San Mateo County Housing Endowment and Regional Trust
- San Mateo County Joint Committee on El Camino Real (Grand Boulevard)
- San Mateo County Joint Powers Agreement for Library Services
- San Mateo County Joint Powers Agreement for Emergency Medical Services

Services:

Although City Council Members serve the City on a part-time basis, they devote significant amounts of time preparing for and attending Council Meetings, meeting with constituents, serving on County and Regional Boards, serving on City Council sub-committees, speaking to various groups, attending special community activities and functions, and working on legislative proposals. The Council meets in session approximately 30 times per year. Council Members are paid \$345 per month, plus \$30 per meeting of the Redevelopment Agency.

Administrative support to the City Council is provided by the Administration Department. Notwithstanding the loss of one full-time clerical position in the Administrative Division, the Council is able to govern effectively within existing appropriation levels.

Budget Highlights:

City Report, the City resident newsletter, has resumed quarterly publication and is electronically delivered to subscribers as a cost-savings measure. Of the four quarterly editions, only the annual State of the City issue is published in hard copy and mailed to each Millbrae household and business.

Meetings and conferences have been reduced from previous years, which means the Council must coordinate meeting attendance among themselves to assure adherence to budget limits. Overall, the Council will be able to carry out its governance responsibilities with minimum impact on service levels.

City Administration **Administration**

Mission:

1. To provide policy-making support and administrative assistance to the City Council so that they can effectively govern the City.
2. To oversee the delivery of City services to assure efficiency, effectiveness and customer satisfaction.

Authority: Millbrae Municipal Code sections 2.15.010 establishes the position of City Manager and Resolution No.05-02 provides the definition of duties and responsibilities.

Customers:

Citizens of Millbrae

The City Manager is the principal administrative liaison to the City Council.

Services:

This program provides oversight of the entire City Administration organization, and provides advice and administrative assistance to the City Council. Administrative oversight includes organizational planning, monitoring, controlling and evaluating the administrative organization. Policy-making assistance to the City Council includes policy analysis and report preparation on matters before Council.

Administrative assistance for Mayor and Council includes constituent request follow-up, mail handling, correspondence preparation, meeting arrangements, calendars, etc. Staff turns around letters generally within 24-hours of request, constituent follow-up within one week of request.

Three (3) full time employees (FTE) out of six (6) total for the Division are allocated to the Administration Program. Staff is small contrasted against workloads and expectations.

Program Products:

- > Council Agenda Packet - semi-monthly
- > Meetings and Activity Calendar - weekly
- > City Manager's Report – weekly
- > Budget Document – biennial
- > Processing of City Council and individual Council Members administrative actions
- > Providing administrative assistance to the Mayor and Council members
- > Processing of citizen requests and resolution of citizen complaints
- > Providing administrative leadership toward cooperative, synchronized, and effective service delivery by operating departments
- > Monitoring, evaluating and reporting on organizational effectiveness and efficiency
- > Maintaining effective relationships with other agencies

Budget Highlights:

Administration is still working with the loss of one of the clerical positions, which impacts the timeliness of products and services of the office. There are other impacts on professional staff that rely on clerical staff to facilitate delivery of Administrative Services. They will have to continue to do more clerical work on their own.

City Administration Government Access

Mission:

To keep the public informed regarding City business and ensure opportunities for public participation; to create and preserve permanent, accessible record of the City's legislative and business history, conduct municipal elections, and ensure that legal reporting requirements for the City's elected and appointed officials are met.

Customers:

The citizens of Millbrae, elected and appointed City officials, and any member of the public wishing to gain access to the City's public records.

Services:

The Government Access Program provides the following services: managing the City's public records, ensuring that information regarding the City's business is disseminated to the public, monitor legal reporting requirements, coordinating the City's Commission and Committee appointment process.

Program Products:

- > City Council and Mayor's Civic Coordinating Council agenda packets
- > City Council and Mayor's Civic Coordinating Council meeting minutes
- > City Newsletter
- > Press Releases
- > Commendations/Proclamation
- > Indices of ordinances, resolutions, agreements and deeds
- > Municipal Unified Functional Filing System Index
- > City of Millbrae Records Retention Schedule

Program Services:

- > Posting of meeting notices and agendas
- > Publishing of legal notices
- > Managing the City's Records Management Program
- > Administering the City's claim process
- > Coordinating the updating and distribution of Municipal Code
- > Monitoring of web site content
- > Conducting City project bid openings
- > Overseeing municipal election process and reporting requirements
- > Managing the City Commissions and Committees recruitments and appointments
- > Coordinating the City's participating in the annual Youth in Government Program
- > Administering Oaths of Office

Budget Highlights:

The current staffing levels are sufficient to adequately meet the outlined program services. The Program's goals for Fiscal Year 2009-2010 budget cycle include conducting a complete inventory of records in the City Clerk's Office, and overhauling and updating the City's Record Retention Schedule.

City Administration

Cable Communications

Mission:

To effectively manage the City's cable television franchise agreements and activities, including the City's operations and grant agreements with Millbrae Community Television (MCTV) in order to ensure the public's access to cable and public television programming.

Customers:

The Cable Communications Program oversees the agreements with Comcast Cable, RCN, and MCTV on behalf of Millbrae residents. The City Clerk serves as staff liaison to the San Mateo County Telecommunications Authority (SAMCAT), Comcast, MCTV, and PEN-TV on behalf of the City Manager and City Council.

Services:

The Cable Communications Program provides the following services: negotiation and management of the City's cable franchise agreement with Comcast Cable; administration of franchise fee revenues to ensure public, education, and government (PEG) programming access; and coordination with SAMCAT member agencies to accomplish fair and equitable distribution of telecommunication resources.

Program Products:

- > Comcast of California Cable Franchise Agreement
- > MCTV Operations Agreement
- > MCTV Grant Agreement

Program Services:

- > Monitor Comcast cable rates and service levels
- > Administer franchise agreements for the City of Millbrae and telecommunication providers
- > Ensure the City's cable ordinance is compliant with newly adopted state legislation
- > Negotiate and monitor the MCTV operations and grant agreements
- > Ensure live cable-casting and video playback of City Council meetings
- > Representing the City at SAMCAT Board meetings
- > Coordinate the taping of special events such as the Mayor's State of the City Address, the Holiday Tree Lighting, and the Youth in Government Program mock City Council meeting
- > Review MCTV Channel 27 message posting, video playback, and live cable-casting requests

Budget Highlights:

The current staffing levels are sufficient to adequately meet the outlined program services.

With the recent expansion by telecommunication providers into the areas of Internet-based video programming and television services, the State of California passed the Digital Infrastructure and Video Competition Act (DIVCA) allowing for new and existing cable and video programming services providers to obtain a state franchise agreement. As time passes, local governments will likely no longer negotiate individual franchise agreements since incumbent providers are allowed to obtain a state franchise. AT&T now serves the Millbrae market with its U-Verse internet protocol video programming under a state franchise. The Comcast franchise agreement runs until 2015, but Comcast has the option to secure a state franchise agreement at any time. Although existing PEG fund obligations must still be met should Comcast migrate to a state franchise agreement, the future of PEG funding may be severely impacted or eliminated altogether.

City Attorney

Mission:

To provide legal advice and support to the City Council and the City staff; to issue legal opinions when requested; to draft legislative policy for the City through recodification, amendments and new ordinances for the Millbrae Municipal Code; to advise on and prepare internal and external policies of the City; to review, evaluate and prepare, as required, agreements with parties that do business with the City, including franchises, public works contracts and procurements; to review and provide advice regarding statutory and regulatory changes and to assist the City in complying with applicable legal requirements related to its projects and activities; to handle and oversee lawsuits filed against the City that are not otherwise covered by the ABAG Plan, to monitor and provide counsel to attorney's handling lawsuits covered by the ABAG Plan as needed and to provide counsel to staff regarding risk management and the settlement of claims covered by insurance programs; and to guide the City Council and staff in matters of employment and labor law.

Authority: California Government Code Section 36505

Customers:

The City Attorney reports directly to the City Council.

The City Attorney provides legal support to city commissions and committees as and when necessary.

The City Attorney works with City staff members to implement Council-directed policy and programs.

Services:

The Division's staff and historical resources made available are relatively small compared to the demands, needs and responsibilities that arise from every department and function in the City. The Division's budget has historically been well below the general fund legal budgets of almost all other cities on the peninsula, and many of these cities are not full service cities providing all of the services that Millbrae offers, i.e., police, fire, sewer, water, recreation, planning and public works, all of which functions have distinct legal needs. Additionally, the levels of services required in any particular year are difficult to forecast. One can rarely predict the need to file or defend against lawsuits, the occurrence of emergencies, the enactment of new regulations or laws, transactional opportunities with neighboring agencies or the private sector, code enforcement issues that may arise, or the level of planning, zoning and development activity, all of which may require differing degrees of legal attention. Historically, the legal budget amount has not been sufficient to cover routine legal services that can be anticipated during the year. If any unusual or significant events or developments requiring legal assistance arise during the year, which is typically the case, the legal budget is wholly inadequate to cover them.

In the past year, the City Attorney's Office has facilitated the achievement of various significant projects, including:

- > Amendments to ABAG Plan MOU and coverage issues
- > Defense of Writ of Mandate Petition on vicious animal determination
- > Work to finalize Athletic Fields License Agreement with Millbrae School District
- > Recruitment of and contract with new City Manager
- > San Mateo Union High School District Facilities Use Fees Proposal dispute
- > Renewal of Fire Suppression Assessment
- > Development of new approach and ordinance amendment to Hotel Tax
- > Recodification of Planning and Zoning Code
- > Garbage franchise agreement extension and attention to contract enforcement issues
- > Revision of Personnel Rules
- > Update of communications site leases
- > WPCP Renovation Plant Project issues, including financing, State Revolving Loan transaction, ARRA funding and development of contract documents

GENERAL GOVERNMENT

- Defend against lawsuit from contractor claiming underpayment on Sewer System Rehabilitation Project
- Code enforcement matters
- Defense of numerous Pitchess Motions and employment lawsuit and attention to other employment issues
- Recodification of Sewer Service Regulations

Current, ongoing and anticipated projects include:

- Amendment of ABAG Plan Joint Powers Agreement or consideration of alternative insurance program
- Negotiation and development of new Garbage Franchise Agreement
- Finalize recodification of Planning and Zoning Code and assist with General and Specific Plan updates
- Attention to continuing issues with high school and elementary school districts regarding use and improvement of athletic fields and facilities
- Hotel tax enforcement against hotel internet industry and/or implementation of self help approach to recoup lost hotel tax revenue from internet sales
- Assistance with Fire Consolidation Project
- Legal work related to service sharing arrangements with other jurisdictions
- Legal support for new sustainability programs and regulations
- Continuing Property Tax Administration Charges dispute with County
- Updates for BART Station Specific Plan Area and related development fees and regulations
- Implementation of and financings related to Sewer Plant Renovation Project
- Amendment of cable franchise arrangements
- Revenue mechanism(s) to meet Storm Water Management obligations
- Continual exploration and implementation of approved revenue enhancement programs (property related fees or taxes, Fire Assessment extension, etc.)
- Amending and updating communication site leases
- Work to support new developments in Specific Plan Area
- Defense of employment lawsuit and attention to employment issues and Pitchess Motions
- Attention to claims, litigation and risk management issues

Budget Highlights:

Given the recent history of costs generally exceeding budgeted amounts, the City Attorney budget has been increased to align with actual expenditures over the past few years. The Division will make every effort to operate within budget to the extent that unusual circumstances such as lawsuits, landslides, and major legislation initiatives or other unforeseen developments requiring substantial legal attention do not occur

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General Services

Department Presentation

Mission:

The General Services Department provides human resource, risk management, and data processing management services to the City Council, City Manager and all Departments in the City to enhance and enable the more effective and efficient use of all human and financial resources, thereby increasing economy, productivity and the quality of services provided to the community.

Divisions:

The General Services Department is comprised of the Human Resources, Support Services and Non-Departmental Divisions.

Human Resources: The Human Resources division is responsible for recruiting organizational personnel, administration of personnel rules and the merit system, and establishing labor practices that foster productivity, improve customer service and reduce financial risk throughout all operations within the City.

Support Services: The Support Services division is responsible for applying new technologies to all municipal services, including financial information, file sharing, electronic mail, and other central data bases and software programs, and by providing adequate insurance coverage and risk reduction services for all municipal activities.

Non-Departmental: The Non-Departmental division is responsible for providing centralized service support for the general needs of all City departments

2-Year Budget Goals:

1. Technology Goals:
 - a) Determine the future approach for various applications that are city-wide, such as exchange server, and implement those applications
 - b) Enhance the structure of the Cal-Opps web recruitment system to offer more flexibility and tools for on-line recruitment.
 - c) Investigate the placement of voice mail on the e-mail system by installing a new module of the VoIP system. This would require other measures such as implementation of the exchange server.
2. Prepare succession/transition plan for Department and division heads that may be retiring during the next two-years.
3. Complete the process of revising the Personnel Rules and Regulations to reflect current practices and the delegation of appointing authority to Department Heads.
4. Continue to expand and further develop a comprehensive risk management program, including training and comprehensive policies to transfer and reduce risk.

GENERAL SERVICES

5-Year Budget Goals:

1. Personnel Administration: Implement an enhanced personnel administration software program, including a training tracking system. Expand training opportunities for city-wide supervisory/management development for city employees.
2. Technology: Identify potential uses for the fiber optic ring and the fiber optic network and coordinate other agencies in the use of this new technology.
3. Technology: Assist in integration of Business License, Accounts Receivable, Utility Billing, Accounts Payable, Payroll, General Ledger, Code Enforcement and Budget Preparation using the TM1 database tool/program.
4. Technology: Develop a plan for and implement a city-wide Geographical Information System that would include integrated modules for Engineering, Police, Fire, Water, Sewer and Parks.

Department Total Appropriations:

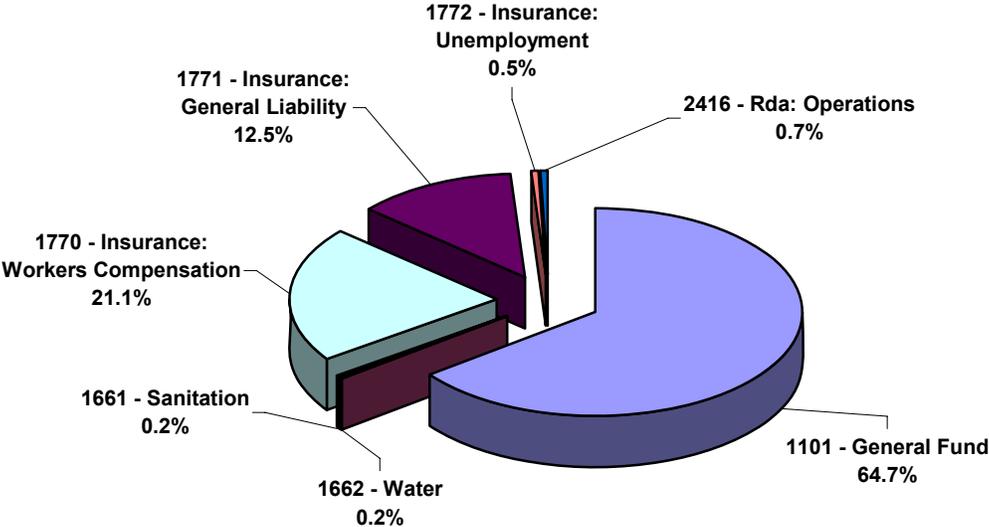
Expenditure Description	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Personnel	662,265.27	684,209.45	1,120,092.29
Services & Supplies	813,448.34	515,451.14	520,710.23
Other Operating Expenditures	362,648.46	67,732.14	857,221.27
Operating Transfers	2,579,651.08	1,615,571.32	1,005,207.70
TOTAL APPROPRIATIONS	4,418,013.15	2,882,964.05	3,503,231.49

Department Division Appropriations:

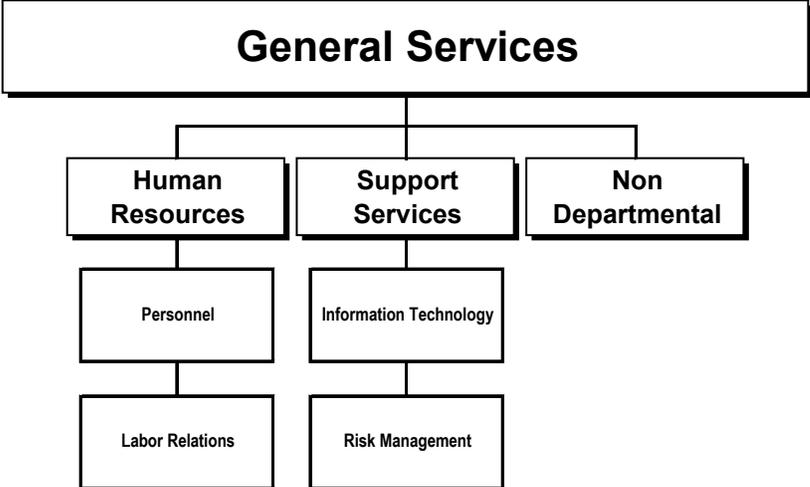
Division	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Human Resources	211,499.49	207,233.12	201,130.03
Support Services	1,122,059.05	968,660.01	1,401,203.61
Non-Departmental	3,084,454.61	1,707,070.92	1,900,897.86
General Services	4,418,013.15	2,882,964.05	3,503,231.49

GENERAL SERVICES

Funding Sources:



Organization Chart:



GENERAL SERVICES

Approved Positions

Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
Administrative Assistant / Human Resource	1.00	1.00	1.00
Deputy City Clerk / Administrative Assistant	1.00	1.00	1.00
Information Systems Supervisor	1.00	1.00	1.00
Total	3.00	3.00	3.00

Human Resources

Personnel

Mission:

Continuously improve City services through the selection of the best-qualified employees' available, enhancement of skill levels of employees through training and development and retention of talented employees through administration of an equitable and competitive compensation system.

Customers:

All Departments

Services:

Services provided include training for City-wide special needs in overall skill levels, maintaining a personnel system, operating a drug testing program for safety sensitive employees, monitoring personnel system administration to ensure compliance with Federal and State laws, personnel recruitment and testing, and an employee performance evaluation system. The Human Resource Division's staff is small while the responsibilities are very challenging and demanding. One of the main challenges is the recruitment and retention of talented staff. Due to the area's high cost of living, it is difficult to attract and recruit new employees. Additional resources are needed to help recruit and retain talented staff.

Program Products:

- > Employee recruitment and hiring plans
- > Oral interview boards
- > Personnel testing
- > Personnel selections
- > Draft and approval of new classifications and re-classifications
- > Administer Compensation system
- > Compliance with required Personnel reports
- > Updating Personnel Rules and Regulations and procedures
- > Employee training and development
- > Maintaining performance evaluation schedules
- > Personnel actions
- > Drug testing

Budget Highlights:

The HR Division is down one position with the reduction in force of the Senior Management Analyst. Should staffing be reduced further, the impact of a reduced position would very difficult to accommodate. Each of the two positions in HR requires a unique set of skills. Given current workloads, re-balancing the workload is not feasible. With further reductions, the division's ability to maintain current service levels would be seriously jeopardized to the point that recruitment timeframes would more than double.

The adopted budget has eliminated the ability to ensure staff is trained on a continuous basis. The City's general training budget was significantly reduced as a result of budget balancing measures. This reduction has eliminated the ability to conduct all but the most critical training. Over time, lack of the ability to fund training will erode staff skills.

Human Resources
Labor Relations

Mission:

Continuously improve the services of the City by negotiating employee labor contracts, managing these contracts through equitable and prudent daily administration of labor contracts which includes responses to employee complaints and grievances, and provide advice to the City Administrator and the City Council for modification of labor practices.

Customers:

All Departments

Services:

Services include conducting negotiations to develop labor agreements with four employee unions and administration of these agreements. Management of these agreements includes hearing of informal and formal employee grievances and complaints, developing information about the labor marketplace for positions employed by the City and providing recommendations concerning the City's compensation policies.

Program Products:

- > Labor contracts and agreements
- > Labor contract negotiations
- > Processing of grievances
- > Management of labor contracts

Support Services Information Technology

Mission:

Continuous improvement of municipal services through the provision of and improvement of the City wide computer and financial services network, provision of training and guidance to employees to fully utilize system benefits, and increase efficiency and reduce paper work in municipal service processes.

Customers:

Assist departments with operating in the City Network system and in developing and implementing informational technological improvements.

Services:

Services include completion and maintenance of the citywide automation effort which encompasses the computer network and related financial modules operating through the Local Area Network. Maintenance, support and training relating to the systems data processing equipment and software will be a major objective of this program.

Program services include:

- > Monitoring and operation of the City's Network server and network
- > Development, implementation and operation of the City's Website
- > Operation and system administration of the City's mini hardware and software systems
- > Upgrading PC hardware and software
- > PC hardware and software standards
- > Oversight of the City's email and internet policies

Budget Highlights:

PC Hardware: Over the last two years, a small amount of funding was provided to replace critical personal computer and systems equipment. Staff currently uses about 100 PCs throughout the City. The industry standard for replacing PCs is once every three years. Thus, approximately 30 PCs should be replaced each year on a rotating basis. This would require a budget of \$51,000 per year.

PC Software: There are current efforts to upgrade software to Windows 2003. Exchange Server software from Microsoft will also be needed in order to utilize a city-wide calendaring system and to take advantage of future phone features. The required software would cost approximately \$10,000 per year.

Network Training: Network technology rapidly changes from year to year and in order to stay abreast of the latest technology, the Technology Specialist should attend one training course per year. These courses typically run about \$2,500 for local courses. Council Action – Not Approved.

Process On-Line Transactions: Staff recommends that the capability to handle on-line transactions such as payments, registrations, business licenses and some permits be added to the new Website. To add on-line transaction capability would require a firewall and new server, estimated to cost about \$20,000.

Support Services

Risk Management

Mission:

Help prevent negative financial impacts to the City's economic and financial well being and ability to finance public services, facilities and infrastructure through the provision of adequate insurance coverage and practice of prudent risk management procedures in the area of workers' compensation, workplace safety, adequate employee training and orientation, property, vehicles, general liability and fiduciary bonding.

Customers:

Provides the City Council, City Manager and all departments with internal risk management services and expertise.

Services:

The Risk Management program includes obtaining actuarial and professional information to develop and recommend strategies to provide adequate and prudent reserve levels for the City's self-insured funds.

Services provided in this program include the management of the City's Workers' Compensation self-insured program, General Liability/Property program, and unemployment insurance. The Workers' Compensation program has a self-insured retention level of \$275,000 and serves to enhance workplace safety through training, monitoring accident trends, and implementing proactive measures to reduce accidents. The General Liability/Property program has a self-insured retention level of \$100,000 for liability, \$5,000 for property, and \$10,000 for vehicles. The City coordinates receipts of claims with its workers' compensation administrator Innovative Claim Solutions (ICS) and its general liability/property insurance administrator ABAG, and evaluates and implements training and other programs to reduce risk. The unemployment insurance fund administers unemployment claims and collects sufficient funds to pay claims.

Additional staffing is necessary to provide the level of safety training, coordination of safety issues and risk management analysis necessary to have an acceptable risk management program.

Program services include:

- > Coordinates claims with ABAG and citizens
- > Oversees training programs
- > Centrally manages reserves to provide full insurance coverage

Budget Highlights:

In order to balance the General Fund budget in FY 01-02 , FY 02-03 and FY 03-04, several transfers were approved by Council from the Worker's Compensation and General Liability Funds to the General Fund. At the time these transfers were approved, it was believed these internal service funds were over funded. Since those transfers, these funds are on track to provide only the projected support needed for worker's compensation or general liability claims. We do not believe additional funds transfers from these funds will be available during the FY 09 -10 budget.

**Support Services
Non-Departmental****Mission:**

To promote customer service by providing a centralized service support for the general needs of all City departments.

Customers:

Assists departments with retiree health benefits, and employee compensation adjustments. Assists department with managing General Fund Capital project and equipment purchases.

Services:

The current service levels of this Division promote the goal of customer service through a centralized administration of expenditures relating to City departments' general needs. Manages expenditures relating to municipal printing and postage, management of retiree health benefits and contractual services, employee compensation adjustments, and General Fund capital equipment and improvement purchases. The non-departmental budget also houses accounts for transfer in and out of the General Fund, and due to this, can at times have a negative balance since transfer in are like a revenue or in this case a negative expenditure.

Budget Highlights:

An operating contingency of \$83,430 is included in the FY 2009-2010 Budget for the General Fund.

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Finance

Department Presentation

Mission:

To maintain the City's high standard of financial excellence by providing Citizens, City Council, City Manager, and City Departments with quality and sound financial management, and professional, effective, responsive and courteous customer service. We accomplish this through the implementation of industry best practices that have been proven successful. We approach our work with confidence, competence, dedication and commitment.

Divisions:

The Finance Department is comprised of Financial Management, Utility Billing and Treasury.

Financial Management: Prudently manages the City and Redevelopment Agency's assets, provides comprehensive financial system management, support, and issues reports per Generally Accepted Accounting Principals (GAAP) and the Governmental Accounting Standards Board (GASB) in a timely manner.

Utility Billing: Provides customer service support to residents and businesses within the City of Millbrae and assists the Public Works Department in managing shutoffs, meter readings, and provides information to manage the Water and Sanitation Enterprise Funds.

Treasury: Prudent management of all short-term and medium-term investments for all City funds while maintaining the highest safety, liquidity, and yield in accordance with the City's investment policy and State laws.

2-Year Budget Goals:

1. Research, identify and implement potential improvements in the Financial software system
2. Research, identify and implement potential improvements in the Payroll software system
3. Continue to provide training to all Departments on TM1 Reporting and software abilities
4. Research, identify and implement a new Business License Software System

5-Year Budget Goals:

1. Investigate the viability of providing more services on-line such as payment / remittance of utility services
2. Research Financial System Products and / or upgrades

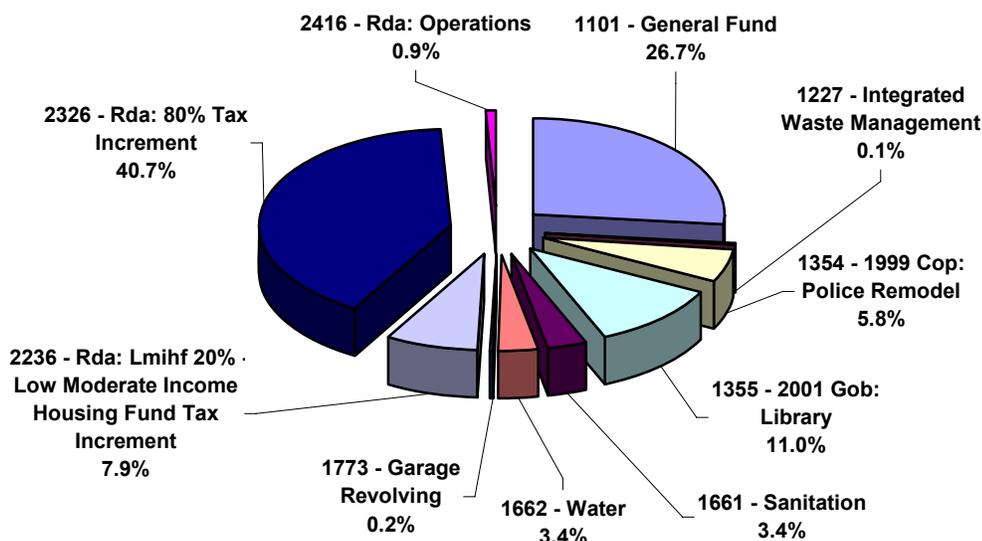
Department Total Appropriations:

Expenditure Description	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Personnel	863,946.95	843,568.69	827,120.82
Services & Supplies	210,867.60	392,337.58	234,395.33
Other Operating Expenditures	2,333,070.20	2,328,418.31	2,363,209.44
ERAF/Property Tax Pass Through	1,666,662.16	1,447,248.72	2,025,000.00
Capital Expenditures	28,273.70	0.00	0.00
Operating Transfers	115,428.00	118,885.69	112,946.20
TOTAL APPROPRIATIONS	5,218,248.61	5,130,458.99	5,562,671.80

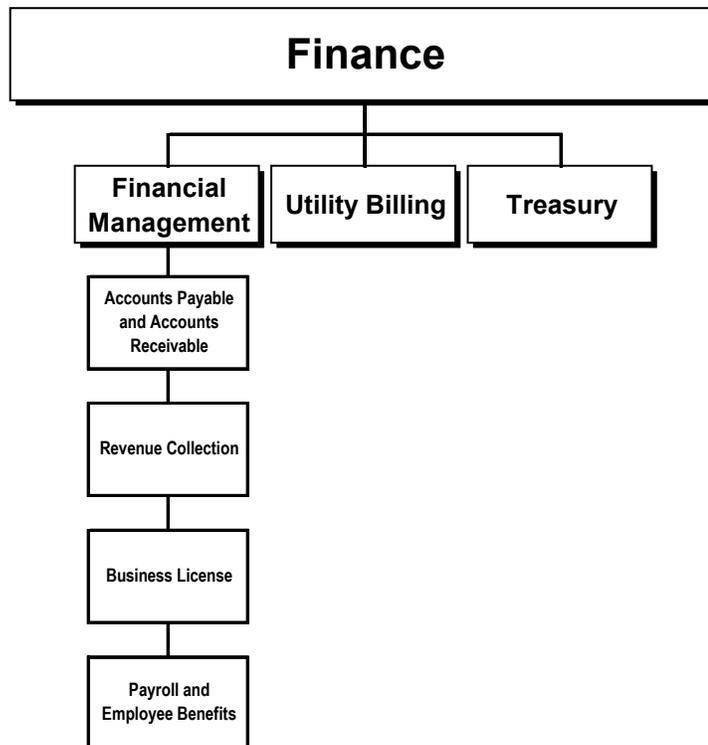
Department Division Appropriations:

Division	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Finance and Accounting	705,926.65	841,349.40	686,054.17
Utility Billing	393,586.58	392,313.53	378,361.39
Treasurer	7,242.68	12,231.26	7,388.14
General Obligation Debt	4,111,492.70	3,884,564.80	4,490,868.09
Finance	5,218,248.61	5,130,458.99	5,562,671.80

Funding Sources:



Organization Chart:



Approved Positions:

Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
Finance Director	1.00	1.00	1.00
Account Clerk III	3.00	1.00	1.00
Accounting Technician		2.00	2.00
Financial System Analyst II	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Senior Accounting Technician	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00
Total	8.00	8.00	8.00

Financial Management

Mission:

Safeguard the City's financial and material assets by maintaining strong internal controls, ensuring equity and transparency, adhering to established financial policies and procedures and complying with legal fiscal reporting requirements.

Customers:

The Citizens of Millbrae, City Council, City Manager, and all City Departments and Employees.

Services:

Financial Management performs the following services: financial and system accounting administration; comprehensive financial reporting and analysis; budget and budget monitoring; management of the general ledger; chart of accounts; fixed assets; bank reconciliation; accounts payable; accounts receivable; business license billing; revenue collection; processes payroll and employee benefits; and provides revenue estimates and fund balance projections. In addition, provides weekly cash balance analysis for investment of excess funds by the City Treasurer.

Demands for City's financial services have increased tremendously during the past few years do to the overall expansion of City's services and operations. With the current level of staffing, it is difficult to manage and achieve all the goals without overtime and utilization of temporary services. Some important projects and tasks may be delayed because of the constraints of funding and staffing levels.

Division Products:

- > Financial Reports
- > Annual Audit
- > Comprehensive Annual Financial Report (CAFR)
- > State Controller's Annual Financial Transactions Report and the Annual Street Report
- > SB90 State Reimbursement Claims
- > Statement of Indebtedness
- > Cash and Fund Balance Information and Reporting
- > Mid-year and Mid-term Budget Review and Reporting
- > W-2' and 1099's
- > Payroll Tax Reporting
- > New Hire Packet of Information
- > Development and Publishing of the Bi-Annual Budget

Division Services:

- > Financial Monitoring, Reconciliation, and Reporting of Fiscal Condition
- > Bank Reconciliations
- > Electronic Fund Transfers
- > Financial System Data Base Maintenance
- > Issue Business License and Business License Annual Renewals
- > Revenue Collection and Processing
- > Vendor Payment Processing
- > Accounts Receivable Billing
- > Fixed Assets Maintenance

Financial Management

- Payroll Data Base Maintenance
- Payroll Processing
- Management of Employee Benefits
- Salary and Benefit Assistance to Employees
- Fiscal Year-end Closing Coordination

Budget Highlights:

Every position within the in Finance Department requires a unique set of skills and given current workloads, re-balancing the workload is not feasible at this time. Should staffing be reduced in the future, the department's ability to maintain current service levels would be at risk to the point that financial stewardship may be also be jeopardized. Further, due to new employee benefits and Governmental Accounting Standards Board (GASB) requirements, current workload is actually beyond present staffing levels. Additional personnel resources are needed to maintain new requirements and the present service levels.

The current financial and payroll software systems may not be adequate in the near future. Recently, the organization that designed our current software was bought by the Harris Corporation. Although, we do not anticipate any immediate threat, it is feasible that if this unit is not profitable, Harris will terminate the software support on our systems. The City could not survive without a new service provider for more than one-year do to the annual Internal Revenue Service (IRS) and payroll updates that are required. If Harris were to terminate software support, the City would have to implement a new system within a year, a process that typically takes several years to complete, thereby increasing the costs dramatically.

Utility Billing

Mission:

To provide utility billing services in a fair, efficient and professional manner, and assure timely collection of service charges to maintain cash flow within the sewer and water operations.

Customers:

The Residents and Businesses within the City of Millbrae

Services:

Provides close customer service support to residents and businesses within Millbrae, Assists the Public Works Department in managing shutoffs, meter readings, and provides information for the management of the Water and Sanitation Enterprise Funds.

The Utility Billing Division initiates and terminates all utility services to the public and responds to public inquiries in connection with City Utility Services. The integrity of the Utility Billing system is maintained through reconciliation of the Utility Billing accounts to the general ledger. All billings, inquiries, correspondence, collections and mailings are handled through this division.

Division Products:

- > Production and Distribution of Monthly Utility Billings
- > Post and Reconcile All Transactions in the Utility Billing Software
- > Post and Reconcile Transactions Transferred to the Financial System General Ledger

Division Services:

- > Respond to Customer Inquiries
- > Investigate and Resolve Customer Inquiries and Complaints
- > Prepare Handheld Computer Devices for Monthly Meter Reading
- > Process Daily Cash Utility Payments
- > Process New Accounts and Close Accounts
- > Process Customer Refundable Deposits
- > Cross-Train Other Division Personnel

City Treasury

Mission:

Prudent management of all short-term and medium-term investments for various City funds while maintaining the highest safety, liquidity, and yield in accordance with the City's investment policy and State law.

Customers:

The City Treasurer provides monthly investment reports to the City Council.

Services:

The City Treasurer monitors interest rates and evaluates investment options as they relate to the City Investment Policy and the application of Federal and State law. The preparation of the investment reports provides the Citizens, City Council, City Manager, and Departments with information that will aid in making informed decisions.

Division Products:

- > Monthly Investment Reports

Division Services:

- > Signature Authority on City Bank Accounts
- > Authorization of Wire Transfers Between Accounts
- > Ensure Investments Maximize Safety and Interest Yields to the Maximum Extent that is Prudent.

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Community Development Department Presentation

Mission:

The mission of the Community Development Department is to ensure the safe, orderly, aesthetic, economically viable, and environmentally sustainable development of the community through the responsive granting of permits and land use entitlements, the development of sound long range plans, the enforcement of codes and standards, and the enhancement of the tax base through the operation of the Millbrae Redevelopment Agency. The Department is tasked with enhancing the physical, cultural, and social well-being of the community and with maintaining economic prosperity through the actions of its Divisions. The Department is also tasked with ongoing maintenance, renovation, and capital improvement of the City's parks and open spaces.

Divisions:

The Community Development Department is comprised of the Planning, Building, Code Enforcement, Redevelopment and Parks Divisions.

Planning Division: The mission of the Planning Division is to promote the physical, social, and cultural well-being of the City of Millbrae by informing the public of the land use plans and policies of the City; to provide timely service to the public in the processing of applications for land use entitlements; to evaluate proposed uses of property for consistency with laws and regulations; to evaluate the effect of projects on the environment; to conduct comprehensive planning studies upon which the City's plans and policies are based; to facilitate public participation in the policy formulation and development review process and to implement state requirements for local plans and ordinances.

Building Division: The mission of the Building Division is to ensure the physical, social, and cultural well-being of the City through the safe construction, use, and habitability of all buildings and to ensure conformance with City and State Building Codes through timely processing of permits, plan reviews, and inspections.

Code Enforcement Division: The mission of the Code Enforcement Division is to maintain the health, safety, and prosperity of the community by enforcing the codes of the City of Millbrae in a fair, friendly, effective, and consistent manner in accordance with the Code Enforcement Policies and Procedures and the Community Preservation Ordinance.

Redevelopment Division: The mission of the Redevelopment Division is to enhance the economic prosperity of the community by carrying out the goals and objectives of the Millbrae Redevelopment Agency Project Area Plan including the elimination of blight; improvement of the infrastructure; provision of affordable housing; enhancement of the Downtown Improvement Area; the economic development of the City's tax base; implementation of the America Downtown Action Agenda, the Commercial Revitalization Strategy and the Millbrae Station Area Specific Plan.

Parks Division: The mission of the Parks Division is to maintain and continuously improve the City's parks, playing fields, public grounds, and open space assets and make them safe, fully accessible, useable, and enjoyable to the citizens of and visitors to Millbrae.

2-Year Budget Goals:

1. Continue to work to develop an economically viable project on "Site 1" in the Millbrae Station Area.
2. Complete the revision of City's zoning regulations and update the MSASP as needed.
3. Implement the Below Market Rate Housing Program for 88 South Broadway, Belamor, Park Broadway, and Dolores Lia projects.

COMMUNITY DEVELOPMENT

4. Continue to upgrade services through the use of technology including completion of the archiving of all building and planning records.
5. Work with the Parks and Recreation Commission to develop and implement a park improvement plan to utilize anticipated park in-lieu fees, grants and other available funds.
6. Implement the Field License Agreement to renovate and operate the athletic fields of the City.
7. Seek to establish and implement a public-private development partnership on Sites 5 and 6 of the Millbrae Station Area.

5-Year Budget Goals:

1. Continue to pursue economic development opportunities particularly in the Millbrae Station Area that enhance the commercial base of the City and expand sales tax and hotel tax revenues.
2. Implement a park improvement plan utilizing park in-lieu fees, grants and other available resources.
3. Maintain a high quality of life and visual standard for the community working with the Community Preservation Commission and through the judicious enforcement of the municipal code.
4. Continue to improve fair and expeditious issuance of planning entitlements and business permits.
5. Develop resources that improve the condition and utility of the City's parks landscaping, open space, and trails.
6. Continue to improve the cleanliness and maintenance of the City's commercial and residential areas.

Department Total Appropriations:

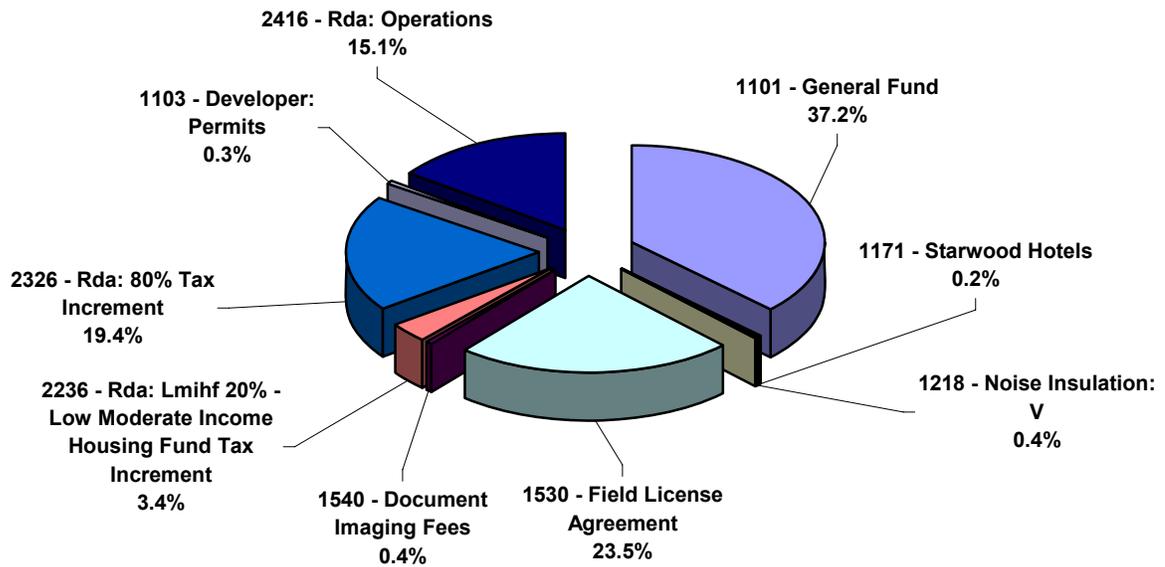
Expenditure Description	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Personnel	1,754,619.17	1,845,543.58	1,879,447.83
Services & Supplies	1,080,860.97	3,495,511.55	1,702,463.42
Other Operating Expenditures	360,256.14	41,178.24	41,736.31
Capital Expenditures	0.00	877,995.05	0.00
Operating Transfers	1,182,083.93	2,868,780.04	911,680.61
TOTAL APPROPRIATIONS	4,377,820.21	9,129,008.46	4,535,328.17

COMMUNITY DEVELOPMENT

Department Division Appropriations:

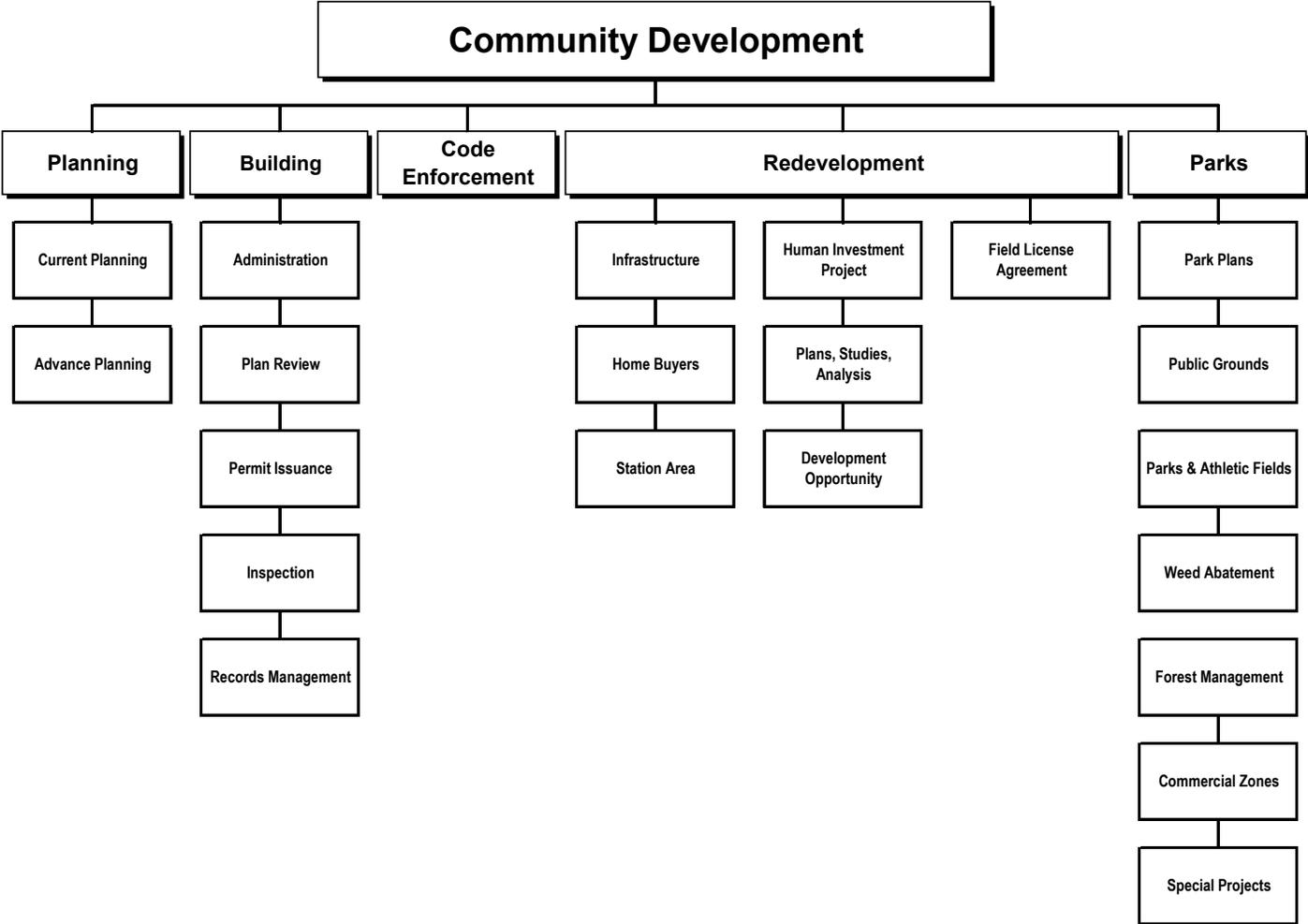
Division	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Planning Division	410,254.04	446,652.33	295,301.04
Building Division	671,538.55	1,942,201.01	431,710.04
Code Enforcement Division	93,429.09	129,734.94	123,348.91
Redevelopment Division	1,771,662.89	2,637,832.29	1,557,558.99
Parks Division	1,430,935.64	3,972,587.89	2,127,409.20
Community Development	4,377,820.21	9,129,008.46	4,535,328.17

Funding Sources:



COMMUNITY DEVELOPMENT

Organization Chart:



COMMUNITY DEVELOPMENT

Approved Positions:

Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
Community Development & Parks Director	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Associate Planner	0.80	0.80	0.80
Building Official	1.00	1.00	1.00
City Planner	1.00	1.00	1.00
Code Enforcement Officer (1/2 Time Position)	0.50	0.50	0.50
Maintenance Worker	2.00	2.00	2.00
Office Assistant I (1/2 Time Position)	0.48	0.48	0.48
Office Assistant II	1.00	1.00	1.00
Parks: Field Supervisor	1.00	1.00	1.00
Parks: Maintenance Technician	3.00	3.00	3.00
Parks: Superintendent	1.00	1.00	1.00
Plan Check / Building Inspector	1.00	1.00	1.00
Senior Maintenance Worker	1.00	1.00	1.00
Total	15.78	15.78	15.78

Part Time Temporary Positions / Full Time Equivalent		
Parks: Maintenance Technician		2.00
Total		2.00

Planning

Mission:

The Mission of the Planning Division's Current and Advanced Planning Programs is to promote the physical, social, and cultural well-being of the City of Millbrae by informing the public of the land use plans and policies of the City; to provide timely service to the public in the processing of applications for land use entitlements; to evaluate proposed uses of property for consistency with laws and regulations; to evaluate the effect of projects on the environment; to conduct comprehensive planning studies upon which the City's plans and policies are based; to facilitate public participation in the policy formulation and development review process and to implement state requirements for local plans and ordinances.

Customers:

The Division serves the citizens and business community of Millbrae; the professional architects, consultants, and other representatives of project applicants; the Planning Commission and City Council; and other City departments.

Services:

Current Planning – Provide timely service to the public in the processing of applications for entitlements, evaluating proposed uses of property for consistency with laws and regulations. Implement state requirements for local plans and ordinances.

Advance Planning - Promote the physical, social, and cultural well-being of the City of Millbrae by informing the public of the plans and policies of the City. Provide timely service to the public in the processing of applications for entitlements, evaluating proposed uses of property for consistency with laws and regulations. Evaluate the effect of projects on the environment. Conduct comprehensive planning studies upon which the City's plans and policies are based. Facilitate public participation in the policy formulation and development review process.

Budget Highlights:

The City's Current and Advance Planning programs are fully staffed, albeit at a low level in comparison with other cities. Improvements to program technology are underway with expanding GIS capabilities, document imaging and implementation of the CIS permit tracking program. The Division will expand counter hours as prudent and continue to seek means to expedite the entitlement process. A comprehensive revision of Title Ten of the Municipal Code, the Zoning Ordinance will be completed during this budget period. The MSASP will be reviewed and amended as appropriate using FOCUS grant funding. The El Camino Real (Grand Boulevard) will be studied from south to north city limits using a C/CAG grant to create an ECR Corridor Plan.

Building

Mission:

The Mission of the Building Division to ensure the physical well being of the City through the safe construction, use and habitability of all buildings within the City and to ensure conformance with City and State Building Codes through timely processing of permits, plan checks and inspections.

Customers:

The Division serves the citizens and business and development communities of Millbrae; the contractors and architects and other representatives of applicants for new construction and property renovation permits.

Services:

Administration – Coordinate the administrative functions of the Building Division. Typical functions include budget preparation and management, code adoption, division personnel management, City Council participation as required, committee and organization representation.

Plan Review – Provide plan review services including but not limited to review of structural, mechanical, electrical, building plans and specifications for conformance to City, State and Federal codes. Prepare written comments to applicants, maintain logs and reports on application status, meet with owners, architects, and others as needed, attend meetings and seminars to maintain current knowledge of codes and ordinances.

Permit Issuance – Issuance of all permits, customer requests for information, over the counter plan reviews, code questions, scheduling of field inspections.

Inspection – Provide inspection services to the permittees on one-day notice, answer questions both at counter and in the field, review projects in the field for conformance with the approved plans and specifications, prepare written comments on results of inspections, complaints.

Records Management – Support City Clerk in the management of records as they pertain to individual properties, maintain address map, maintain and store building records in record center, respond to requests for record searches.

Budget Highlights:

The Division is taking the lead in expanding the CIS permit tracking program to other departments and developing and implementing a Citywide document imaging program. The Division plays a major role in the City's Emergency Management and Safety Committee functions. The Division will continue to manage the plan check and inspection of the major commercial projects in the MSASP and commercial areas.

Code Enforcement

Mission:

The Mission of the Code Enforcement Division is to maintain the health, safety, and prosperity of the community by enforcing the codes of the City of Millbrae in a fair, friendly, effective, and consistent manner in accordance with the Code Enforcement Policies and Procedures and the Community Preservation Ordinance.

Customers:

The Division serves the citizens, businesses, and property owners of Millbrae; the Community Preservation Commission and City Council; and other City departments.

Services:

Public Outreach – Provide staffing to assist the Community Preservation Commission in achieving their goals.

Program Development and Implementation – Develop and implement new programs as necessary.

Code Enforcement Training – Ensure that responsible code enforcement personnel are continuously trained in modern techniques and legal matters.

Community Visual Quality – Pro-actively enforce the Sign Regulations.

Code Enforcement Hotline – Respond to Code Enforcement Hotline calls within 24 hours to ensure quick resolution of citizen issues.

Code Enforcement Operations – Carry out a continuously responsive community preservation effort to ensure high community standards.

Commercial Code Enforcement – Continue to improve the visual quality, code compliance and cleanliness of the commercial areas and the Downtown.

Graffiti Removal – Continue to work closely with the Police and the Community to expeditiously identify and remove graffiti and other visual blight.

Budget Highlights:

The Code Enforcement staff, augmented by a halftime contract commercial code enforcement officer, will focus on graffiti abatement, tree preservation, coordination with the Parks Division and improved commercial signage during this budget period.

Redevelopment

Mission:

The Mission of Redevelopment Division is to enhance the physical well being of the community in accordance with the Community Redevelopment Act and the Project Area Plan. This will be accomplished by the funding of programs in the areas indicated below.

Customers:

The Division serves the business and development community; the City Council and Agency Board of Directors; and other City departments.

Services:

The Redevelopment Division will assist in the development of very low income housing opportunities and promotion of moderate income homebuyer opportunities; land assembly and development; new retail and hotel revenue generation; improvement of project area infrastructure, including athletic fields.

Project Area Infrastructure - Improve physical condition of the project area through new landscaping, streets, drainage, traffic improvements, other public improvements.

Below Market Rate Housing Program - Provide secondary financing to qualified low and moderate income homebuyers to enhance homeownership opportunities.

Station Area - Improve the physical condition of the Station Area and assist in the completion of the infrastructure improvement plan.

Human Investment Project - Provide opportunities for home-sharing through a grant to the Human Investment Project Housing, Inc.

Plans, Studies, Analysis - Assist in the implementation of the Redevelopment Plan through contribution to necessary plans, studies and analysis.

Development Opportunity - Provide appropriate assistance to developers in the Station Area to ensure timely development of Station Area lands.

Field License Agreement - Implement the renovation and operation of the City's athletic fields.

Budget Highlights:

Redevelopment Programs will focus on implementation of the Millbrae Station Area Specific Plan, Below Market Rate Housing Opportunities and the overall enhancement of the City's commercial revenue base and athletic fields.

Parks

Mission:

The Mission of the Parks Division is to maintain and continuously improve the City's parks, athletic fields, public grounds and open spaces and make these open space assets fully accessible, useable and enjoyable to the citizens of Millbrae.

Customers:

The Division serves the citizens and business community of Millbrae; the Parks & Recreation Commission, the Community Preservation Commission, and the City Council; and other City departments.

Services:

Preparation of Parks Plans - Develop and implement, in conjunction with the Parks and Recreation Commission, plans and funding sources for the long term development and maintenance of the City's Parks, athletic fields and open spaces. Provide staff liaison to the Parks and Recreation Commission.

Maintenance and Improvement of Public Grounds - The Division provides maintenance for and improvement of the City's trees, medians, hedges, creek beds, trails and landscaping at public facilities.

Parks and Athletic Fields - The Division provides maintenance for and improvement of the City's thirteen parks, including Central Park and the Spur Trail. These services include inspection and maintenance of playground equipment, development and installation of new play equipment, maintenance and improvement of turf, drainage, irrigation, outdoor furniture, tennis courts, restrooms and plant materials. The Division provides maintenance for and improvement of the City's athletic fields under an agreement with the Millbrae School District.

Citywide Weed Abatement - The Division implements a Citywide weed abatement program through judicious spraying of chemicals by licensed operators, flail mowing and hand weed removal.

Urban Forest Management - The Division provides advice to citizens regarding trees and enforces the City's Tree Ordinance, issuing tree trimming and removal permits as appropriate to sustain and improve the urban forest.

Maintenance of the Downtown Improvement Area and the City's Commercial Zones - The Division keeps the commercial area of the City, especially the Downtown, clean and litter free, working with the Police and Code Enforcement to remove graffiti as soon as it is identified.

Special Projects - The Division identifies and implements desirable improvements in the open spaces, parks, medians, commercial areas and athletic fields of the City and carries out the work as funding is available and priorities are set by the staff and City Council.

Budget Highlights:

The Parks Division will focus on the steady and continuous maintenance of all recreational and open space areas, with special focus during this budget period on the renovation of the City's athletic fields under the Field License Agreement with the Millbrae School District. Other priorities may include the construction of Bocce Ball Courts at an appropriate location, replacement of the Par Course on the Spur, the recreational revitalization of Green Hills Park, the improvement of the City's west entry on Skyline Drive, general improvements to all Parks as funding is available.

Recreation

Department Presentation

Mission:

To enhance the quality of life for all residents regardless of age, interest or ability level, by promoting active and passive leisure experiences, wellness and fitness programs, enrichment classes, and special events to facilitate life long learning, sustain one's positive sense of well being and strengthen cultural awareness through services that unify the community.

To offer the community a full array of quality recreation programs, while reducing the impact on the General Fund as much as possible. To this end, staff will ensure that all direct programming costs are recovered through fees, grants or donations.

To mobilize for emergency situations and be prepared by participating in the City's EOC trainings.

Support community non-profit organizations.

Divisions:

The Recreation Department is responsible for the development, implementation and evaluation of all recreation activities and human service programs. The Department's budget is divided into three sections: (1) Administration, (2) Recreation Programs and (3) Senior Citizen Programs.

Administration: The function of the Administrative section is to account for all of the Department's fixed costs, including regular employees salaries and benefits, facility rentals and charges and budgets for the Recreation related commissions and committees.

Recreation Programs: To properly manage the budget of recreation programs, this section is divided into ten program areas: preschool, elementary sports, Taylor sports, summer youth, summer teen, special events, teens, contract classes, adult sports and facility rentals. Each of these areas includes fee based programs, with both revenue and expenditure accounts.

Senior Citizen Programs: Because of the City's historic emphasis of programming for its senior citizens, the programs for seniors are budgeted as a separate section. Program areas here include: senior contract classes, senior trips and tours, senior transportation, senior special events and senior miscellaneous programs.

2-Year Budget Goals:

1. Develop with the community, Lions Club and School District a plan for funding and utilization of the Scout House.
2. Work with current 501 3(c) Community Foundations or create our own for the purpose of having a funding avenue for donations for community services.
3. Continue to review and respond to community recreational and leisure service needs with a focus on changing community demographics.
4. Continue and expand community special events, sustainable and outreach programs to the community
5. Develop a Art in Public Places Policy

5-Year Budget Goals:

1. Seek and expand partnerships that benefit the Millbrae Community.
2. Work with the Millbrae School District, San Mateo Union High School District and the Community to expand facility space and programs for the community.
3. Work with Service Clubs, Schools, Youth Advisory Committee and Churches to develop a Youth Volunteer Corp in the Community.
4. Look at Senior Transportation to find a better service delivery options.
5. Study and implement a strategy to improve programming for the "Baby Boomer" generation.
6. Work to outsource community special events to community groups, organizations, foundations and private companies.

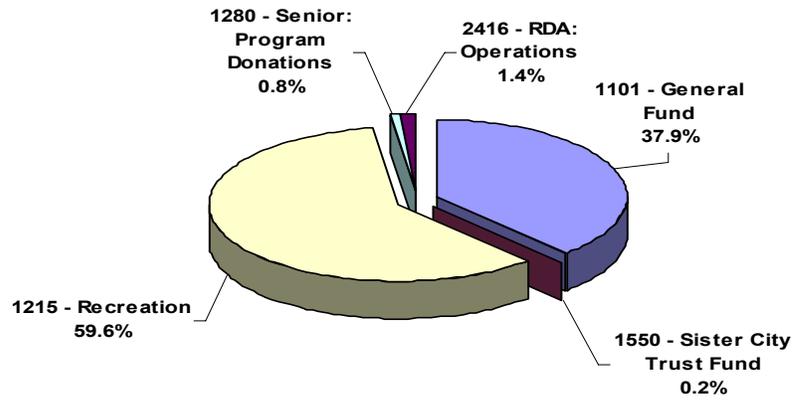
Department Total Appropriations:

Expenditure Description	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Personnel	912,662.75	876,928.12	886,806.03
Services & Supplies	507,050.86	458,465.26	391,012.87
Other Operating Expenditures	43,098.50	13,102.63	13,495.71
Operating Transfers	22,068.80	8,250.00	11,000.00
TOTAL APPROPRIATIONS	1,484,880.91	1,356,746.01	1,302,314.61

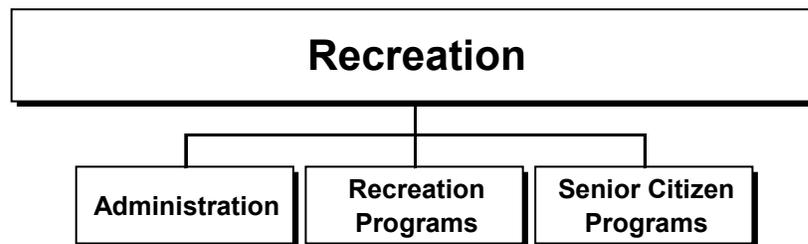
Department Division Appropriations:

Division	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Recreation Division	1,471,405.13	1,341,656.01	1,287,238.19
Commissions and Committees	13,475.78	15,090.00	15,076.42
Recreation	1,484,880.91	1,356,746.01	1,302,314.61

Funding Sources:



Organization Chart:



Approved Positions:

Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
Recreation: Superintendent	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00
Recreation: Coordinator	2.00	2.00	2.00
Recreation: Services Manager	1.00	1.00	1.00
Tiny Tot Teacher (1/2 Time Position)	0.50	0.50	0.50
Total	6.50	6.50	6.50

Part Time Temporary Positions / Full Time Equivalent		
Recreation		11.98
Total		11.98

Administration

Mission:

To account for the entire department's fixed costs, including regular salaried employees, facility rentals and fees, budget and related commissions and committees.

Customers:

In order to better serve its residents, the City of Millbrae utilizes many citizen advisory commissions and committees. These advisory commissions and committees address their roles and functions with an emphasis toward reviewing current issues in their area of expertise, seeking innovative solutions for the delivery of municipal services, making policy recommendations, fostering public awareness through education and improving the quality of life in Millbrae. The Recreation Department serves as the staff liaison to many of these commissions and committees, offering counsel and clerical support.

1. Superintendent is principal liaison and the Administrative Assistant provides clerical support services to the Parks and Recreation Commission.
2. Recreation Services Manager is liaison and Administrative Assistant provides support services to the Arts Commission.
3. Recreation Superintendent is principal liaison and Recreation Coordinator provides support and technical support to the Senior Advisory Committee.
4. Recreation Services Manager is principal liaison and Recreation Coordinator provides support and technical support to the Youth Advisory Committee.
5. Recreation Superintendent and Recreation Services Manager are liaisons to the Asian Outreach Committee.
6. Recreation Services Manager is principal liaison to youth and adult sports organizations.
7. Recreation Superintendent is Logistics Chief for the Emergency Operations Center (EOC).

Services:

Administer "best practices" to insure all Department programs, projects, classes, services and budgetary guidelines are implemented successfully.

Seek funding through user fees, grants, donations, and utilize volunteers to defray General Fund outlay for the provision of essential and enhanced services and capital improvements.

Strengthen community partnerships with other City departments, school districts; community based organizations, foundations, businesses, senior clubs, youth serving groups and other individuals and agencies.

As the department tries to expand and adjust programming to meet the needs of our citizens, trying to find adequate funding and facilitates will be a challenge for the division.

Program Includes:

- > Development and administration of department budget
- > Instructor payments
- > Program and community events development
- > Determine facility fees and charges

Program Services:

- > Program and facility registration
- > Liaison to commissions and committees

Administration

Budget Highlights:

The Administrative Division oversees the day-to-day operations of facility management, registration, budgeting, outreaching in the community and facility and program development. The division is often times, the community's first point of contact to city government.

During the last budget cycle the Community Center began receiving a "face lift". Improvements included ADA compliant restrooms, a wood floor in the game room, exterior painting and new blinds. The department will continue to look at ways to improve facilities.

Recreation Programs

Mission:

To develop and manage quality, fiscally sound programs and events, which foster physical fitness, cultural awareness and social well-being for residents and businesses.

Customers:

Provide a wide array of recreation and social opportunities for Millbrae individuals and groups during their leisure time.

Services:

The Recreation Division manages the budget of recreation programs. This section is divided into ten program areas: preschool, elementary sports, Taylor sports, summer youth, summer teen, special events, teens, contract classes, adult sports and facility rentals. Each of these areas includes fee based programs, with both revenue and expenditure accounts.

Over the next two years the division will be looking at increasing community special events and cultural arts.

Program Includes:

- > Three recreation activity guides per year
- > Youth and adult sports leagues and camps
- > Youth, teen and adult classes
- > Special events
- > Vacation camps

Program Services:

- > Program development to meet the needs of the public
- > Management of part-time employees and instructors

Budget Highlights:

This past budget cycle saw an increase in community special events. Community partnerships delivered a Haunted House and the Holiday Craft Faire. The Arts Commission expanded the annual Arts Show and the Asian Outreach Committee presented the Lunar New Year and Japanese Culture Celebrations. The Department and the Youth Advisory Committee worked with the Millbrae Lions Club to re-tool Youth In Government Week.

Summer program participation and revenues have seen steady growth during the past budget cycle. The growth exceeded projections in both revenues and expenditures. Revenues have historically exceeded expenditures in this area.

Four program areas that we are looking to expand include cultural arts, Asian and teen activities, as well as, community events.

Senior Citizen Programs

Mission:

To meet the leisure and social needs of our senior citizen community through recreation and social service programs.

Customers:

Provide classes, special events, transportation, and social service programs to the senior adult population in the community.

Services:

Senior program areas include contract classes, trips and tours, senior transportation, special events and social service programs. As our residents get older and more culturally diverse, the division needs to constantly stay on top of trends and the needs of this segment of the population.

Products Include:

- > Classes and special events
- > Trips and tours
- > Six senior newsletters per year

Services Include:

- > Senior Brown Bag Program
- > Information and Referral
- > Transportation
- > Coordination of AARP Tax Assistance

Budget Highlights

The program strives to deliver quality, affordable programs and services to our senior residents. As the senior population grows, the demands on the Division will increase. Having programs for both the “new senior” and “older senior” is a challenge. Building space and types of programs will be changing. Transportation is another challenge, not only for the city, but also for the County. Current ridership on the senior van is low and the cost per trip is high. Nevertheless, community transportation is important. Many agencies from around the county will need to meet and come up with solutions.

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Police

Department Presentation

Mission:

The Millbrae Police Department provides preventive and pro-active law enforcement services to promote safety and provide a high quality-of-life to the community. The Millbrae Police Department incorporates professional, community-oriented, and responsive programs to address public safety challenges.

Divisions:

The Millbrae Police Department is comprised of the Administration, Operations, and Support Services.

Administration: Administration is responsible for overall department function, focusing on quality assurance, planning, volunteers, facilities, team/unit coordination and liaison with the City Administration and Departments.

Operations: Operations is responsible for directed patrol, traffic and parking enforcement, and criminal investigations. This division operates based on a community policing philosophy and provides the highest quality of services possible.

Support Services: Support Services is responsible for records, technology, youth services (School Resource Officer), personnel, and training volunteers in policing and crime prevention.

2-Year Budget Goals:

1. Continue to expand the Red-Light Enforcement Program
2. Explore alternatives for dispatch services other than County Communications
3. Improve departmental practices including developing performance standards, reducing overtime, and cross training of non-sworn personnel
4. Continue to develop and implement improvised strategies to address traffic and gangs
5. Continue to expand the use of volunteers in patrol services utilizing RSVP

5-Year Budget Goals:

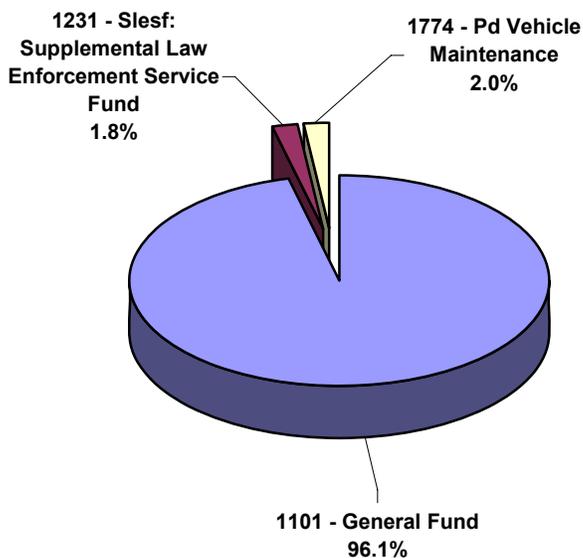
Develop and implement a strategic plan

Department Total Appropriations:

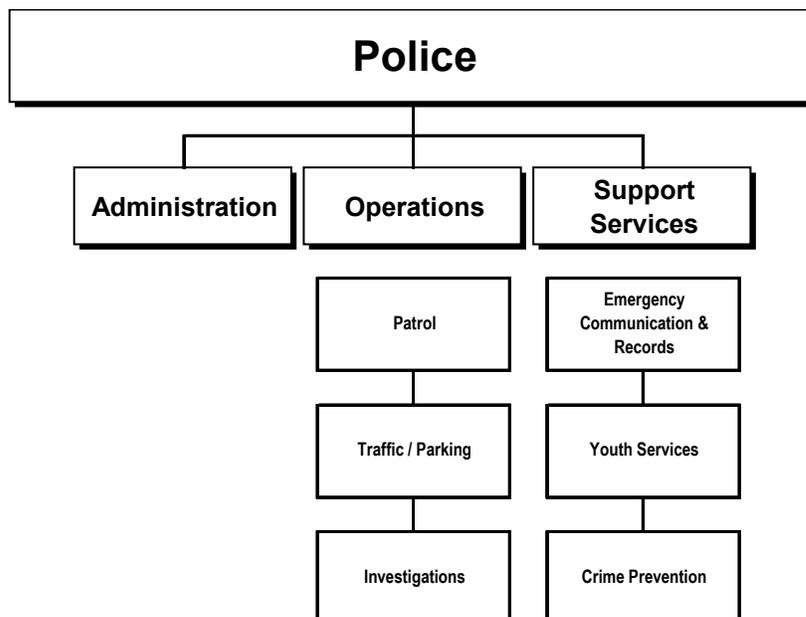
Expenditure Description	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Personnel	3,974,516.42	4,063,754.92	4,191,508.53
Services & Supplies	1,162,712.04	1,051,918.67	1,028,391.77
Other Operating Expenditures	251,978.60	114,226.89	116,478.45
Capital Expenditures	0.00	287,551.50	0.00
Operating Transfers	51,369.00	11,084.14	110,000.00
TOTAL APPROPRIATIONS	5,440,576.06	5,528,536.12	5,446,378.75

Department Division Appropriations:

Division	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Administration	769,307.29	923,447.76	722,652.14
Services	804,411.70	711,420.78	773,323.82
Police Operations	3,866,857.07	3,893,667.58	3,950,402.79
Police	5,440,576.06	5,528,536.12	5,446,378.75

Funding Sources:

Organization Chart:



Approved Positions

Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
Police: Chief (1/2 Time Position)	0.50	0.50	0.50
Administrative Assistant	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00
Police: Commander	1.00	1.00	1.00
Police: Officer	14.00	14.00	14.00
Police: Sergeant	5.00	5.00	5.00
Police: Sergeant (MG)	1.00	1.00	1.00
Records: Manager	1.00	1.00	1.00
Records: Officer	1.00	1.00	1.00
Records: Officer (1/2 Time Position)	0.50	0.50	1.00
Special Services Coordinator	1.00	1.00	1.00
Total	27.00	27.00	27.50

Part Time Temporary Positions / Full Time Equivalent		
Parking Enforcement		3.53
Police: Officer (Detective)		1.10
Total		4.63

Administration

Mission:

Administration has oversight responsibility for all department divisions and programs. A premium is placed upon assessment of community needs, quality assurance, and integration of the City's Strategic Plan elements into Department Operations.

Customers:

The citizens of Millbrae

Functions:

I. Major Division Programs

- > Recruitment and Retention Continue to recruit, hire, train and retain quality personnel at all levels of the organization
- > Quality Assurance Insure that we not only do things right, but that we do the right things
- > Community Outreach Know who are customers are, what services they desire and develop partnerships with them to enhance quality of life and safety
- > Partnerships Explore possibility of combining functions such as training, records, automation, crime analysis, etc
- > Mentoring Program Continue with efforts to assist and prepare employees for career development both horizontally and vertically
- > Labor Relations Improve communications, develop win-win scenarios and adopt interest-based negotiation
- > Volunteers Build upon successful volunteer program by increasing the number of volunteers and the scope of their assignments
- > Technology Planning and Research Enhance CAD/RMS, develop traffic/crime analysis, become interactive with the public we serve

II. Community Outreach

- > Develop a Community Outreach Program
- > Reflect the City's diversity throughout the Police Department
- > Provide Diversity Training
- > Continue Development of Neighborhood Watch Groups
- > Millbrae Police Department Internet, Web-site

Services:

Administration consists of the Chief, Commanders, Administrative Assistant and volunteer Support Staff.

Budget Highlights:

Operations Patrol

Mission:

To promote public health and safety through modern directed patrol techniques. We embrace the philosophy of community-problem-oriented policing. To this end, we utilize the "SARA" model for problem solving. This model is an adaptation of the scientific method. The acronym "SARA" is:

Scanning: Identify the issue, concern and/or problem

Analysis: Gather the information and learn what is the genesis and nature of the problem

Response: Evaluate solutions, alternatives, and the impact on resources

Assessment: Determine if the response was effective and what lessons can be learned

Customers:

The citizens of Millbrae

Functions:

Maintain around the clock directed patrol operations. Directed patrol also incorporates an organizational problem solving function. The department advocates creating an organization of problem solvers at all ranks, accountable to the citizens of Millbrae and each other. This process eliminates officers assigned strictly to problem solving. Leadership development is another important component of this function. The employees within Operations are committed to accomplishing the mission of the program.

Services:

The following positions are allotted for this division:

Two (2) Commanders

Four (4) Sergeants

Fifteen (15) Officers

Budget Highlights:

Operations Traffic

Mission:

To promote public health and safety by reducing traffic accidents and increasing public compliance with traffic regulations.

Customers:

The citizens of Millbrae

Functions:

Enforcement of traffic laws, and regulations, processing violations, and detection of criminal activity. Analyze traffic collision factors, locations, and provide recommendations for improved traffic engineering.

Speed Tool Deployment

Officer "Bob" and radar trailer deployment address traffic complaints in a prevention mode.

Services:

The Traffic Program, under the management of the Operations Commander, and includes the following:

Two (2) Traffic Officers

Four (4) part-time Community Service Officers

Budget Highlights:

Operations Parking

Mission:

To promote public health and safety through appropriate use of parking facilities throughout the City, particularly in the downtown area, allowing for a more prosperous commercial area and more convenience to citizens.

Customers:

The citizens of Millbrae

Functions:

Issue parking citations, identify and tow illegally parked and abandoned vehicles, identify parking problems and refer them to the City Engineer, provide traffic direction and control, and assist with traffic collision investigations.

- **Autocite Technology**

Autocite Technology, currently in use by the parking enforcement officers increases the efficiency of parking enforcement, provides management with analysis information concerning parking enforcement, and increases efficiency in the processing of parking citations issued.

Services:

The Parking Enforcement Program, under the management of the Operations Commander, includes:

Four (4) part-time Community Service Officers

Budget Highlights:

Operations **Investigations**

Mission:

To promote public health and safety through the investigation and follow up of major crimes for the purpose of identifying perpetrators leading to arrest and conviction. This is accomplished through the prevention of crime, the apprehension of criminals, and the recovering of stolen property.

Customers:

The citizens of Millbrae

Functions:

Investigate major criminal activity, criminal apprehension, and recover stolen property. Provide support and assistance to the patrol function for the collection of evidence and the processing of crime scenes. Serve as a liaison to the various local, state, and federal law enforcement agencies.

Services:

The investigation unit is comprised of the following:

One (1) Full-time Crime Analysis

Two (2) Part-time Detectives

Budget Highlights:

Support Services **Records**

Mission:

The Records Program will promote public safety by maintaining the police records management system, addressing issues involving police automation, and maintaining the alarm-monitoring program.

Customers:

The citizens of Millbrae

Functions:

Process and file police records, assist citizens by telephone or in person at the office counter, and maintain current automation files, and maintain the Alarm Monitoring Program.

Services:

Under the direction of a Captain:

One (1) Records Manager

One (1) Full-time Records Clerk

Two (2) Part time Records Clerks

Budget Highlights:

Support Services
Youth Services

Mission:

The Youth Services Program will promote public health and safety by addressing problems specifically related to juvenile crime. The focus of the program is to educate, intervene when necessary, and rehabilitate juvenile offenders to keep them out of the criminal justice system whenever possible.

Customers:

The citizens of Millbrae

Functions:

The School Resource Officer (SRO) works to complete the mission of the program and strategic issues of the City of Millbrae by becoming involved in the schools to reduce crime as well as identify youth at risk and utilize intervention programs. The SRO provides education; addresses school related problems, and investigates or assists in the investigation of juvenile crime. A crucial function of this program is the daily interaction by the SRO with youth on the school campuses of the City of Millbrae.

Services:

Under the direction of a Commander:

One (1) School Resource Officer (SRO)

Budget Highlights:

Fire

Department Presentation

Mission:

The Millbrae Fire Department maintains the public health and safety by protecting the lives, property, and possessions of all persons in the community. The department performs a continuous analysis of hazards throughout the City in an effort to maintain a prosperous and sustainable community.

Divisions:

The Fire Department is comprised of the Administration, Operations and the Fire Prevention.

Administration: Administration is responsible for the overall function of the department through progressive and effective management and leadership.

Operations: Operations is responsible for emergency response through the use of properly trained personnel and effective use of equipment. This includes the Fire and Emergency Response, Emergency Medical Services (EMS), and Facilities and Equipment programs. These services are provided to the community 24 hours a day, 365 days a year.

Prevention: Prevention is responsible for proper code enforcement of national, state, and municipal codes as they pertain to fire protection and safety. Programs included are Fire Prevention, Public Education, and Emergency Preparedness.

2-Year Budget Goals:

1. Continue to expand shared services and seek consolidation opportunities with neighboring fire agencies
2. Extend or replace the existing Fire Suppression Assessment
3. Seek grant and developer funding to supplement equipment and technology needs
4. Continue to develop strong working relationship with current EMS provider
5. Continue community outreach efforts in organizing neighborhoods in disaster preparedness

5-Year Budget Goals:

1. Develop and implement a Departmental succession plan
2. Continue to pursue regional shared services and consolidation opportunities
3. Collaborate with the Recreation Division the promotion of a “healthy city” initiative
4. Seek and develop further joint purchasing/joint resource allocation

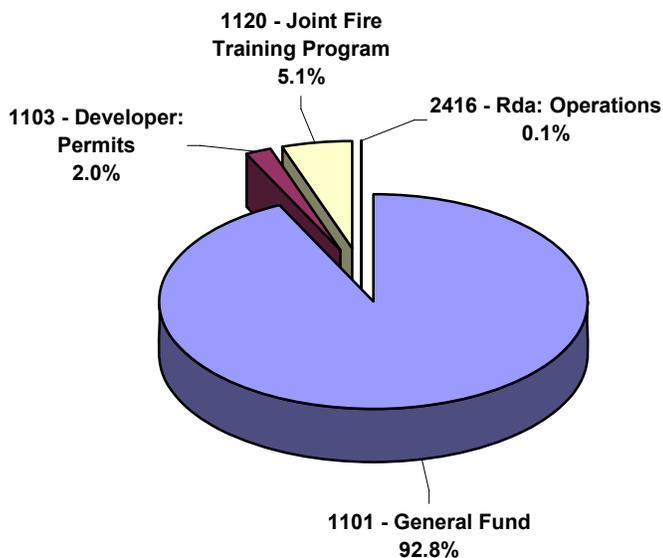
Department Total Appropriations:

Expenditure Description	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Personnel	4,408,714.72	4,550,817.56	4,208,734.28
Services & Supplies	327,567.52	436,372.70	384,675.87
Other Operating Expenditures	216,870.02	144,295.95	145,785.63
Capital Expenditures	0.00	19,500.00	15,000.00
Operating Transfers	185,000.00	91,707.36	134,307.95
TOTAL APPROPRIATIONS	5,138,152.26	5,242,693.57	4,888,503.73

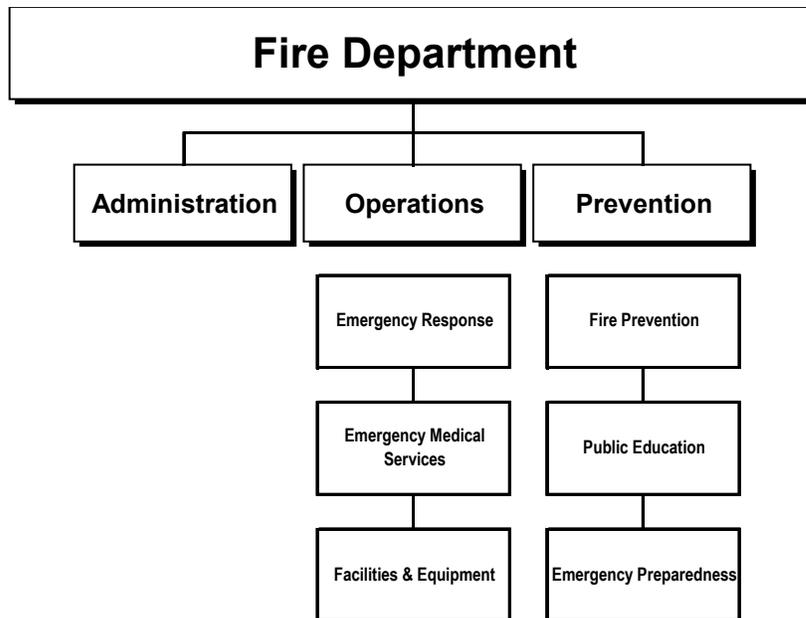
Department Division Appropriations:

Division	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Fire Administration	335,175.85	400,284.97	388,319.36
Prevention	286,505.57	274,402.09	244,803.61
Fire Operations	4,516,470.84	4,568,006.51	4,255,380.77
Fire	5,138,152.26	5,242,693.57	4,888,503.73

Funding Sources:



Organization Chart:



Approved Positions:

Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
Fire: Chief	1.00	1.00	1.00
Administrative Assistant (1/2 Time Position)	0.50	0.50	0.50
Fire: Division Chief	2.00	2.00	2.00
Fire: Division Chief - Fire Marshall	1.00	1.00	1.00
Fire: Division Chief - Fire Training	1.00	1.00	1.00
Fire: Captain	6.00	6.00	6.00
Firefighter	15.00	15.00	15.00
Total	26.50	26.50	26.50

Administration

Mission:

To maintain the public health and safety of the community through the establishment of effective leadership and support of department programs; to develop policy and procedures that govern the operations of the Fire Department; to emphasize continuous improvement and customer service.

Customers:

Citizens of Millbrae
San Mateo County Fire Chiefs Association
J.P.A. Fire Services
County Office of Emergency Services
EMS Operations Group
San Mateo County Training Officers Association

Functions:

Effective leadership and professional management is the primary responsibility of the Administration. This is accomplished by the development of policies, procedures, and programs necessary to insure the effective and efficient delivery of fire suppression services, emergency medical response, facility and equipment management, personnel services, and strategic planning. The primary goal of this division is to maintain the level of service to the community that is consistent with the goals of the City Council.

The functional responsibilities of Administration are broken down by program. Each Division Chief is assigned to manage one or more of the following programs: Fire Prevention / Public Education, EMS, Training, Facilities/ Equipment Maintenance, Administration/Personnel, Operations, and Emergency Preparedness. Currently 40-hour personnel direct the Fire Prevention and Training programs and the remaining programs are directed by 56-hour Division Chiefs.

In addition, Fire Administration will strive to deliver an effective career development program for all members of the organization. Administration will continue to collaborate with the other seventeen (17) fire agencies in the County to assess and deliver the most effective emergency service delivery possible. We will also continue to explore shared opportunities to increase service levels and reduce costs of providing fire protection services. The Fire Department will continue to provide active support to the City Council and staff and participate in the action plan to meet the objectives of the 5-Year Strategic Plan.

Services:

Administration consists of the Fire Chief, four (4) Division Chiefs, and an Administrative Assistant. Each of the four (4) Division Chiefs is assigned to manage a particular program within the organization. Two (2) of the Division Chiefs are assigned to a 40-hour schedule along with the Fire Chief. The other two (2) Division Chiefs are assigned to one of three shifts that work a 56-hour a week schedule. These two Millbrae Division Chiefs on shift also have administrative/operational duties in the city of San Bruno. A third Division Chief from San Bruno has some administrative duties in Millbrae. Due to this Shared Services agreement, both cities benefit from having both operational and administrative support.

Budget Highlights:

Operations

Emergency Response

Mission:

To improve the public health and safety of the community by providing a properly trained and equipped emergency response team to protect local residents' lives and property from fires and other natural disasters; and to provide all these services, 24 hours a day, 365 days per year. To provide a comprehensive training program for operations personnel that complies with all mandated training and ensure that this Department can provide the established service level.

Customers:

Citizens of Millbrae

Functions:

Life safety and property protection are the primary reasons for the existence of the Fire Department. To provide these services and meet the strategic objective of containment of fires to the compartment of origin requires that the appropriate number of properly trained and equipped firefighters must arrive on the scene of a fire, capable of performing the required number of tasks and evolutions in time to prevent the spread of the fire outside the area of origin.

In the past, a typical structure fire in Millbrae was handled by coordinated teamwork and a quick initial attack. Since the adoption of OSHA Standard 29 CFR 1910, firefighters are not allowed to enter an IDLH (Immediate Danger to Life and Health) atmosphere without the presence of a two-person back-up team, unless a rescue is to be performed. An IDLH atmosphere is considered to be anything beyond the incipient stage of a fire. Therefore, an aggressive fire attack cannot begin until there are enough resources at the scene to assure that all necessary evolutions have been accomplished and a back-up team is in place.

Example: Flashover is the rapid ignition of all the available fuel in a room due to the heat generated by the initial fire and resembles an explosion. Tests have proven that a fire in a normal room of a home will reach the flashover stage in seven to nine minutes, and often sooner. Obviously, there is a need to have more personnel on scene as quickly as possible during the initial stages of a fire.

Under the supervision of a Division Chief, the training program is administered to all personnel on a daily basis to meet minimum mandated training hours and standards. Millbrae Fire Department provides one Division Chief that is a shared position responsible for fire department operational training with four agencies. Millbrae, Central County, San Bruno and San Mateo Fire Departments share the Operational Training Division that includes a Millbrae Division Chief, a Central County Division Chief and a San Mateo Battalion Chief.

The division is responsible for training all companies within the group on a monthly basis. Additionally, the division provides the monthly training themes and company drills. The companies are organized in Task Forces that meet regularly for Multi-Company Drills under the direction of the Millbrae Training Division Chief. The cost of the program is shared with all agencies on a per company basis.

The target hours for all fire personnel are thirty (30) hours per month. The training is supplemented with on going outside career development training. The departments' goal for employees is eighty (80) hours per year in Officer Development programs.

Note: Due to recent budget constraints, the ability to provide these career development opportunities has been severely limited. This also has limited our ability to adequately provide succession planning for our organization.

Operations
Emergency Response

Services:

The participation of Millbrae in the JPA has improved fire and emergency medical response capability. Throughout San Mateo County, the closest fire unit responds to an emergency irrespective of political boundaries, and all fire equipment is available to move up and cover if another area of the County is low on available fire units because of emergency activity.

Budget Highlights:

Operations Division
Emergency Medical Services (EMS)

Mission:

To use a pro-active approach to increase the level of public health and safety for all citizens resulting in a highly advanced emergency medical service's program being delivered 24 hours a day, 365 days per year.

Customers:

Citizens of Millbrae

Functions:

The Fire Department responded to 1,616 medical responses in 2007 and a total of 1,647 in 2008. This marks an increase in medical responses of 50% over the past eight (8) years. The program can anticipate another year of increased responses due to the growth in the City. The new Glenborough-Pauls, Silverstone and Belamor projects will show a continued demand for emergency services. With the advent of the JPA and boundary drops, growth in surrounding areas will also affect our response volume.

It is imperative the EMS program supports the ALS Joint Powers Authority through participation, planning and continuous evaluation. We have developed and continue to improve upon a Public-Private partnership that is unique throughout the nation. American Medical Response (AMR) was awarded the new EMS contract that could extend through 2018.

Services:

To achieve the high level of Emergency Medical Services operation provided to our citizens, the program would benefit most by maintaining thirteen (13), licensed Paramedics and eleven (11) certified Emergency Medical Technician-1's (EMT-1). A contracted EMS Division Chief currently administers the program from Central County Fire. Training is provided in a Block Task Force format where each Paramedic/EMT receives their yearly mandated training hours. The continued staffing of cross-trained firefighter/paramedics on engine companies allows the Millbrae Fire Department to provide cost efficient advanced life support (ALS) skills to our community.

Budget Highlights:

The implementation of a new automated web-based data system for computerized patient care reports is complete. The new automated system will allow communication between all involved agencies, i.e., the Fire Service, County EMS, AMR, the Coroner, etc. and all hospitals in San Mateo County, as well as, San Francisco General and Stanford. Linking all of the medical records will allow us to capture data for system evaluation and medical studies. The automated web-based system will enable us to satisfy the evaluation requirements when applying to the State and Federal Government for grant monies.

Operations Facilities and Equipment

Mission:

To maintain public health and safety by providing a thorough program of fire engine, emergency equipment and fire station maintenance.

Customers:

Citizens of Millbrae

Functions:

The Millbrae Fire Department provides emergency services from two fire stations; the main station at 511 Magnolia Ave., known as Station 37, and the Millbrae Hills station at 785 Crestview Dr., known as Station 38.

Note: The station numbers are based on a countywide plan to identify fire stations and fire equipment individually. The frequency of responses into other jurisdictions and safety needs at emergency scenes require that all fire stations and apparatus be individually identified.

This program is the cost center for all the operational costs related to the support and maintenance of the equipment assigned to the fire department and the two fire stations.

Services:

Since the advent of the JPA for San Mateo County emergency responses (2003), Millbrae engines have seen an increase of 30% in their call volume within Millbrae and 35% overall including responses to neighboring cities. Since 1989, the increase in volume is 45%.

The Millbrae Fire Department maintains three fire engines; two of which are first line apparatus, and one reserve engine to be used when one of the others is out of service. This reserve engine can also be put into service in the event of a major emergency by our off duty firefighters who would be recalled to work. The increased call volumes and automatic aid agreements have placed an increased workload upon all apparatus currently in use.

Station 37 and 38 contains a fitness area, equipment storage, and a breathing apparatus fill station and radio communication equipment in their apparatus rooms. Storage, especially in these areas, has become increasingly difficult to find. Modifications to the apparatus rooms are the most likely way of alleviating the storage problems and separating fitness areas from areas of engine emissions.

Maintaining a high standard for performance and response begins with continuous training at our facility at Station 37. The training tower is a focus for much of our operational evolutions. It is a vital tool for training and simulations. We place a high priority on its maintenance. Modifications to the rear stairwell were recently completed. Communications equipment is being relocated to a newly built ground level secure room. These modifications will greatly prolong the life of the building. Plans for upgrades and modifications to the training tower are necessary and continuous.

Budget Highlights:

The two fire station buildings have been improved through remodels since their original built dates. Most of the interior remodeling of the station was completed by fire department staff, which included Station 37 kitchen remodel (1987) and bathroom (1999), Station 38 bathroom (1995), and the EMS and Fire Prevention offices in the Station 37 addition (1998). An addition was built onto Station 37 to accommodate reorganization and ADA requirements in 1998. Routine maintenance of these two buildings continues to be completed in-house while major maintenance is referred to Millbrae Public Works.

Prevention

Fire Prevention

Mission:

To increase public health, safety and to support and maintain a prosperous and sustainable community. The mission of this program will be carried out through a combination of code adoption, code enforcement, inspection services, investigation services, and education of community members about the preventable hazards that exist within the city.

Customers:

Citizens of Millbrae

Functions:

To properly inform and educated the public, regarding preventable hazards, in an effort to reduce the risk of fires, hazardous material incidents or other preventable emergencies that might occur within the community.

This program includes plan checking, construction site inspection, code interpretation and enforcement services, fire investigations, interface with the building and planning departments, fire code compliance, and citation issuance, weed abatement and complaint programs.

Services:

A Division Chief/Fire Marshal carries out most of the fire prevention assignments and activities. The D/C Fire Marshal coordinates these programs and directs the efforts of line personnel who function as program coordinators for many fire prevention activities. The D/C Fire Marshal with help from shift Division Chiefs and Fire Captains provide direction to the other members of the fire department who actually carry out the general business and apartment inspections and Public Education programs conducted by our fire department. In previous budget cycles, special prevention activities were handled by off duty firefighters via overtime. With budget cuts eminent, this program has been put on hold. Plan check consultants and outside agency networking remain vital, as re-development within the city remains a top citywide priority.

The Division Chief / Fire Marshal is responsible for the overall coordination of all fire prevention programs and supervises the activities of all personnel assigned to different areas in this division.

Issues for this program include the increased call volume and training responsibilities of the operations division that makes the engine companies less and less available for routine inspections and special assignments. Previous budget constraints eliminated the assigned line personnel dedicated to the Fire Prevention bureau. The Division Chief / Fire Marshal remains the only full time employee dedicated to Fire Prevention activities although engine companies assist when available in all programs related to Fire Prevention and Public Education.

Budget Highlights

Prevention

Public Education

Mission:

To provide services which will improve and sustain the prosperity of the community. To inform the public about safety measures they can undertake to maintain their health and safety and to improve the overall public health and safety of all that visit, work and reside in Millbrae.

Customers:

Citizens of Millbrae

Functions:

Inspection, compliance and enforcement of fire codes, hazardous material identification and disclosure and fire investigations.

Provide educational presentations, events and information regarding Fire Safety for commercial, business and residential property owners.

Note: The types of public education activities which will be delivered to the community include: CPR classes, Fire Extinguisher demonstrations, Earthquake preparedness activities, Fire Prevention Week school visits and poster contest, Juvenile Fire-setter counseling, High School Career counseling, Senior Fire Safety and Pancake Breakfast, Toys for Tots Christmas program and various special event appearances involving fire safety awareness.

Services:

These activities are accomplished through the development of innovative safety regulations, pro-active community awareness programs and the cross training of our professional firefighting personnel to carry out these activities. Under the direction of the Division Chief / Fire Marshal, these programs are conducted primarily by Operations Division personnel in addition to their emergency call responsibility. Engine company personnel have been assigned responsibility for numerous programs and special events that are encompassed within this program.

The goals of these safety programs are to reduce the occurrences of fires, injuries and death caused by fire and unsafe practices in the community. This division will develop, deliver and evaluate programs that will alter or minimize risks to the community from fires, earthquakes, wind, rain, floods and other man-made disasters.

The current method of providing these services using crossed-trained firefighters has its limitations. The firefighters have as their primary responsibility the preparation for and response to emergencies. The 40-hour Division Chief / Fire Marshal has helped this program with consistency and continuity when dealing with scheduling demands. However, some appointments, presentations and inspections have to be handled by the engine companies and are made under the condition that it can be canceled if any emergency call arises. With the increased call volume and move-up responsibility reported by the Operations Division, the typical Engine Company has become less available to complete public education services than in the past.

Budget Highlights:

Prevention

Emergency Preparedness

Mission:

To increase the public health, safety and sustainability of our community in regards to disasters, which may occur within or surrounding the City. To develop plans that would mitigate hazards; to implement procedures and guidelines that would manage resources; and to coordinate the various City departments in a manner, which would truncate the impact a disaster would have on our community.

Customers:

Citizens of Millbrae

Functions:

The City of Millbrae is part of the San Mateo County Emergency services Joint Powers Agreement (JPA) that governs the Area Office of Emergency Services. The Area OES- JPA involves all 20 cities in San Mateo County. The County pays for 50% of the budget and the 20 Cities pay for 50%. Millbrae's portion of the JPA, which is based on a formula of population and assessed valuation, was \$27,792 for FY "08/09".

The primary function, which must be provided by the department to properly conduct this program, includes: the maintenance of the Cities emergency plan; facilitating emergency preparedness training for all City employees and interested citizens; maintain and upgrade the City's Emergency Operations Center; and manage the contract with the JPA and the Area Office of Emergency Services.

In addition, the education and training of citizens to better prepare themselves to survive a natural disaster and to be an asset to their neighbors continues to be a high priority of this program.

Services:

The Emergency Operations Center (EOC) for the City is located in the Chetcutti Community Center. The room has been upgraded and equipped with the necessary computer and communication technology, which will allow EOC staff to function at a higher level of effectiveness. The fire department facility is now designated as its alternate site. This will give us, for the first time, an alternate EOC site equipped with the necessary materials and equipment in place to activate in the case that the primary EOC is inaccessible, damaged, or destroyed. The fire department will continue to have the responsibility for the ongoing development and operations of the EOC and its alternate site, as well as the training of staff members who have duties and responsibilities in the EOC. We need to continue to develop the City EOC and to provide supplies for the care and shelter of our City employees who may have to staff the EOC for long periods of time during and after a disaster. Employees must manage, plan and mitigate all phases of emergency response including the recovery phases within the emergency plan.

Part of Emergency Preparedness for the community is captured in the Fire Departments implementation of our C.E.R.T. and L.E.N.D. community outreach programs. Community Emergency Response Team (CERT) was designed to create community teams that are trained to handle minor issues in their areas while coordinators communicate major issues to the cities EOC. L.E.N.D. is a program that was designed to provide post disaster identification and information reporting within a network of community volunteers. An Operational Fire Captain and Firefighter /paramedic are currently assigned to this new emergency preparedness program.

The Departments Division Chief handling Emergency Preparedness, under the direction of the Fire Chief will manage these programs.

Budget Highlights:

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Public Works

Department Presentation

Mission:

Plan, design, construct, operate and maintain the City's infrastructure essential for public health and safety. Provide quality customer service. Protect the environment. Provide utility services, street sweeping, pavement management, street lighting and storm water management as well as environmental conservation. Provide and maintain City's automotive, rolling stock and backup generators. Provide engineering and inspection services for private and public development. Provide traffic-engineering services; and, develop and manage the City's Traffic Congestion Management Program, Transportation Demand Management Program, Congestion Relief Program, and Transportation Systems Management Program. Interact with outside agencies such as the California Department of Transportation (Caltrans), Metropolitan Transportation Commission (MTC) and City/County Association of Governments (C/CAG).

Maintain City's buildings. Manage City's Ten Year Capital Improvement Program; plan, program and budget, manage and monitor CIP execution as appropriate including periodic reporting. Maintain oversight and monitor private and/or non-City construction activities that affect City infrastructure.

Divisions:

The Public Works Department is comprised of Administration and Engineering, Utilities and Operations and Water Pollution Control Plant.

Administration and Engineering: Administration and Engineering provide overall Department policy, direction and administrative services. Services provided include engineering, water conservation, integrated waste management, management of enterprise funds, vehicle garage fund, Measure A, gas tax funds, and internal fund management, Congestion Management and Congestion Relief Program, Transportation Demand and Transportation Systems Management, Capital Improvement and Sustainability Programs. Outside agency oversight functions are accomplished by the Division.

Utilities and Operations: Utilities and Operations accomplishes functions associated with infrastructure maintenance, repair and operation of the City's streets, street hardscape, street lights, water distribution and storage, sanitary sewer collection, storm drains and public buildings systems. Street sweeping and support for water conservation are also provided by the Division.

Water Pollution Control Plant: The Water Pollution Control Plant operates and maintains the City's wastewater treatment plant and manages pretreatment and monitoring programs to ensure City's wastewater meets all Federal, State and local water quality requirements. Manage the pretreatment program to prevent fats, oils, and greases from entering the sanitary sewer system and the illicit discharge program. In addition, oversees the overall Program Management for hazardous materials cleanup.

2-Year Budget Goals:

1. Develop and obtain Council approval of long-range infrastructure plans for water, sanitary sewer, streets, storm drains, and public buildings.
2. Complete annual street, sewer replacement and water replacement projects.
3. Develop and obtain Council/State approval of Sanitary Sewer Management Plan (SSMP).
4. Continue to implement and expand on Millbrae comprehensive sustainability programs including energy, solar, water conservation, pollution prevention, and recycling and climate protection.

5. Fully automate the newly completed cogeneration facility at the Millbrae Water Pollution Control Plant. Optimize the cogeneration facility to receive maximum load of grease to realize maximum energy savings for the City.
6. Implement signalized intersection at Victoria/El Camino Real.
7. Enhance GIS program with GPS locaters for water valves, hydrants, sewer and storm drain manholes and lamp pole locations.
8. Complete water system improvements including constructing a new enclosure building for the Larkspur Pump Station.
9. Complete roof repair at City Hall.
10. Replace existing HVAC system at Millbrae Community Center with new energy efficient HVAC system.
11. Expand the number of new modular newsracks in the downtown and along El Camino Real.
12. Begin Water Pollution Control Plant (WPCP) renovation.
13. Complete comprehensive water distribution system master plan.
14. Complete both internal and exterior recoating of water storage tanks.

5-Year Budget Goals:

1. Complete the renovation of the Water Pollution Control Plant on time and within budget.
2. Implement street financing plan and improve City's PCI average from current score of 63 to the targeted PCI of 70.
3. Implement Intelligent Transportation System along Millbrae Avenue corridor (Smart Corridor).
4. Implement storm drain capacity improvements with priority for Helen/Tioga and Hillcrest/Ashton and Landing Lane to minimize flooding, repair tide gates and rebuild Cowan Canal.
5. Complete internal closed circuit camera inspection of sanitary sewer collection system.
6. Complete California Drive and other improvements as required by new Millbrae Station projects.
7. Develop new and additional revenue sources for Storm Drain system improvements and compliance with Municipal Regional Stormwater NPDES permit.
8. Fully implement a functional web-based Geological Information System (GIS) for the City's infrastructure.
9. Construct the Millbrae Avenue Pedestrian Over crossing at US101, providing alternative mode of transportation connecting Millbrae to the existing San Francisco Bay Trail along the waterfront.
10. Develop a Water Distribution System Master Plan.

PUBLIC WORKS

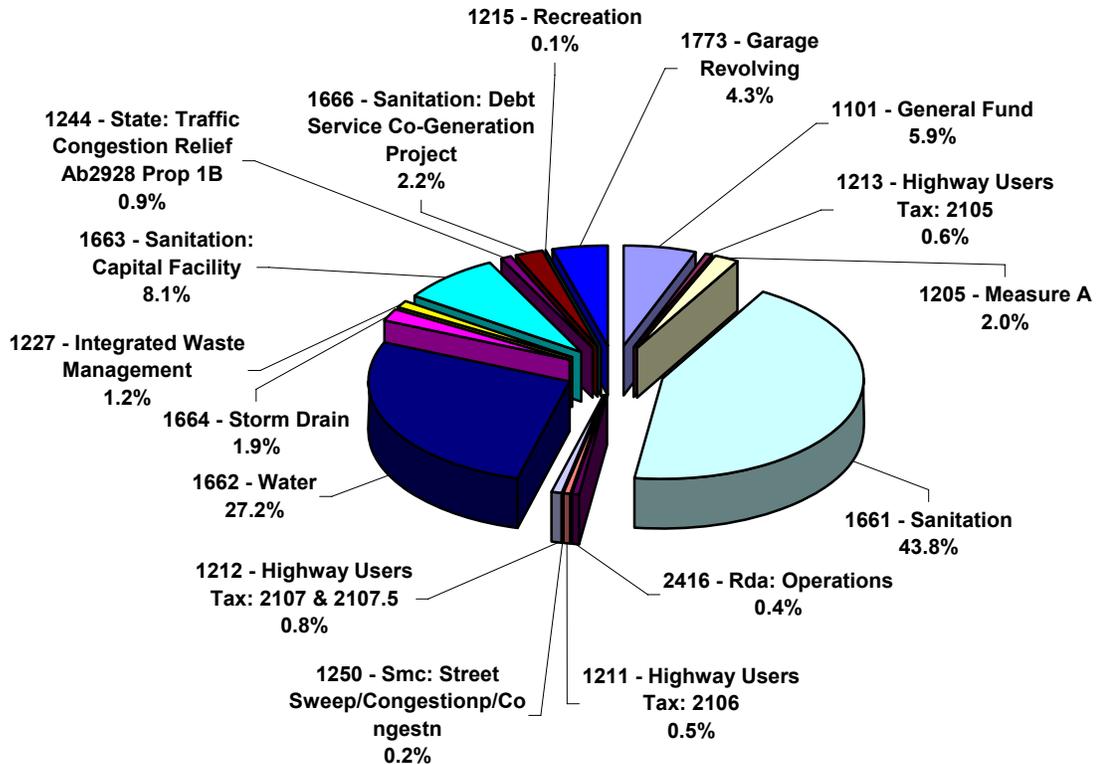
Department Total Appropriations:

Expenditure Description	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Personnel	5,067,534.70	5,553,587.56	5,473,795.11
Services & Supplies	4,513,737.51	7,465,638.94	6,141,476.44
Other Operating Expenditures	4,430,542.61	2,461,724.61	6,453,856.33
Capital Expenditures	-103,623.37	8,754,505.46	4,441,748.60
Operating Transfers	543,925.58	1,943,573.90	505,952.90
TOTAL APPROPRIATIONS	14,452,117.03	26,179,030.47	23,016,829.39

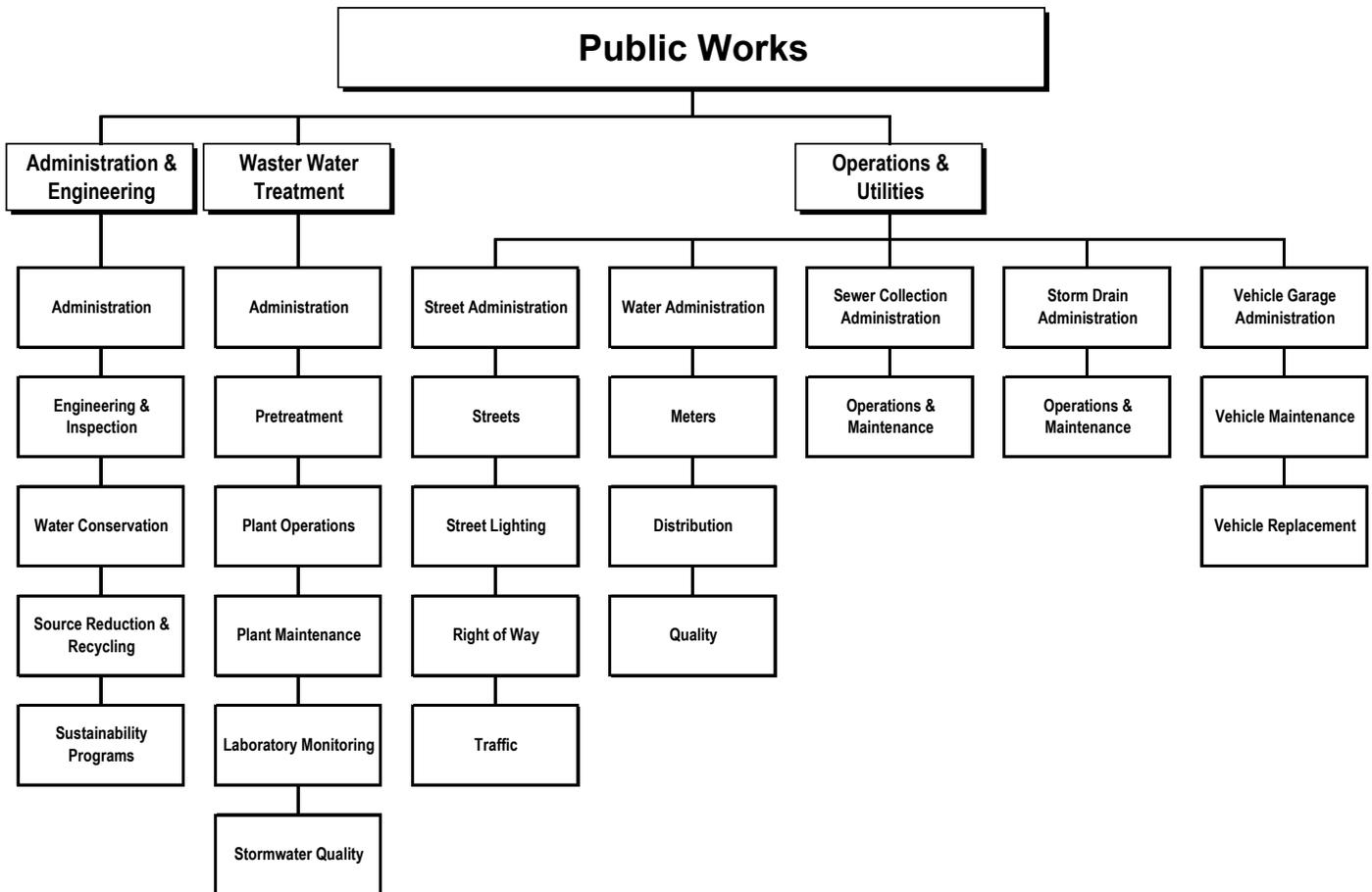
Department Division Appropriations:

Division	2007/2008 Actual	2008/2009 Budget	2009/2010 Proposed
Administration & Engineering	1,163,221.92	1,797,113.17	1,362,481.88
Utilities & Operations	8,830,747.30	16,931,320.39	10,597,292.53
Waste Water Treatment	4,458,147.81	7,450,596.91	11,057,054.98
Public Works	14,452,117.03	26,179,030.47	23,016,829.39

Funding Sources:



Organization Chart:



PUBLIC WORKS

Approved Positions:

Job Title / Classification	Original Budget 2007/2008	Approved Budget 2008/2009	Proposed Budget 2009/2010
Public Works Director	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Associate Engineer	1.00	1.00	1.00
Chief Treatment Plant Operator II	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Equipment Mechanic I	1.00	1.00	
Equipment Mechanic III	1.00	1.00	1.00
Industrial Waste Inspector II	1.00	1.00	1.00
Lab and Source Control Supervisor	1.00	1.00	1.00
Laboratory Analyst (Technician)	1.00	1.00	1.00
Maintenance Worker	12.00	12.00	11.00
Office Assistant I			1.00
Office Assistant II	1.00	1.00	
Plant Maintenance Worker I	1.00	1.00	
Plant Maintenance Worker II			1.00
Public Works: Foreman	1.00	1.00	1.00
Public Works: Lead Worker II	2.00	2.00	2.00
Public Works: Superintendent	1.00	1.00	1.00
Public Works: Supervisor I	2.00	2.00	2.00
Public Works: Supervisor II	1.00	1.00	1.00
Pump Mechanic I			1.00
Recycling Assistant (.80 Position)	0.80	0.80	0.80
Senior Industrial Waste Inspector	1.00	1.00	1.00
Senior Maintenance Worker	3.00	3.00	4.00
Senior Office Assistant	3.00	3.00	3.00
Solid Waste & Recycle Manager (.80 Position)	0.80	0.80	0.80
Sr Plant Maintenance Worker	1.00	1.00	1.00
Sr Treatment Plant Operator	1.00	1.00	1.00
Sr Water Maintenance Worker	1.00	1.00	1.00
Street Sweeper Operator	1.00	1.00	1.00
WPCP: Superintendent	1.00	1.00	1.00
WWTP: Plant Operator I	1.00	1.00	1.00
WWTP: Plant Operator II	3.00	3.00	3.00
Total	49.60	49.60	49.60

Part Time Temporary Positions / Full Time Equivalent		
Maintenance Worker		2.00
Total		2.00

Administration and Engineering **Administration**

Mission:

Protect public health, safety and environment by providing effective management oversight of all services provided by the Public Works Department; and furnish high quality engineering services for the support of the City's infrastructure and Public facilities. Provide fiscal control of Measure A, Gas Tax, Garage, Water, Sewer and Storm Drain Funds.

Services:

Maintain Public Works overall administration including matters such as correspondence control, budget management, files, emergency operations, management reporting, permits administration and contract management.

- The service level goal is to provide all needed services in a timely and effective manner to facilitate all Public Works operations

Provide fiscal control and management of all Funds and rate setting.

- The service level goal is to provide management reporting and analyses that will result in financial plans that provide required revenue to maintain and improved the City's infrastructure.

Maintain an effective Emergency Operations Center (EOC) capability.

- The service level goal is to be well prepared with the knowledge and management tools required to be efficient and effective for emergency operations. The current service level is below what is required, due to day-to-day priority work that precludes efforts to improve goal performance.

Maintain a Sustainable Community.

- The service level goal is to comply with new mandates and regulations on waste reduction and recycling, water conservation, and climate protection.

Budget Highlights:

Additional funding for a traffic consultant is needed. The current consultant budget does not provide enough funds to hire outside professional services when needed. This makes solving traffic engineering issues more difficult.

Administration and Engineering Engineering and Inspection

Mission:

Manage and maintain the City infrastructure by providing quality project planning, engineering design and construction administration, traffic engineering, and management of capital improvement projects including streets, water, sewer, stormwater and traffic/transportation projects. Participate in Staff Review Board (SRB) and provide design review services for new development and construction. Issue encroachment permits and inspect all City and private contractor construction work within City right-of-way.

Services:

Provide general Engineering services.

- The service level goal is to provide all engineering services needed to accomplish CIP Projects and maintenance services on schedules negotiated with respective project and service managers. This is being accomplished on a compromised basis caused by limited staffing level for the Department to meet the initial desired schedules. Project needs exceed current staffing level and resources. A full time construction inspector would assist in accomplishing what needs to be done on a timely basis. Compromised schedules are usually met.

Provide traffic-Engineering services.

- The service level goal is to respond to traffic issues and requests and to maintain traffic operation, control and devices information in a manner that permits the maintenance of satisfactory traffic and pedestrian movements. This goal is not being achieved to the desired level due to the lack of a Registered Traffic Engineer on staff. Requests are handled on an as needed basis. Long-term data and traffic related information is not kept up to the desired level. Additional funding should be allocated either to hire a part time Registered Traffic Engineer or to retain a traffic consultant to address traffic issues. Workload has increased due to new developments and inter-agencies projects such as C/CAG Smart Corridor and ramp metering as well as Caltrans' El Camino Real Signals Interconnect Project. Some traffic engineering issues may need to be prioritized and may not be completed within schedule.

Issue permits and inspect work.

- The service level goal is to issue all permits within prescribed timeframes to meet the reasonable needs of customers. This goal is usually met in deference and service to customers. Responses here can affect the ability to handle other work.

Perform Public Works review of private development and redevelopment projects.

- The service level goal is to meet all required response times established in conjunction with the Community Development Department. Achieving the goal is a function of the workload at any point in time and staff availability. There are times when this work has been time consuming and has interfered with other key jobs.

Budget Highlights:

The current budget will allow the Department to function at a low level of desired service. Currently, the department should be designing, awarding and constructing infrastructure improvement projects every year, but constrained engineering services limit such ability to designing projects in one year and constructing them in the next. Traffic engineering issues may not be resolved due to lack of funding to hire a Traffic Engineer or consultant to assist the City with traffic related issues and concerns.

Administration and Engineering

Water Conservation

Mission:

To promote water conservation awareness in the community; to implement and enforce a rationing program (when necessary); to implement the adopted Urban Water Management Plan (UWMP) and Memorandum of Understanding regarding Urban Water Conservation Best Management Practices (BMP); and to achieve significant water conservation in our City.

Services:

Program Products:

- Monthly reports that include rebates provided to date.

Program Services:

- Implementing and maintaining water conservation and the Urban Water Management Plan (UWMP) including BMP's. The service level goal is to maintain a current UWMP with activities in place that can achieve all planned actions under the various plan scenarios and all BMP's.
- Providing public awareness and water education programs.
- Implementing outreach programs in coordination with the Integrated Waste Management Program and Wastewater Pollution Prevention/Pretreatment Program.
- Providing water audits of specific properties.

Administration and Engineering

San Mateo Countywide Water Pollution Prevention Program (SMCWPPP)

Mission:

To operate, maintain, and improve the City storm drain infrastructure. To prevent flooding or storm water damage. To develop and implement programs designed to prevent or remove accumulated pollutants, sedimentation and erosion. Through inspection and public education and outreach activities, prevent illegal pollutant discharges that can enter the San Francisco Bay. To develop and administer a capital improvement program to accomplish needed storm drain improvement projects.

Customers:

Millbrae Public Works is the coordinator of San Mateo County Water Pollution Prevention Program (SMWCPPP)
Represent the City at (SMWCPPP) Technical Advisory Committee (TAC)
Represent the City at (SMWCPPP) Municipal Maintenance Subcommittee (MM)
Represent the City at (SMWCPPP) New Development Subcommittee (NDS)
Represent the City at (SMWCPPP) Watershed and Monitoring Subcommittee (WAM)
Represent the City at (SMWCPPP) Commercial and Industrial Illicit Discharge Subcommittee (CII)
Represent the City at (SMWCPPP) Public Information and Participation Subcommittee (PIP)

Services:

Program 4010 Program Administration

Program Includes:

- > Implement National Pollutant Discharge Elimination System (NPDES) Stormwater Permit requirements and annual report
- > Budgetary Reports
- > Capital Improvement Execution Plan
- > 2-Year Budget
- > 10-Year Capital Improvement Plan
- > Stormwater Financial Plan

Program Services:

- > Managerial responsibilities including budgetary coordination and assessment, reports and reporting to the SMWCPP and attending Technical Advisory Committee monthly meetings.
- > Provides City overall program coordination and organization
- > Conducts meeting between respective responsible City personnel as required to meet program objectives
- > Works with other responsible department program participants in developing Capital Improvement Plan.
- > Tracks and implements plans to improve program performance measures
- > Enforces the City Municipal Chapter 8.70

Program 4020 Municipal Maintenance

Program Includes:

- > Reports on maintenance activities and performance measures
- > National Pollutant Discharge Elimination System (NPDES) Report submittals

Administration and Engineering

San Mateo Countywide Water Pollution Prevention Program (SMCWPPP)

Program Services:

- Provides street sweeping activities in the City to remove debris and pollutants.
- Stenciling of catch basins and storm water inlets to educate and deter the public from discharging pollutants into the storm drain system.
- Inspect and clean storm water catch basins and manholes
- Provides storm drain pipeline and canal inspections and prioritizes repair and maintenance activities.
- Develops and implements Performance Standards.
- Conducts outreach and training for staff and public.
- Provide support and attend SMCWPPP monthly meetings.

Program 4030 Public Information and Participation

Program Includes:

- Educational materials and yearly survey provided to City residents and businesses.
- National Pollutant Discharge Elimination System (NPDES) Report submittals.
- Develop partnership activities with other organizations and industries.
- Reports on performance measures.
- Provide support to the SMCWPPP subcommittee and attend monthly meetings.

Program Services

- Implements and assists with the performance standards and makes needed improvements.
- Encourages public involvement, outreach and education through City events and participation in outside activities.
- Distributes educational materials to the public and businesses.
- Sets up educational videos to air on the City TV channel.
- Develops and implements Performance Standards.
- Staff SMCWPPP information booth at San Mateo County Fair

Program 4040 New Development and Construction

Program Includes:

- Reports on Best Management Practices (BMPs)
- National Pollutant Discharge Elimination System (NPDES) Report submittals.
- Reviews new development for compliance with SMCWPPP performance measures.
- Assessments of the effectiveness of implemented pre and post construction controls.
- Develops and implements Performance standards.

Program Services:

- Implements and improves program performance standards.
- Enforces the City Grading Ordinance.
- Incorporates SMCWPPP Best Management Practices (BMPs) and stormwater quality controls for public and private construction.
- Reviews development plans to ensure compliance with City and SMCWPPP performance measures.
- Develops and implements Performance Standards

Administration and Engineering

San Mateo Countywide Water Pollution Prevention Program (SAMWPPP)

- Reviews and implements City policies and procedures related to stormwater development issues
- Develop Low Impact Development (LID) and sustainable construction policies.
- Attend SMCWPPP monthly meetings.

Programs 4050 National Pollutant Discharge Elimination System (NPDES) Stormwater Commercial and Industrial Identification and Elimination of Illicit Discharges

Program Includes:

- National Pollutant Discharge Elimination System (NPDES) Report submittals
- Track, measure, and distribute information about the progress of inspection, enforcement, and public outreach activities.

Program Services:

- Inspects commercial and industrial businesses to ensure compliance with SAMWPPP performance measures and City Ordinance.
- Through inspections, identifies and eliminates existing or potential illicit discharges into the storm drain system.
- Completes investigations, reporting, and documentation of illicit discharges and coordinate activities between other City departments for clean up and remediation.
- Conducts public education outreach activities to increase public awareness.
- Responds to and investigate complaints by City residents or businesses about possible illicit discharges.
- Develops and implements Performance standards
- Host SMCWPPP CII monthly meetings

Program 4080 Capital Improvement Program

Program Includes:

- Capital Project and Equipment Execution Plan
- 10-Year Capital Improvement Plan

Program Services:

- Repair and maintenance of storm drain pipelines.
- Repair and maintenance of drainage canals.
- Capital projects to upgrade and improve existing storm drain system to prevent flooding.
- Explore alternative funding sources and options for storm water programs.

Administration and Engineering**San Mateo Countywide Water Pollution Prevention Program (SMCWPPP)****Budget Highlights:**

Additional staffing is required to maintain the storm drain and canal system, and to meet SMCWPPP performance measures, which are becoming much more stringent. Current staffing level does not allow for full program implementation and compliance with the Municipal Regional Permit (MRP). An additional \$75,000 is needed annually for a maintenance worker. Funding is not available for this need within the current revenue stream.

Current revenues do not provide for any storm water capital improvement project to the City's over 50-year-old collection system. There have been no such projects in over 15 years. Capacity in the storm drain system at Helen/Tioga, Hillcrest/Ashton, and Landing Lane needs to be increased to prevent potential flooding (\$2M). The tide gates are in urgent need of repair (\$2.5M). An additional \$200,000 to \$300,000 is needed annually for repair and improvements of existing drainage canals especially Cowan Canal which has deteriorated extensively and needs periodic repair.

Currently, the Stormwater Enterprise Fund must be subsidized by about \$300,000 per year because the storm water parcel tax, which was approved in 1995, is no longer adequate to support storm water operations. The City has only two workers charged to this fund. One of these is the street sweeper operator, which provides daily street sweeping throughout the City. The other is a maintenance worker who is responsible for cleaning catch basins, inlets, creeks and canals, and stenciling the inlets throughout the city.

Additionally, the Regional Water Quality Control Board will be adopting a new Municipal Regional Permit (MRP) with increased requirements for compliance. The current funding level does not allow the City to comply with many provisions of the MRP and will expose the City to potential civil liabilities for non-compliance. Work must begin on increasing stormwater revenues to meet the new and expected performance standards.

Administration and Engineering **Integrated Waste Management**

Mission:

To conduct the City's Solid Waste Management Program responsive to the AB 939 mandate requiring a 50% reduction of waste to landfills by the end of the year 2000 and to maintain it thereafter.

To conduct the programs as outlined in the City's Source Reduction and Recycling Element and Household Hazardous Waste Element to meet the AB 939 requirement.

To coordinate the City's Sustainable Millbrae Programs.

Services:

Program Includes:

- > Department Report - monthly
- > Management Information Report - monthly
- > Annual Report submitted to the State as required by AB 939.
- > Annual Program Plans for the Sustainable Millbrae Program.

Program Services:

- > Monitoring and managing of waste prevention and recycling programs for residents, businesses, schools and City Departments.
- > Monitoring and managing of household hazardous waste programs for residents.
- > Managing of outreach and promotion activities for all programs.
- > Developing and distributing educational handouts to public locations, businesses, and to the community upon request.
- > Managing of residential and commercial inquiries, complaints, and requests for information on garbage, recycling and household hazardous waste.
- > Monitoring of recycling programs and reports conducted by the City's Franchised hauler.
- > Coordinating the City Department Environmental Policies Committee and development of the annual Sustainable Millbrae program plans.

Utilities and Operations**Streets: Administration****Mission:**

Promote public health and safety by maintaining the public infrastructure. To plan, direct and coordinate street operations and maintenance. Supervise, develop and evaluate employee performance.

Services:

The Administration Program is not accomplishing priority and essential functions. Levels of efficiency are reduced dramatically as managers perform more and more field duties due to the hiring freeze.

Program Includes:

- > Underground service Alert Markings
- > Contract Inspections
- > Employee evaluations – annually
- > Budget documentation – biennial
- > Employee training and development

Program Services:

- > Directing, monitoring and supervising division field maintenance programs.
- > Managing operating budget, maintenance contracts and procurement of division services, supplies and equipment.
- > Reporting status of division's activities to the superintendent, department head and council.

Budget Highlights:

As a result of the post 9-11 revenue collapse in the City, 3.5 street maintenance workers were eliminated (frozen). Lost of these positions has eliminated the City's ability to conduct routine and ongoing preventive maintenance of City streets in-house. This crew should be re-built over time adding one maintenance worker per year until a three-person crew is reformulated to provide routine repair and maintenance of City streets. Adding one person now would enable emergency repairs.

Although Proposition 1B and the General Fund and Redevelopment Agency provided some funding for a street project this year, funding is inadequate to maintain City streets. In order to improve the City's current Pavement Condition Index average of 57 to the goal of 70 would require an investment of \$39M. The City needs to find another revenue source to provide a minimum of \$500,000 per year for capital improvements to local residential streets and that amount should be inflation protected.

Utilities and Operations

Streets: Traffic

Mission:

To plan, direct and coordinate traffic safety in compliance with Federal and State regulations.

To assure dependable and high performance standard traffic safety control devices.

Promptly respond to all customer inquiries. Maintain public safety by maintaining traffic signs and pavement markings to meet ASTM standards.

Authority:

Millbrae Municipal Code, Titles 8 & 10

Liaisons:

California Department of Transportation, Engineering

Services:

There is limited regular maintenance of traffic markings. Traffic legend renewal will be performed when the visibility of the legend is at 25% of new. Thermal plastic legends and crosswalks will be used to cut back on maintenance. Traffic signs are being repaired/replaced as time permits. Fully meeting the public safety mission goal will be compromised due to the inability of this program to sustain effective preventative maintenance programs. Our roadways, traffic markings and street signs will continue to deteriorate.

Program Includes:

- > High visibility traffic signs and pavement markings.
- > Properly located street signs.

Program Services:

- > Installing Traffic Orders.
- > Sign fabrication.
- > Pavement marking renewal.

Budget Highlights:

The addition of one maintenance worker would help achieve our goals in the traffic program.

Utilities and Operations

Streets: Right of Way

Mission:

Promote public safety by maintaining the public right of way including street surfaces, sidewalks, wheel chair ramps, and curb and gutter.

Authority:

Millbrae Municipal Code, Titles 8 & 10

Services:

Asphalt and sidewalk failures are repaired as soon as possible with only the absolute worst sections being repaired. Uneven sidewalk surfaces are "toe clipped" first and then wait for repairs as scheduling and staff availability permits. Current service level is inadequate.

Infrastructure deterioration has adversely impacted mission and strategic issues. Some roadways have declined in condition to the point they warrant full reconstruction. The prosperity of our community is being burdened with increased costs of rebuilding more of our roadways and other facilities. Budget reduction has led to additional roadway and sidewalk deficiencies. The hiring freeze has reduced our work force by 50%. Street Repair Projects are an immense aid for the Rights of Way program as we now use it in lieu of in-house work. The City's Pavement Condition Index continues to decline. If funding level is not increased to keep pace with the continued deterioration of the street network, the future reconstruction costs of the street network could be many times more than what it will cost to maintain our valuable streets today. A funding level of approximately \$1 Million yearly is needed to maintain the street network in good condition.

Program Includes:

- > Safe, well constructed street surfaces.
- > Aesthetically pleasing and hazard free sidewalks, curbs and gutters.

Program Services:

- > Trip and fall elimination through toe clip repairs.
- > Street base and pothole repairs.
- > Sidewalk steam cleaning.

Budget Highlights:

This program relies strictly on general fund and gas-tax monies to operate. Revenues dictate this program's ability to produce and keep maintenance worker positions. Funding was reduced as part of the City budget reductions and hiring freeze. Resources do not exist to support an ongoing preventive program. Capital resources do not exist to maintain city streets to the minimum pavement condition index of 70. There has been no investment in local residential street repairs in over 13 years.

Utilities and Operations
Streets: Lighting and Traffic Signals

Mission:

To provide public health and safety through maintenance, replacement and repair of street lighting and traffic signals increasing the safety of our neighborhoods and intersections.

Services:

Most of the services are handled adequately by contract for streetlights and for traffic signals. Streetlight maintenance is contracted with the Republic Electric. Traffic Signals are contracted with the City of San Mateo. Incidental street light service calls are handled with City maintenance staff including emergency call out requests to secure damaged or downed street light poles.

Program Includes:

- > Safe well lit intersections and neighborhoods.
- > Regulated traffic flows on city streets.

Program Services:

- > Conduit installation for underground cable.
- > Emergency calls for blow downs / knockdowns.
- > Surveying streetlight poles for rusted bases, loose nuts and missing inspection covers.

Budget Highlights:

Personnel – The current 50% shortage in streets manpower does not allow for cost effective in house street light pole maintenance and repairs. Normally, a consultant firm would do our street light pole survey to determine damaged poles. Funding has only allowed us to tackle the survey in-house, which takes a large amount of staff time, which takes away from other street maintenance programs. Additional funding is needed to repair the damaged poles and to reduce long term liability risks.

High Voltage conversions are not being funded. These antiquated high voltage and unsafe wirings, often direct burial, (without conduit); must be converted. These conditions are present in the downtown area (Taylor & Hillcrest Ave), the Meadows and Marina Vista Park neighborhoods.

Utilities and Operations

Water: Administration

Mission:

To plan, direct and coordinate water quality monitoring and reporting in compliance with Federal and State regulations. To plan direct and coordinate distribution system operations and maintenance programs to assure the reliable delivery of high quality water to our customers. To supervise and appraise employee performance. To administer employee training and certification, to respond to customer inquiries, to collect and compile water quality monitoring data and report them to State and Federal health agencies, to provide field and office support to the Engineering Division.

Customers:

Residents and businesses

Water quality emergency: contact California Dept of Health Services (DHS)

Emergency notification plan: contact San Francisco Public Utility Commission (SFPUC)

Cross connection control program: San Mateo County Environmental Health

Execute encroachment permits and inspect capital improvement projects: Engineering

Services:

Water management has been split up into two positions, a supervisor and foreman, to improve the efficiency of the water distribution system operations and maintenance and to maintain compliance with increasingly stringent and complex water quality regulations.

Program Includes:

- > Management Information Report – monthly
- > Performance evaluations - annually
- > Water quality compliance monitoring - weekly samples; report to DHS - monthly
- > Disinfectant byproduct monitoring; report to DHS – quarterly
- > Cross-connection; test city backflow devices - annually
- > Report to the California Department of Health Services - annually
- > Lead and copper testing - triennially
- > Budget preparation and documentation – biannually
- > Stage 2b Rule-quarterly

Program Services:

- > Directing, monitoring and supervising division field maintenance programs.
- > Managing water system operating budget, system maintenance contracts and procurement services, supplies and equipment.
- > Maintaining Millbrae's water system operation in compliance with all applicable Federal and State regulations.
- > Reporting status of division's activities to Department Head and Council.
- > Conduct water quality testing and reporting in accordance with State Department of Health Services and Federal EPA regulations.
- > Inspect, service, paint and conduct preventative fire hydrant maintenance.
- > Provide fire flow data for Millbrae Fire Department and designers of fire protection systems on new or remodeled properties.
- > Maintain grounds of facilities for good appearance.

Utilities and Operations**Water: Administration**

- > Provide marking of City underground facilities for contractors excavating in our city.
- > Develop and implement water system facility mapping to track system improvements and leaks.
- > Determine and prioritize projects that will improve system reliability, water quality and flow rates for fire protection.

Budget Highlights:

Recent new Federal and State water quality monitoring regulations have required significant increases in the cost of analyzing water samples and hours spent in sample collection. Lab fees to meet new rules and regulations have increased. The costs of training and continuing education to maintain state certifications have also increased along with increasing management oversight of certifications and training.

Utilities and Operations**Water: Meters****Mission:**

To accurately read customers' meters, to provide finance department with valid consumption data, to assure all water meters are in good working order, to maintain meter boxes and lids, to turn meters on or off per customer account status.

Services:

The touch read meter system installed in 1998 has meant a significant improvement in service for this program. Recording of meter reads is automated, improving accuracy and reducing hours spent reading routes. Customer's re-read requests have been reduced by over 80%, and hours to read the meters have been reduced over 40%.

The touch read meter warranty has expired after 10 years. Staff is finding an increased rate of malfunctions in the meter registers. Funds are required to replace the registers on an as needed basis. Staff will continue to change the internal parts to the larger meters on a yearly basis to ensure accurate registering of water consumption.

Program Includes:

- > Reading data uploaded to Finance - during reading cycle
- > San Francisco Public Utility Commission (SFPUC) meters reading reports - monthly
- > Prepare the water usage report to the Department of Water Resources - annually

Program Services:

- > Reading the routes on schedule - monthly
- > Meter maintenance and repairs - monthly
- > Customer meters turned on / of – daily
- > Delinquent Accounts - monthly

Utilities and Operations

Water: Distribution

Mission:

To promote public health by providing high quality potable water to all customers; to assure reliability of distribution system by conducting preventative maintenance programs; construct new mains and water services for new City development; assure safety of the public by maintenance of hydrants, tanks, pump stations and pressure regulators for fire protection.

Customers:

Emergency contact California Dept of Health Services.

Emergency notification plan: contact San Francisco Public Utility Commission (SFPUC)

Services:

The increase in water rates projected by the San Francisco Public Utilities Commission (SFPUC) to support its Water System Improvement Plan will be significant. Millbrae's rates will need to be increased to provide additional revenues to meet increased purchasing costs as well as to meet operational, maintenance and capital needs.

Program Includes:

- Executed Customer Service Request Forms
- Executed Encroachment Permit Forms
- Time and materials reports for new construction and repairs.
- Database of valve and hydrant maintenance
- Database of customer service calls

Program Services:

- Construction of new mains and services.
- Repairs of mains and services.
- Marking of hydrant and valves.
- Maintenance of tank and pump station grounds maintenance.
- Conduct water quality testing and reporting in accordance with State Department of Health Services and Federal EPA regulations.
- Inspect, service, paint and conduct preventative fire hydrant maintenance.
- Provide fire flow data for Millbrae Fire Department and designers of fire protection systems on new or remodeled properties.
- Replace and maintain existing painted markings with low maintenance thermoplastic markings.
- Maintain grounds of facilities for good appearance.
- Provide marking of City underground facilities for contractors excavating in our city.
- Develop and implement water system facility mapping to track system improvements and leaks.
- Determine and prioritize projects that will improve system reliability, water quality and flow rates for fire protection.
- Replace old painted fire hydrants to new thermo-epoxy coated hydrants.

Utilities and Operations**Water: Distribution****Budget Highlights:**

Capital improvement projects need funding in order to upgrade the reliability of the water system and assure high quality water. We have completed another water main project, but other projects are needed in the next two years. The Larkspur Enclosure Project and adding 8-hour storage to zone 1V are important and are top priorities. Painting the outside of our storage tanks and coating the inside of them hasn't been done since the 70's. This project is also a high priority in the next two-year budget.

Utilities and Operations

Water: Capital Projects

Mission:

Ensure continued reliability of water system to deliver high quality water to our customers, and provide continuous water supply for consumption by customers and for fire protection. Ensure that the water system complies with all applicable Federal and State regulations.

Services:

The Water Capital Program administers and executes projects that replace or upgrade water distribution system facilities. The program corrects problems with piping, valves, tanks, pumps, and other important components. The program will keep the City in compliance with State mandates.

Program Include:

- > Capital Projects 10-year Plan
- > Engineering design and construction.

Program Services:

- > Project management.
- > Project inspections.

Budget Highlights:

Some of the Water Distribution System appurtenances are deteriorating due to age. Many currently in use are well beyond their service life. Continued water main projects to replace 4" mains and upgrade other mains will continue to provide reliability to the distribution system. Another water main project is in design and should be constructed this summer. Staff has chosen different projects around the city to improve water circulation and add mains to increase redundancy and thus, reliability.

The Department of Water Resources requires that all public water systems provide at least eight hours of water storage for all their customers. This project will include designing and constructing new pressure reducing stations at strategic locations and new larger pipelines to allow water into zone 1V. The purchase of a distribution system model was done last year. This model will be used for designing a PRV scheme and additional pipelines that will aid in the redundancy and storage capabilities to zone 1V.

Our storage tanks are in need of exterior painting and interior epoxy coating. This hasn't been done since the tanks were installed in the 1970's. This project will protect water quality and reliability into the future. Staff has begun pursuing this capital project and Skyline Tank is slated to be completed this year and next.

Staff will also be working on the Larkspur Enclosure Project and developing a Water Distribution System Master Plan. Both projects fit into mandated requirements from the US Environmental Protection Agency and the Department of Health Services.

Utilities and Operations

Sanitary: Collection System

Note: Utilities and Operations manages this portion of the Sanitation Fund

Mission:

To maintain public health and safety, improve public facilities, and protect the public health and environment by inspecting, maintaining, and repairing the sanitary sewer collection system and by responding to customer emergency service requests.

Authorities:

- > Federal Clean Water Act
- > Code of Federal Regulations
- > Environmental Protection Agency (EPA)
- > Porter Calogne Act
- > State Water Resources Control Board (SWRCB)
- > Regional Water Quality Control Board (RWQCB)
- > CMOM and SSO Regulations
- > Sewer System Management Plan (SSMP) pursuant to Section 13267 of the California Water Code
- > Chapter 4 Title 8 of the Millbrae Municipal Code (Municipal Sanitary Sewer System)
- > WPCP NPDES Permit #CA0037532 Order # 01-143

Services:

Inspections, maintenance, cleaning of sewer mains and laterals and repair of broken pipe are required to meet the new Capacity Management and Operations Maintenance (CMOM) and Sanitary Sewer Management Plan (SSMP) Regulations. The intent of this Sewer System Management Plan prepared jointly by the San Francisco Bay Regional Water Quality Control Board and the Bay Area Clean Water Agencies (BACWA) is to document existing activities and to identify improvements that are appropriate, either for routine Operation and Maintenance activities, or for activities to be scheduled over time, such as Capital Improvement Projects. At present we are in year three of the Sanitary Sewer Management Plan (SSMP) and are in compliance. More stringent regulations have already been mandated by the regulatory agencies. These new requirements have increased staff time in reporting to the state and regional water boards.

Staff has been able to perform maintenance and repairs on the system in a reasonable time frame but additional repairs are needed. Staff is cameraing and root foaming priority lines in order to minimize sanitary sewer overflows (SSOs) and uses this information to identify problem lines.

Staff commenced a program of placing two maintenance workers on call to help ensure SSOs do not enter public waters. All employees serving as stand-by personnel and those on the collection crew are required to have state certifications for operating and maintaining a sanitary sewer system. This certification program also requires more staff time to manage.

The average age of the system is 55+ years. Some system improvements were made in 1991,95,97,01 and 07. Nearly \$17 million of collection system improvements remain backlogged. Patched or temporarily repaired sewer mains require extraordinary maintenance. Capital Improvement Project should be completed annually to replace existing lines that have reached the end of their service life and no longer transport wastewater efficiently or reliability.

Staff has begun a small replacement of a 6" sewer line located at 151 El Camino Real. The line has been troublesome in the past, and needs to be done before Belamor completes their outside landscaping work.

Utilities and Operations
Sanitary: Collection System

Program Includes:

- > Customer Service Reports
- > Collection system maintenance and repair reports
- > 10-Year Capital Improvement Program
- > Capital Project and Equipment Execution Plan
- > AIMS tracking system

Program Services:

- > Inspection, video, and repair of the Collection Main and Lateral pipelines
- > Preventive maintenance of sewer collection Main and Lateral pipelines
- > Collection system pipeline cleaning
- > Collection system mapping
- > Responding to customer emergency requests
- > Public outreach activities when competing work tasks to educate the public and businesses
- > Completion of Collection system improvement projects

Budget Highlights:

We are in need of a GPS system to collect information on our manhole and lamp hole locations

System evaluation to assure adequate capacity for peak flows

Staff to perform AutoCAD map changes

Backlog of collection system line replacement and video camera work needed annually

Procure a technologically advanced main inspection camera

Utilities and Operations

Storm Drain: National Pollutant Discharge Elimination System (NPDES)

Mission:

To protect the environment, and public health and safety by maintaining, operating and improving the City's storm drain infrastructure.

Develop and implement programs designed to remove accumulated pollutants and deter sedimentation, erosion and illegal pollutant discharges into San Francisco Bay.

Prevent flooding or storm water damage.

Customers:

Millbrae Public Works is a active member of the San Mateo County Supervisor's Municipal Maintenance Subcommittee

Maintains representation at the Technical Advisory Committee group

Services:

Long-term improvements of the storm drain infrastructure are not being funded.

Annual maintenance is being completed on time and will keep us compliant with our NPDES Permit.

Compliance with federally mandated storm water NPDES Permit requirements such as the preparation of reports, participation in countywide technical committees and the monitoring and supporting of the City's storm drain programs also relies on the support of other programs and divisions. The NPDES Permit is getting more complicated and intensive, thus is requiring more staff time in reporting and managing the system.

Street sweeping of 58 curb miles is being accomplished. Essential program functions including the cleaning and stenciling of over 867 drain inlets annually. Storm system piping and canal inspection, mapping, storm cleanup and emergency repairs are accomplished as well.

Budget Highlights:

Capital Improvements: There have been no resources to provide needed capital projects for over 10 years. Continued inability to increase revenues or obtain support from the General Fund will result in further deterioration of the storm drain system infrastructure, which will eventually result in system failures. Some of these projects include the tide gates, a backup pump at the Aviador Lift Station, and an enclosure for the Aviador Lift Station. These improvements are expensive, but necessary, projects:

- > 810 Hillcrest storm upgrade
- > Helen/Tioga storm upgrade 2
- > Tide Gates at the Highline Canal
- > Lead and backup pumps at the Airport Pump Station
- > Lift Station Enclosure at the Airport Pump Station
- > Relining of the Highline and Cowan canals

Utilities and Operations

Vehicle: Garage

Mission:

- To plan, direct, and coordinate all activities under the Vehicle Garage
- To supervise, and appraise employee performance
- To provide training
- To respond to customer service inquiries
- To keep advised of changes in mandates, regulations, or laws that affect Vehicle Garage operations
- To supply preventive maintenance
- To provide repair services and general support to the vehicle garage
- To procure vehicles and/or equipment
- Write specifications for vehicles/equipment or projects as needed
- To surplus equipment past useful life cycle
- To manage projects related to the vehicle garage such as CNG Fueling and zero emission vehicles
- To manage and provide preventative maintenance to the City's lift and pump stations

Services:

Funding is adequate to support service level to maintain current inventory City vehicles. The vehicle garage has maintained service and repair costs using their work order system and by replacing most vehicles on schedule before they wear out. Some vehicles have been deferred due to a previous economic downturn.

Program Includes:

- > Budget Document – biannual
- > Rental Rate Information – biannual
- > SMOG Certification – annually
- > Speedometer Certification – annually
- > Repair Orders
- > Work Orders
- > Vehicle Records
- > Equipment / Project Plans and Specifications

Program Services:

- > Monitoring and control of Division operations. Division Head and Supervisor review results through monthly reports, i.e. progress reports and observation of operations
- > Administrative and Clerical assistance for Division Supervisor, and other Departments requesting information. (Staff responds to request for information generally within 16-hours to one week of request depending on need or urgency)
- > Monitoring Pull Notice Program
- > An extensive preventive maintenance program
- > Vehicle/equipment repairs
- > Analysis of equipment/vehicles available to meet needs of City departments
- > Procurement
- > Surplus of vehicles/equipment

Utilities and Operations**Vehicle: Garage****Budget Highlights:**

Fuel pricing has become highly erratic, forcing a substantial increase in this budget period. There are no significant increases for parts. Post 9-11 the Vehicle Garage Fund balance was reduced and reallocated to the General Fund, which resulted in increased service lives for vehicles. The fund has not yet recovered completely.

The garage continues to maximize efficiency and take advantage of extended warranties.

The division has been able to complete most replacements on schedule and in a timely manner. We applied for and received grant funds from B.A.A.Q.M.D. for clean air vehicles. The division continues to seek grants as a source to enhance service while reducing costs.

The division is in the process of test driving electric / hybrid vehicles. In the upcoming months, staff will decide which one of these vehicles can meet the needs of the City fleet, and continue to make better environmental impacts for the City.

The Mechanic I position at the garage was changed to a Pump Mechanic in order to provide for long term staffing stability in the garage and to improve staff's ability to maintain all City owned lift and pump stations. The slightly increased costs of the change were fully offset by a reduction in vendor costs for these services.

Utilities and Operations

Facilities: Maintenance

Mission:

To plan and coordinate Facilities Maintenance through maintenance activities and Capital Improvement Projects.

Respond to service requests within the jurisdiction of the division. Provide effective handling and tracking of service requests to assure timely responses. Oversee and manage contracts related to the maintenance of City facilities.

Services:

The service levels have been impacted by deferred maintenance due to insufficient funding.

Program Products:

- > Monthly Report
- > Service Requests Completion Report

Program Services:

- > Monitoring and managing of maintenance contracts.
- > Monitoring and management of service requests.

Budget Highlights:

Materials and supplies – Adequate funding is necessary for proper facilities maintenance.

Special Department Expenditures – Needed repairs due to deferred improvements.

There are numerous Capital Improvement Projects that need to be addressed, especially at the Community Center. Staff has completed the design of improvements to the heating, ventilation and air conditioning (HVAC) system at the Community Center. The cost of these improvements is significant at about \$320,000. Only \$130,000 of this has been budgeted.

The addition of another maintenance worker is needed in this division. The second maintenance worker would be able to cover additional preventative maintenance duties i.e.: oiling door operators, cleaning scuffs on walls, adding graphite to lock mechanisms, maintaining electrical connections, power washing sidewalks and patios, and performing the significant increased regular maintenance needed at the new Library.

There is a need for a comprehensive facilities capital improvement program to steadily deal with the deferred Capital Projects. The addition of a larger library without increased personnel and budget has impacted the maintenance of all City facilities.

1 Full Time Employee (FTE) position is allocated to the Facilities Maintenance Program. Staff is small contrasted to workload demands.

Currently, the City has no on-going reserves for capital improvements to any public facilities. Needs are funded on a pay as you go basis as best possible.

Staff has trained and coordinated the services of our in-house Senior Maintenance Worker to perform some of the preventative maintenance duties throughout all buildings for the HVAC system. This has reduced vendor costs, improved staff response time, and reduced downtimes.

Water Pollution Control Plant (WPCP) Administration

Mission:

The program mission is to provide direction, management oversight and fiscal control of Water Pollution Control Plant programs. Develop and administer long-term financial management plans, capital improvement programs, and contracts. Retain highly skilled and fully qualified employees. Maximize completion of in-house projects and comply with the National Pollutant Discharge Elimination System (NPDES) permit and Sanitation Fund program requirements. Interact with various regulatory agencies, e.g., Region 2 WB, the State WB, the North Bayside System Unit (NBSU), San Francisco International Airport (SFIA), Bay Area Clean Water Association (BACWA), Bay Area Rapid Transit (BART), and coordinate activities relative to the NBSU Joint Use Force Main (JUFM). Implement training and staff development programs to insure operations, maintenance, lab, and pre-treatment personnel remain highly skilled.

Customers:

WPCP Superintendent is the City NPDES duly authorized representative

Represents the City at:

Regulatory meetings

NBSU meetings

BACWA biosolids, permits, and collections committee meetings

TAC storm water committee meetings

Various other committees

Represents the City during construction projects.

Services:

Staff adequately completes essential core Water Pollution Control Plant Administration responsibilities and meets all regulatory reporting requirements. Long-term goals and issues receive minimal attention due to the heavy day-to-day workload. Continuous evaluation of treatment processes assures an overall operation that is compliant and cost efficient. Careful long-term financial planning enables Sanitation Fund that is stable and adequate.

Program Includes:

- > Execute WPCP regulatory Reports
- > Personnel evaluations
- > Monthly Informational Report
- > Council Reports
- > Contract Documents
- > Informational Reports
- > Monthly Enterprise Sanitation Fund Financial Report
- > Capital Project and Equipment Execution Plan
- > 10-Year Capital Improvement Plan
- > Enterprise Sanitation Fund Financial Plan
- > 2-Year Budget
- > Develop Public and City informational programs
- > Employee recruitment, training, and retention

Water Pollution Control Plant (WPCP) Administration

Program Services:

- > Manages, plans, directs, organizes, and participates in activities of the WPCP and related programs
- > Maintain compliance with all regulatory permits and requirements
- > Maintain and operate an effective safety and training program that meets all regulatory requirements
- > Insure programs are operated in the most cost efficient manner possible
- > Prepare and administer contract documents and serve as project manager
- > Prepare, implement and track Enterprise Sanitation Fund 10-Year Capital Improvement Program
- > Prepare, execute, and track the Enterprise Sanitation Fund operating budget including 2-Year program budget
- > Prepare reports, make presentations, and recommend actions to City Administrative staff and City Council
- > Recruit, train, and retain skilled employees
- > Enforce City Sewer Municipal Code and conduct administrative actions for noncompliance

Budget Highlights:

The administration function is currently overtaxed managing numerous expensive capital projects. The administrative requirements to manage the capital project activities leaves little time to manage day-to-day activities, or other long-term goals and issues. The work to complete the treatment plant renovation design and complete the cogeneration project further burdens administrative ability.

With the recent retirements of most of the plant's experienced Operations and Administrative personnel, e.g., Superintendent, Senior Operator, Secretary and long time Operator II, staffing and training inexperienced personnel further burdens the administration's ability to achieve goals.

There are currently many important and unusual activities taking place the Plant, e.g., close out of the cogeneration project, WPCP renovation project design, long-term bio-solids handling solutions and several major in-house projects. Together, these significantly impact administration at the plant as well as daily operations.

The remodeled plant is designed to be fully controlled by a new Supervisory Control and Data Acquisition (SCADA) system and the need of a full time electrician/instrument technician to monitor and maintain the SCADA system to ensure the newly installed SCADA system is functioning as designed is critical. The renovation project is anticipated to be completed by the end of 2011 and a budget request will be submitted in FY2011 to fund a full time electrician/instrument technician position at the WPCP.

Water Pollution Control Plant (WPCP) Maintenance

Mission:

To provide and document in a computerized maintenance information system, repair, replacement, and preventative maintenance services that maintains all Water Pollution Control Plant (WPCP) equipment to meet all NPDES permit provisions, 24 hours per day, 365 days per year.

Services:

To provide adequate repair, replacement and preventative maintenance program services documented in a computerized maintenance information system that maintains all Water Pollution Control Plant (WPCP) equipment to meet all National Pollutant Discharge Elimination System (NPDES) permit provisions, 24 hours per day, 365 days per year.

The Maintenance program provides adequate repair, replacement and preventative maintenance program services. We have experienced several equipment failures this last budget year that have resulted in a somewhat heavier workload. We have prolonged the useful life of most WPCP equipment. WPCP equipment operates well beyond reasonably expected useful life. The failures experienced result from equipment operation beyond normal expected life. The increase in maintenance workload results in incomplete use of the computerized maintenance information system.

Program Includes:

- > Properly maintain WPCP equipment
- > Assure equipment is operable to meet NPDES Permit requirements 24 hours per day, 365 days per year.
- > Maintain a well-kept and clean facility that meets City and Industry standards.
- > Installation of modern state of the art replacement equipment
- > Accurate and up-to-date maintenance records
- > Adequate stock of repair parts and shop expendables
- > Respond 24 hour per day, 365 day per year response to emergency conditions

Program Services:

- > Timely repair of WPCP equipment essential to meet NPDES requirements.
- > Maintain a Computerized Maintenance System (CMS).
- > Administer and oversee contractors performing outsource or on site maintenance or construction work.
- > Provide maintenance services 24 hours per day/365 days per year to support performance of WPCP to meet NPDES Permit requirements during periods of storm or other emergency conditions and non-routine work.

Budget Highlights:

The maintenance program has prolonged the useful life of most WPCP equipment. WPCP equipment has operated well beyond reasonably expected useful service lives and now many major process equipment components are nearly impossible to obtain. With the upcoming facility renovation some of these major process components will be updated, but we will still face difficult equipment challenges since several processes will remain untouched in this facility upgrade. These will need to be addressed as part of the in-house capital program plan over the next several budget cycles.

Water Pollution Control Plant (WPCP) Monitoring

Mission:

To sample, analyze, and compile data for all National Pollutant Discharge Elimination System (NPDES) permit reporting requirements, process control, lab accreditation, and quality assurance/quality control (QA/QC) needs. To compile all WB 2 ERS and EPA required data, and all reportable data for various consultant activities and inclusion in the many diverse reports required in the NPDES permit.

Services:

Authorized Monitoring Program staffing is adequate. NPDES Permit required analyses and reporting requirements were provided for in the most recent past budget. WPCP operational and reportable laboratory analyses are completed in City and contract ELAP certified facilities. Laboratory personnel administer contract laboratory services. Further, the Laboratory staff maintains a complete and accurate analytical database and plant laboratory records that are compiled daily. Laboratory personnel maintain a complete computerized record keeping system and compile permit required data for inclusion in the monthly and annual Self Monitoring Report (SMR).

Program Includes:

- > Monthly and Annual NPDES permit Monitoring Report
- > NPDES and process control monitoring data

Program Services:

- > WPCP operational and reportable laboratory analyses are completed in City and contract ELAP certified facilities. Laboratory personnel administer contract laboratory services
- > Analytical database and plant laboratory records are compiled daily by laboratory staff. Laboratory personnel maintain a complete computerized record keeping system

Budget Highlights:

Millbrae's NPDES permit was renewed during the last budget cycle. With the current evolving regulatory environment at the state level, the Laboratory / Source Control Supervisor will be heavily involved in assuring the City is able to comply with all new regulatory limits, monitoring and reporting requirements in the new permit.

The current Laboratory / Source Control Supervisor has held this position for less than six months due to a long term employee retirement. The plant's new NPDES permit now includes many new testing parameters that must be met in order for the City to continue to meet stricter regulatory requirements e.g., chronic toxicity screening and annual toxicity testing of the Millbrae effluent.

Concurrent to these stricter regulatory demands the Laboratory / Source Control Supervisor will need to oversee the construction and start up of a new wet chemistry lab and the remodel of the bioassay lab all while continuing to meet the current program sampling and testing permit requirements.

Other priorities under this position's purview include reviewing and revising of Millbrae's local pollutant limits, sanitation ordinances and the oversight and training of new employees.

Water Pollution Control Plant (WPCP) Operations

Mission:

To efficiently operate the Water Pollution Control Plant (WPCP), Collection system lift stations, and all related appurtenances to effectively meet all National Pollutant Discharge Elimination System (NPDES) permit requirements, 24 hours per day, 365 days per year.

Services:

The Operations Program assures the WPCP and all related equipment operate efficiently and effectively to continuously meet NPDES Permit requirements.

Program Includes:

- > Timely adjustment of unit processes to achieve efficient compliance with the NPDES Permit 24 hour per day, 365 day per year
- > Provide administrative support to maintain various plant programs
- > Respond to emergency conditions 24 hour per day, 365 day per year
- > Maintain a well-kept, clean facility to meet City and industry standards

Program Services:

- > Daily equipment and unit process inspections and adjustments that optimize process control as indicated by laboratory data, equipment performance and operational procedures
- > Compile operation and equipment data daily
- > Regularly perform housekeeping tasks
- > Regularly train to perform work tasks in a safe and efficient manner
- > Provide emergency response to perform operational tasks 24 hours per day, 365 days per year
- > Including alarm conditions and periods of storm, other emergency conditions or non-routine work
- > Coordinate work completed by contractors to assure continued compliance with NPDES Permit requirements

Budget Highlights:

The price of utilities such as water and electricity; and consumables, e.g., polymer, ferric chloride, sodium hypochlorite, and diesel fuel have recently substantially increased. The utilities and consumables noted above are essential to the treatment of wastewater; therefore, this budget request reflects the substantial cost increases.

Over the past eighteen months, the Superintendent, Senior Operator, and a long time Operator II have all retired. The operations staff is relatively new so training has become paramount to the facility's capability to meeting its mission to treat the City's wastewater at the lowest possible cost to our citizens.

Water Pollution Control Plant (WPCP) Pretreatment

Mission:

To monitor and inspect all commercial and industrial users to ensure compliance with all applicable pretreatment requirements; to educate the public about pretreatment and pollution prevention; to prevent and investigate illicit discharges and connections to the City's sewer system.

Customers:

- > Represents the City at the San Mateo County SMCWPPP Commercial and Industrial Illicit Discharge committee meetings
- > Represents the City at Bay Area Clean Water Agencies Pollution Prevention committee meetings

Services:

The Program adequately monitors and inspects all commercial and industrial users to prevent illicit discharges and connections to the City's sewer system. Work is underway to increase our efforts educate the Public about pretreatment and pollution prevention techniques. Adequate Public education and pollution prevention would improve the program.

Program Includes:

- > Pretreatment Semiannual and Annual Reports
- > Pollution Prevention Annual Report
- > Annual biosolids report
- > Business facility inspections
- > Enforcement actions for non-compliance of permits
- > Issue business wastewater discharge permits
- > Public education activities
- > Program record keeping and documentation

Program Services:

- > Provide pretreatment program functions in compliance with EPA, RWQCB mandates
- > Implement and improve program performance
- > Update and maintain accurate City Municipal Sewer Code parameters
- > Maintain program documentation and records
- > Complete inspections of commercial and industrial businesses
- > Issue permits to commercial and industrial businesses for discharge into the City sewer system
- > Enforce the City Sewer Pretreatment Municipal Code
- > Provide public outreach education activities to achieve pollution prevention awareness
- > Monitor, sample, and test commercial and industrial business to insure compliance with Permit and City Local Limit requirement

Budget Highlights:

This program currently, adequately monitors and inspects all commercial and industrial users to prevent illicit discharges and connections to the City's waste water system. More funding for public education and pollution prevention is needed to improve the program.

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CAPITAL IMPROVEMENTS

Mission:

To provide, maintain and operate public facilities and infrastructure essential to serving and supporting the public and private sectors of the City.

Services:

The Capital Improvement Plans (CIP) and Projects provides for refurbishing, building, and maintaining public facilities and infrastructure. Approximately 80% of the City's expenditures are restricted, in that they must be used for a purpose designated by law or by requirements of an outside funding agency. These restricted funds are often earmarked for Capital Improvement Projects. Excepted for annual contributions from the General Fund, the remainder for capital outlay (equipment and projects) is funded outside the General Fund. Capital outlay often, depending upon the fiscal year, finds a majority of its funding from outside intergovernmental sources or from the Enterprise funds.

Exhibit I shows all of the capital improvement requests received from departments, which would need to be funded from the General Fund. However, none of these other projects/needs are affordable. One item will be particularly critical is the upgrading of the air-conditioning system at the Recreation Center. The current system is over 50 years old and the rate of component failures has been accelerating. The consultant has completed the design and the full cost is estimated at \$350,000. This is currently unaffordable so staff intends to keep the current system running best possible.

Budget Highlights:

Although considerable progress has been made in recent years in upgrading the City's infrastructure, most segments of the City's infrastructure are near or have exceeded their normal lifespan. Streets and sidewalks, water and sewer lines, the Sewage Treatment Plant, City Buildings, and the storm drain system are in need of improvements and major repairs substantially beyond the current financial capabilities of the City.

The current economic conditions have eliminated any capacity in the General Fund to provide for capital projects. No capital projects are planned in the General Fund.

For water, water treatment, and storm drain capitals, only those projects which could be completed within current rate structures were approved. It is anticipated that some additional projects will be added, assuming Council approves of new rates when those are brought to Council.

The attached exhibits reflect current needs. However, in addition to these needs, the City does not have ongoing funding for the planned preventive maintenance of its buildings and facilities. Historically, the City has never sufficient capital funding to fund such a program. What this means is that deferred maintenance needs continue to accumulate. For example, some funding should be set aside each year to fund the routine replacement of carpeting and fixtures, to periodically paint our buildings inside and out. Fortunately, we are able to fund the regular maintenance of our generators and heating and air conditioning units. Those costs are included in the proposed budget. However, no other preventive maintenance costs are. In 1998, the City hired a consultant to assess the costs of a facilities maintenance program. The consultant projected a need to spend an average of about \$300,000 per year. This amount does not include any reserves for the periodic replacement or refurbishment of city facilities.

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GLOSSARY OF BUDGET TERMS

ACCRUAL BASIS - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

APPROPRIATION - An authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation expires at the end of the fiscal year.

APPROPRIATIONS FOR CONTINGENCIES - A budgetary amount that is set aside to meet unforeseen expenditure requirements.

AVAILABLE FINANCING - All the components of financing a budget; primarily fund balance available, revenues, equity transfers, and reductions of reserves.

AVAILABLE FUND BALANCE - The amount of funding available at year-end to finance the next year's budget after deducting encumbrances and reserves.

BALANCED BUDGET - Funding sources available for appropriation shall be at least equal to recommended funding uses. As a general rule, the year-end undesignated General Fund fund balance should not be used to fund on-going operations, but could be used to fund designations, reserves and General Fund contingency. Both the recommended and adopted budgets must be balanced.

BASELINE BUDGET - Baseline is generally considered to be the financial and staff resources needed to provide the same level of ongoing services included in the prior year's budget.

BUDGET - A financial plan consisting of an estimate of proposed expenditures, their purpose for a given period of time, and the proposed means of financing them.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A multi-year plan for revenues and appropriations related to acquisition, expansion or rehabilitation to meet capital asset needs (e.g. land, buildings, and roads).

CAPITAL LEASE - An agreement that conveys the right to use property, plant or equipment, usually for a stated period of time.

CAPITAL PROJECT - Any project having assets of significant value and a useful life of five years or more. Capital projects include the purchase of land, design, engineering, and construction of buildings and infrastructure such as roads, bridges, drainage, street lighting, waste management systems, etc.

CONTINGENCY - An amount which is allocated; appropriated for unforeseen expenditure requirements.

DEBT SERVICE FUND - A fund established to finance and account for the payment of interest and principal on all general obligation debt, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise

DEPARTMENT - The portion of the total City organization reporting to one individual who has overall management, appointing authority and budgetary responsibility for a specified group of programs and services.

DEPRECIATION - A reduction in value over time of capital assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

DESIGNATED FUND BALANCE - A portion of unreserved fund balance that has been "earmarked" by the legislative body for specified purposes.

DESIGNATION - For governmental fund types, a segregation of a portion of the unreserved fund balance to indicate tentative plans for financial resource utilization in a future period, such as for general contingencies, equipment replacement, financing receivables, etc.

DISCRETIONARY REVENUE - Monies that are not legally earmarked by the State or Federal government for a specified program or use. Included in this category are sales and use taxes, business license and utility user taxes, and property taxes.

EMPLOYEE BENEFITS - Amounts paid on behalf of employees; these amounts are not included in the gross salary. They are fringe benefit payments, and, while not paid directly to employees, they are nevertheless a part of the cost of salaries and benefits. Examples are group health or life insurance payments, contributions to employee retirement, workers' compensation payments, and unemployment insurance payments.

GLOSSARY OF BUDGET TERMS

ENCUMBRANCES - An obligation in the form of a purchase order, contract, or other commitment that is chargeable to an appropriation. Available appropriations and fund balance are reduced by the amount of outstanding encumbrances.

ENTERPRISE FUND - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the government body is that the costs of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user fees or charges.

EXPENDITURES - Use of appropriation to purchase goods and services necessary to carry out the responsibilities of a department or organization.

ERAF - Education Revenue Augmentation Fund. Property tax allocated to fund school districts.

FEMA - Federal Emergency Management Agency. Provides federal funding for disaster relief.

FISCAL YEAR - A twelve-month period used for budgeting and accounting purposes. For the City of Millbrae, the fiscal year is from July 1 to June 30.

FIXED ASSETS - Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, improvements and equipment.

FULL-TIME EQUIVALENT POSITION (FTE) - A full or part-time position converted to a decimal equivalent of a full-time position based on 2,080 hours per year (40 hour work week). An employee budgeted to work six months (1,040) would equal 0.5 of a full-time position (FTE).

FUNCTION/FUNCTIONAL AREAS - A group of related activities aimed at accomplishing a major service for which a governmental unit is responsible. Example: "Public Protection" and "Health and Human Services" are examples of functions or functional areas in State reporting and budget groupings, respectively. Functions are prescribed by the State Controller for reporting uniformity.

FUND - A legal entity that provides for the segregation of monies or other revenue sources for specific restrictions, or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and surplus (fund balance), as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specified fund income or expenditures.

FUND BALANCE - The excess of assets of a fund over its liabilities. A portion of this balance may be available to finance the succeeding year's budget.

FUND TYPE - Categories into which all funds used in governmental accounting are classified. Fund types are *Governmental*, consisting of a General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds; *Proprietary*, consisting of Enterprise Funds and Internal Service Funds; and *Fiduciary*, consisting of Trust Funds and Agency Funds. These funds are accounting segregations of financial resources. The measured focus in these fund types is on the determination of financial position and changes in financial position (sources, uses, balances of financial resources), rather than on net income determination.

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND - The fund used to account for all citywide operations except those required to be accounted for in another fund.

GOVERNMENTAL ACCOUNTING - The composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of governments.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) - The authoritative accounting and financial reporting standard-setting body for government entities.

GRANT - A contribution from one governmental unit to another usually made for a specific purpose and time period.

HOTEL/MOTEL (TRANSIENT) OCCUPANCY TAX - A tax collected by a motel/hotel operator for a percentage of the room rent paid by each transient, which is then due the City. This is sometimes referred to as T.O.T.

INFRASTRUCTURE - The physical assets of the City (e.g., roads, public buildings and parks).

GLOSSARY OF BUDGET TERMS

INTERFUND TRANSFERS – A transfer of monies between two different funds.

INTERGOVERNMENTAL REVENUE - Funds received from Federal, State and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

INTERNAL SERVICE FUND – A fund used to account for the financing of goods or services provided by one department or agency to other departments or agency of a government, or to other governments, on a cost-reimbursement basis.

JPA – Joint Powers Authority.

LOCAL TAX REVENUES (USE OF) – Discretionary, general-purpose revenues received by the General Fund. The largest components of local tax revenue are property tax revenue, sales tax revenue, and motor vehicle fees collected by the State and distributed to counties and cities in lieu of local property taxes.

MAINTENANCE OF EFFORT – A Federal and/or State requirement that the City provide a certain level of financial support for a program from local tax revenues. The amount of support is referred to as the Maintenance of Effort (MOE) level.

MANDATED PROGRAMS - Mandated programs are those programs and services that the City is required to provide by specific State and/or Federal law.

MATCH - The term "match" refers to the percentage of local discretionary City monies in the General Fund, which, by law, must be used to match a certain amount of State and/or Federal funds.

MISSION STATEMENT – A succinct description of the scope/purpose of a City department.

MODIFIED ACCRUAL BASIS - The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized when they become susceptible to accrual, which is when they become both "measurable" and "available" to finance expenditures of the current period. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

NET CITY COST - The amount of the operation financed by discretionary sources, principally property taxes.

OPERATING TRANSFERS - Interfund transfers, other than residual equity transfers, legally authorized from a fund receiving revenue to the fund through which the resources are to be expended.

OTHER CHARGES - An object of expenditure that reflects costs not directly associated with the daily expenses of running an operation. Includes such things as interest and principal charges, taxes and assessments from other governmental agencies, and litigation settlements.

OTHER FINANCING SOURCES – Long-term debt proceeds, proceeds from the sale of general fixed assets, and operating transfers in from another governmental fund.

OTHER FINANCING USES - Operating transfers out from one governmental fund to another.

PERMANENT POSITION – See Regular Position.

POSITION - A position is an employment slot, an approved job for a person or persons working full-time or part-time. A position is usually listed in terms of its classification.

POSITION ALLOCATION - Documentation depicting the number and classification of regular full-time, and regular part-time positions in the City, by department, as authorized by the City Council.

PROPOSED BUDGET - The City budget for a fiscal year as proposed by the City Manager to the City Council. Once approved, the Proposed Budget acts as the operating budget beginning July 1 and stays in effect until the Council adopts a final budget.

PROPOSITION 13 - A tax limitation initiative approved by the voters in 1978. Proposition 13 provided for: 1) a 1 percent tax limit exclusive of tax rates to repay existing voter-approved bonded indebtedness, 2) assessment restrictions establishing 1975 level values for all property with allowable increase of 2 percent annually and reappraisal to current value upon change in ownership and new construction, 3) a two-thirds vote requirement to increase State taxes, and 4) a two-thirds vote of the electorate for local agencies to impose "special taxes".

PROPOSITION 172 – Passed in November 1996, this measure established a one-half cent sales tax whose proceeds are used to fund eligible public safety activities.

GLOSSARY OF BUDGET TERMS

PROPRIETARY FUND TYPES – The classification used to account for a government’s ongoing organizations and activities that are similar to those often found in the private sector (i.e. enterprise and internal service funds). Sometimes referred to as income determination or commercial-type funds.

REAL PROPERTY - Land and the structures attached to it.

REGULAR POSITION – Any permanent position in the classified service that is required to be filled through certification, or by provisional appointment.

RESERVE - An account used to earmark a portion of fund equity that is legally or contractually restricted for future use or not available for expenditure.

RESERVED FUND BALANCE – Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

REVENUE - Money received to finance ongoing City services. Examples: property taxes, sales taxes, fees, and State and Federal grants.

SALES TAX - A tax levied on the sale of goods or services to the consumer.

SB – California State Senate Bill.

SECURED TAXES - Taxes levied on real properties in the City, which are "secured" by a lien on the properties.

SERVICES AND SUPPLIES – A Character of expenditure reflecting the City’s costs for services and supplies necessary for the operations of City departments and programs.

SPECIAL ASSESSMENTS - Fees that are charged to property owners in certain geographical areas for public improvements. A fee is levied only to those property owners who receive a direct benefit.

SPECIAL REVENUE FUND - A revenue fund used to account for the proceeds of specific revenue sources (other than special assessments, or for major capital projects) that are legally restricted to expenditure for specified purposes. Measure A is an example of a special revenue fund. GAAP only requires the use of special revenue funds when legally mandated.

SUB-OBJECT – A subcategory of appropriations sometimes referred to as a “line item”. Examples of Sub-Objects in the “Salaries and Employee Benefits” Character (Character 410) include “Salary: Regular” (Sub-Object 410101), “Salary: Temp and Part Time” (Sub-Object 410102), and “Salary: Overtime” (Sub-Object 410107).

SUPPLEMENTAL TAX ROLL - The Supplemental Property Tax Roll is a result of legislation enacted in 1983 and requires an assessment of property when change to the status of the property occurs, rather than once a year, as was previously the case.

TAXES - Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

TEMPORARY POSITION – A non-regular, temporary position created to meet a peak workload or other unusual work situation; can include seasonal or recurrent intermittent employment.

TRUST FUNDS – Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, or other governments/funds.

TRANSFERS IN/OUT - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

UNDESIGNATED/UNRESERVED FUND BALANCE - The portion of a fund's balance that is available for spending or appropriation, not “earmarked” for specified purposes by the legislative body.

UNSECURED TAX - A tax on properties such as office furniture, equipment, and boats that are not secured by real property owned by the assessed.

DIRECTORY OF ACRONYMS

A

AASHTO: American Association of State Highway and Transportation Officials
AB: California State Assembly Bill
ADA: American's with Disabilities Act
AED: Automated External Defibrillator
ALS: Advanced Life Support
AMR: American Medical Response
ASTM: American Society for Testing and Materials

B

B.A.A.Q.M.D.: Bay Area Air Quality Management District
BACWA: Bay Area Clean Water Agencies
BART: Bay Area Rapid Transit
BLT: Business License Tax
BMP: Best Management Practices
BMR: Below Market Rate

C

CAD: Computer Aided Dispatch
CAFR: Comprehensive Annual Financial Report
CALEA: Commission on Accreditation for Law Enforcement Agencies
Cal PERS: California Public Employees' Retirement System
CAP: Citizen Assisting Police
CEQA: California Environmental Quality Act
CERT: Community Emergency Response Team
CHP: California Highway Patrol
CIP: Capital Improvement Plan
COP: Certificates of Participation
CMOM: Capacity Management and Operations Maintenance
CNG: Compressed Nature Gas
CPR: Cardiopulmonary Resuscitation
CPSC: Consumer Product Safety Commission
CRT: Disposal Cathode Ry tube/T.V (includes computers)
CSMFO: California Society of Municipal Finance Officers

D

DC: Division Chief
DHS: Department of Health Services

E

ECR: El Camino Real
EIR: Environmental Impact Report
ELAP: Environmental Laboratory Approval Program
EMS: Emergency Medical Services
EOC: Emergency Operations Center
EPA: Environmental Protection Agency
ERAF: Education Revenue Augmentation Fund

F

FMLA: Family Medical Leave Act
FPPC: Fair Political Practices Commission
FT: Full-time
FTA: Federal Transit Act
FY: Fiscal Year

G

GAAP: Generally Accepted Accounting Principals
GASB: Government Accounting Standards Board
GF: General Fund
GFOA: Government Finance Officer's Association of the United States and Canada
GIS: Geographic Information System
GL: General Ledger
GOB: General Obligation Bonds
GPS: Global Positioning System

DIRECTORY OF ACRONYMS

H

HBRR: Highway Bridge Rehabilitation & Replacement
HES: Hazard Elimination and Safety
HHW: Household Waste
HIPPA: Health Insurance Portability and Accountability Act of 1996
HUD: U.S. Department of Housing and Urban Development
HVAC: Heating, Ventilating, and Air-Conditioning

I

ICS: Incident Command System
IS: Information Systems
IDLH: Immediate Danger to Life and Health
IRS: Internal Revenue Service

J

JPA: Joint Powers Authority
JUFM: Joint Use Force Main

L

LED: Light Emitting Diode
LEND: Location, Emergency, Number of People, Disposition of incident

M

MOU: Memorandum of Understanding
MSASP: Millbrae Station Area Specific Plan

N

NBSU: North Bayside System Unit
NIMS: National Incident Management System
NPDES: National Pollution Discharge Elimination System

O

OES: Office of Emergency Services
OSHA: Occupational Safety & Health Agency

P

PC: Personal Computer
PCI: Pavement Condition Index
PG & E: Pacific Gas and Electric
PERS: Public Employee Retirement System
POB: Pension Obligation Bonds
POST: Peace Officers Standards and Training
PPT: Permanent Part-Time
PRA: Public Records Act
PUD: Public Utility District

Q

QA: Quality Assurance
QC: Quality Control

R

RDA: Redevelopment Agency
RFP: Request for Proposal
RFQ: Request for Qualifications
RWQCB: Regional Water Quality Control Board

S

SBC: State Building Codes
SEMS: Standardized Emergency Response System
SFIA: San Francisco International Airport
SFPUD: San Francisco Public Utility District
SLESF: Supplemental Law Enforcement Services Fund
SMC: San Mateo County
SMI: Strong Motion Instrumentation Fee
SMOG: kind of air pollution / "smog" is a portmanteau of smoke and fog
SMR: Self-Monitoring Report
SPR: Southern Pacific Railroad

DIRECTORY OF ACRONYMS

SRO: School Resource Officer
SRRE: Source Reduction and Recycling Element
SSMP: Sanitary Sewer Management Plan
SSO: Sanitary Sewer Overflows
STOPPP: Mateo County Storm Water Pollution Prevention Program
SWOT: Strengths, Weaknesses, Opportunities and Threats
SWRCB: State Water Resources Control Board

T

TAC: Technical Advisory Committee
TOT: Transient Occupancy Tax
TPT: Temporary part-time

U

USBR: U.S. Bureau of Reclamation
UWMP: Urban Water Management Plan

V

VLF: Vehicle License Fee

W

WPCP: Water Pollution Control Plant
WTP: Water Treatment Plant

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SALARY SCHEDULES

MANAGEMENT AND CONFIDENTIAL

EFFECTIVE DATE: JULY 01, 2008

POSITION NUMBER	CLASSIFICATION JOB TITLE	Zone	Band	EARNINGS PER YEAR			
				MINIMUM	+ 48.947%	ZONE MAX	BONUS
MA455	ASST CITY MANAGER / DIR GEN SERVICES	A & B	2	116,553	173,602	190,962	210,058
MA454	COMMUNITY DEV AND PARKS DIRECTOR	A & B	2	116,553	173,602	190,962	210,058
MA451	FINANCE DIRECTOR	A & B	2	116,553	173,602	190,962	210,058
MA499	FIRE: CHIEF	A & B	2	116,553	173,602	190,962	210,058
MA495	POLICE: CHIEF	A & B	2	116,553	173,602	190,962	210,058
MA485	PUBLIC WORKS DIRECTOR	A & B	2	116,553	173,602	190,962	210,058
				MINIMUM	+ 20.00%	ZONE MAX	BONUS
MA480	BUILDING OFFICIAL	B	3	111,891	134,269	147,696	162,465
MA474	CITY ENGINEER	B	3	111,891	134,269	147,696	162,465
MA468	CITY PLANNER	B	3	111,891	134,269	147,696	162,465
MA498	FIRE: DIVISION CHIEF	B	3	111,891	134,269	147,696	162,465
MA499	FIRE: DIVISION CHIEF - FIRE MARSHALL	B	3	111,891	134,269	147,696	162,465
MA497	FIRE: DIVISION CHIEF - TRAINING	B	3	111,891	134,269	147,696	162,465
MA462	PARKS: SUPERINTENDENT	B	3	111,891	134,269	147,696	162,465
MA477	PUBLIC WORKS: SUPERINTENDENT	B	3	111,891	134,269	147,696	162,465
MA467	RECREATION: SUPERINTENDENT	B	3	111,891	134,269	147,696	162,465
MA481	WPCP: SUPERINTENDENT	B	3	111,891	134,269	147,696	162,465
MA475	CHIEF TREATMENT PLANT OPERATOR II	A	3	90,830	108,996	119,896	131,886
MA476	ASSOCIATE ENGINEER	B	4	89,511	107,413	118,154	129,970
MA453	CITY CLERK	B	4	89,511	107,413	118,154	129,970
MA574	INFORMATION SYSTEM SUPERVISOR	B	4	89,511	107,413	118,154	129,970
MA479	LAB & SOURCE CONTROL SUPERVISOR	B	4	89,511	107,413	118,154	129,970
MA752	PUBLIC WORKS: SUPERVISOR II	B	4	89,511	107,413	118,154	129,970
MA573	SENIOR ACCOUNTANT	B	4	89,511	107,413	118,154	129,970
MA478	SOLID WASTE & RECYCLE MANAGER	B	4	89,511	107,413	118,154	129,970
MA458	ASSOCIATE PLANNER	B	5	71,611	85,933	94,526	103,979
MA751	CHIEF TREATMENT PLANT OPERATOR I	B	5	71,611	85,933	94,526	103,979
MA512	FINANCIAL SYSTEM ANALYST II	B	5	71,611	85,933	94,526	103,979
MA557	PARKS: FIELD SUPERVISOR	B	5	71,611	85,933	94,526	103,979
MA483	PLAN CHECK / BUILDING INSPECTOR	B	5	71,611	85,933	94,526	103,979
MA473	PUBLIC WORKS: SUPERVISOR I	B	5	71,611	85,933	94,526	103,979
MA482	RECORDS: MANAGER	B	5	71,611	85,933	94,526	103,979
MA581	RECREATION: SERVICES MANAGER	B	5	71,611	85,933	94,526	103,979
MA471	PUBLIC WORKS: FOREMAN	A	5	59,676	71,611	78,772	86,650
MA452	ADMIN ASSISTANT / HUMAN RESOURCE	B	6	57,288	68,746	75,621	83,183
MA530	CODE ENFORCEMENT OFFICER	B	6	57,288	68,746	75,621	83,183
MA456	DEPUTY CITY CLERK / ADMIN ASSISTANT	B	6	57,288	68,746	75,621	83,183
MA466	RECYCLING ASSISTANT	B	6	57,288	68,746	75,621	83,183
MA572	SENIOR ACCOUNTING TECHNICIAN	B	6	57,288	68,746	75,621	83,183
MA645	RECREATION: COORDINATOR	A	6	47,741	57,289	63,017	69,319

Note: The positions listed above are designated as "at will" employees and are exempt from classified service as provided in Rule 2, Subsection 3 of the Millbrae Personnel Rules and Regulations.

SALARY SCHEDULES

FIRE EFFECTIVE DATE: JANUARY 01, 2009

POSITION NUMBER	CLASSIFICATION JOB TITLE	EARNINGS PER HOUR / MONTH					EARNINGS PER YEAR				
		A	B	C	D	E	A	B	C	D	E
2101	FIREFIGHTER BASE SALARY	5,903	6,198	6,508	6,833	7,175	70,836	74,376	78,096	81,996	86,100
2102	+ 2.5% Education Incentive	6,050	6,353	6,671	7,004	7,354	72,606	76,236	80,048	84,050	88,253
2104	+ 5.0% Education Incentive	6,198	6,508	6,833	7,175	7,534	74,376	78,095	82,000	86,100	90,405
2105	+ 7.5% Education Incentive	6,346	6,663	6,996	7,346	7,713	76,147	79,955	83,952	88,150	92,558
2106	+ 10.0% Education Incentive	6,493	6,818	7,159	7,517	7,893	77,918	81,814	85,905	90,200	94,710
2116	FIRE: CAPTAIN	7,547	7,924	8,320	8,736	9,173	90,564	95,088	99,842	104,834	110,076

POLICE OFFICER / POLICE SERGEANT / POLICE COMMANDER EFFECTIVE DATE: JANUARY 01, 2009

POSITION NUMBER	CLASSIFICATION JOB TITLE	EARNINGS PER HOUR / MONTH					EARNINGS PER YEAR				
		A	B	C	D	E	A	B	C	D	E
P31	POLICE: OFFICER BASE SALARY	5,977	6,276	6,590	6,919	7,265	71,723	75,309	79,075	83,029	87,180
P36	POLICE: OFFICER TRAINEE (TEMP)	5,379	5,648	5,931	6,227	6,539	64,551	67,778	71,167	74,726	78,462
P32	+ 2.5% Education Incentive	6,126	6,433	6,754	7,092	7,447	73,516	77,192	81,052	85,104	89,360
P33	+ 5.0% Education Incentive	6,276	6,590	6,919	7,265	7,628	75,309	79,075	83,029	87,180	91,539
P34	+ 7.5% Education Incentive	6,425	6,746	7,084	7,438	7,810	77,102	80,958	85,005	89,256	93,719
P35	+ 10.0% Education Incentive	6,575	6,903	7,249	7,611	7,992	78,896	82,840	86,982	91,331	95,898
P81	+ 5.0% Special Assignment	6,276	6,590	6,919	7,265	7,628	75,309	79,075	83,029	87,180	91,539
P42	+ 2.5% Incentive + 5% Spec Assign	6,433	6,754	7,092	7,447	7,819	77,192	81,052	85,104	89,360	93,827
P43	+ 5.0% Incentive + 5% Spec Assign	6,590	6,919	7,265	7,628	8,010	79,075	83,029	87,180	91,539	96,116
P41	+ 7.5% Incentive + 5% Spec Assign	6,746	7,084	7,438	7,810	8,200	80,958	85,005	89,256	93,719	98,404
P45	+ 10.0% Incentive + 5% Spec Assign	6,903	7,249	7,611	7,992	8,391	82,840	86,982	91,331	95,898	100,693
MA494	POLICE: SERGEANT	7,513	7,889	8,283	8,697	9,132	90,155	94,663	99,396	104,366	109,584
MA493	POLICE: SERGEANT (MG)	8,205	8,615	9,046	9,498	9,973	98,458	103,381	108,550	113,977	119,676
MA492	POLICE: COMMANDER	8,953	9,401	9,871	10,365	10,883	107,442	112,814	118,454	124,377	130,596

SALARY SCHEDULES

TEAMSTERS EFFECTIVE DATE: JANUARY 01, 2008

POSITION NUMBER	CLASSIFICATION JOB TITLE	EARNINGS PER HOUR / MONTH				
		A	B	C	D	E
M510	ACCOUNT CLERK I	3,265	3,428	3,600	3,779	3,968
M511	ACCOUNT CLERK II	3,630	3,811	4,002	4,203	4,412
M555	ACCOUNT CLERK II (HALF TIME)	1,815	1,906	2,001	2,101	2,206
M514	ACCOUNT CLERK III	3,812	4,002	4,202	4,412	4,633
M513	ACCOUNTING TECHNICAN	4,368	4,586	4,815	5,056	5,309
M502	OFFICE ASSISTANT I	3,043	3,195	3,354	3,522	3,698
M503	OFFICE ASSISTANT II	3,755	3,943	4,140	4,347	4,564
M553	OFFICE ASSISTANT II (HALF TIME)	1,878	1,971	2,070	2,173	2,282
M504	SENIOR OFFICE ASSISTANT	4,130	4,337	4,554	4,781	5,020
M505	ADMINISTRATIVE ASSISTANT	4,543	4,770	5,009	5,259	5,522
M524	COMMUNITY SERVICE OFFICER	3,783	3,972	4,171	4,379	4,598
M508	CRIME ANALYST	4,596	4,826	5,068	5,321	5,587
M501	PARKING ENFORCEMENT	3,783	3,972	4,171	4,379	4,598
M522	RECORDS: OFFICER	4,596	4,826	5,068	5,321	5,587
M523	RECORDS: OFFICER (HALF TIME)	2,298	2,413	2,534	2,661	2,794
M507	SPECIAL SERVICES COORDINATOR	4,596	4,826	5,068	5,321	5,587
M540	ENGINEERING TECHNICIAN	4,608	4,839	5,081	5,335	5,602
M556	TINY TOT TEACHER (HALF TIME)					12.97

EARNINGS PER YEAR				
A	B	C	D	E
39,183	41,142	43,199	45,346	47,614
43,564	45,730	48,029	50,431	52,940
21,779	22,868	24,011	25,211	26,472
45,739	48,026	50,427	52,949	55,596
52,413	55,033	57,785	60,674	63,708
36,510	38,336	40,253	42,265	44,378
45,061	47,314	49,680	52,164	54,772
22,530	23,657	24,840	26,082	27,386
49,564	52,042	54,644	57,377	60,245
54,512	57,238	60,112	63,105	66,260
45,395	47,665	50,048	52,550	55,178
55,148	57,918	60,814	63,855	67,047
45,395	47,665	50,048	52,550	55,178
55,148	57,918	60,814	63,855	67,047
27,580	28,959	30,407	31,927	33,524
55,148	57,918	60,814	63,855	67,047
55,302	58,067	60,970	64,019	67,220

TEAMSTERS MAINTENANCE EFFECTIVE DATE: JANUARY 01, 2008

POSITION NUMBER	CLASSIFICATION JOB TITLE	EARNINGS PER HOUR / MONTH				
		A	B	C	D	E
T308	PARKS: LABORER	3,075	3,229	3,390	3,560	3,738
T305	PARKS: MAINTENANCE TECHNICIAN	4,160	4,368	4,586	4,816	5,057
T312	EQUIPMENT MECHANIC III	5,303	5,569	5,847	6,139	6,446
T301	MAINTENANCE WORKER	3,617	3,798	3,988	4,188	4,397
T302	MAINTENANCE WORKER (Provisional)	3,617	3,799	3,988	4,188	4,397
T303	SR MAINTENANCE WORKER	3,962	4,160	4,368	4,586	4,816
T306	SR WATER MAINTENANCE WORKER	4,036	4,238	4,450	4,672	4,907
T321	PUBLIC WORKS: LEAD WORKER II	4,577	4,807	5,047	5,299	5,564
T310	PUMP MECHANIC I	4,578	4,806	5,047	5,299	5,564
T320	STREET SWEEPER OPERATOR	4,137	4,344	4,561	4,790	5,029

EARNINGS PER YEAR				
A	B	C	D	E
36,905	38,750	40,675	42,722	44,858
49,918	52,414	55,035	57,786	60,688
63,639	66,834	70,163	73,671	77,355
43,400	45,570	47,861	50,254	52,767
43,400	45,582	47,861	50,254	52,767
47,540	49,917	52,413	55,033	57,798
48,434	50,855	53,398	56,068	58,884
54,930	57,689	60,561	63,589	66,768
54,930	57,677	60,561	63,589	66,768
49,648	52,131	54,737	57,474	60,348

	WEEKDAY	WEEKEND	HOLIDAY
STAND BY PAY	30.39	38.82	40.02

SALARY SCHEDULES

SANITATION EFFECTIVE DATE: JANUARY 01, 2008

POSITION NUMBER	CLASSIFICATION JOB TITLE	EARNINGS PER HOUR / MONTH				
		A	B	C	D	E
S 222	INDUSTRIAL WASTE INSPECTOR (TRAINEE)	4,743	4,980	5,229	5,490	5,765
S 237	INDUSTRIAL WASTE INSPECTOR I	5,187	5,447	5,719	6,005	6,305
S 235	INDUSTRIAL WASTE INSPECTOR II	5,523	5,799	6,089	6,394	6,713
S 238	SR INDUSTRIAL WASTE INSPECTOR	6,081	6,385	6,705	7,040	7,392
S 230	LABORATORY ANALYST (TECHNICIAN)	4,803	5,043	5,296	5,560	5,838
S 250	LABORATORY CHEMIST	5,147	5,404	5,674	5,958	6,256
S 234	PLANT MAINTENANCE WORKER I	4,756	4,994	5,243	5,506	5,781
S 236	PLANT MAINTENANCE WORKER II	5,188	5,448	5,720	6,006	6,306
S 233	SR PLANT MAINTENANCE WORKER	5,707	5,993	6,292	6,607	6,937
S 221	WWTP: PLANT OPERATOR (TRAINEE)	4,355	4,573	4,802	5,042	5,294
S 210	WWTP: PLANT OPERATOR I	4,756	4,994	5,244	5,506	5,781
S 220	WWTP: PLANT OPERATOR II	5,187	5,447	5,719	6,005	6,305
S 240	SR TREATMENT PLANT OPERATOR	5,707	5,993	6,292	6,607	6,937

EARNINGS PER YEAR				
A	B	C	D	E
56,911	59,756	62,744	65,881	69,175
62,243	65,368	68,624	72,055	75,658
66,271	69,584	73,063	76,729	80,553
72,969	76,617	80,460	84,483	88,708
57,639	60,521	63,547	66,725	70,061
61,770	64,846	68,088	71,492	75,067
57,073	59,927	62,910	66,069	69,372
62,253	65,379	68,635	72,067	75,670
68,487	71,911	75,507	79,282	83,246
52,266	54,879	57,623	60,504	63,530
57,073	59,926	62,922	66,069	69,372
62,243	65,368	68,624	72,055	75,658
68,487	71,911	75,507	79,282	83,246

	WEEKDAY	WEEKEND	HOLIDAY
STAND BY PAY	38.56	49.01	51.64