

# CITY OF MILLBRAE CALIFORNIA



## BUDGET



## FISCAL YEAR 2010 - 2011





# **CITY OF MILLBRAE, CALIFORNIA**

## **BUDGET**

### **FISCAL YEAR**

### **2010 - 2011**

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#### **MAYOR**

Paul Seto

#### **MEMBERS OF THE CITY COUNCIL**

Daniel F. Quigg

Marge Colapietro

Gina Papan

Nadia V. Holober

#### **COUNCIL APPOINTED OFFICERS**

Marcia Raines

*City Manager*

Joan Cassman

*City Attorney*

#### **AGENCY AND DEPARTMENT DIRECTORS**

Angela Louis

*City Clerk*

LaRae Brown  
*Finance Director*

Neil Telford  
*Police Chief*

Leslie Parks

*Community Services Director*

Dennis Haag  
*Fire Chief*

Ron Popp  
*Public Works Director*



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# **GUIDE TO THE BUDGET**

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The format for the Fiscal Year (FY) 2010-2011 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
- 1-Year Budget Goals
- Department Total 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

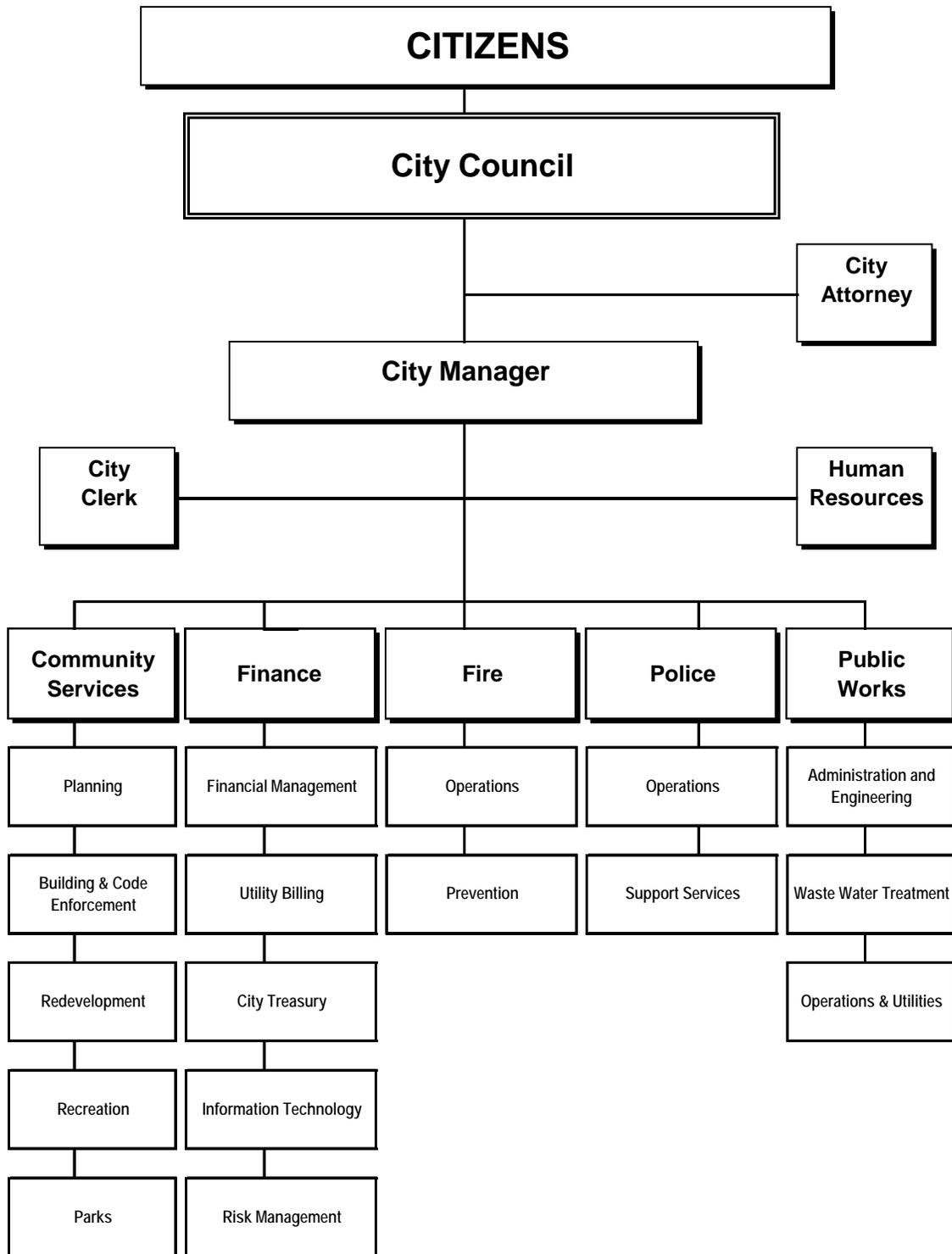
## **Capital Improvement**

## **Appendix**

The Appendix has the following sections:

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

# CITY WIDE ORGANIZATIONAL CHART





# *City of Millbrae*

## *Our Purposes*

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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*

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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 are 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

**T**he City of Millbrae (the “City”) was founded in 1856, incorporated in 1948 and operates as a General Law City serving a population of over 21,000. 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

<b>San Mateo County Seat Established:</b>	1856
<b>Incorporated:</b>	January 14, 1948
<b>Land Area:</b>	3.2 Square Miles
<b>Elevation Low Point:</b>	25 Feet
<b>Elevation High Point:</b>	800 Feet
<b>Average Temperature Low:</b>	42° January
<b>Average Temperature High:</b>	71° September
<b>Population:</b>	21,536
<b>Population Density:</b>	6,473 per square mile
<b>Number of Households:</b>	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](http://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, 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 Agency and Department Directors.

## **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, Water, Sewer 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 845
- 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**

**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.

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

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

**Public Safety:** Fire responses to approximately 2,567 emergency calls per year and conducts 327 fire inspections. Police responses to approximately 19,554 calls for service, and issues approximately 10,420 traffic and parking violations.

**Public Works:** Responsibilities include the Wastewater Treatment Plant, maintenance of 110 lane miles of streets, 70 miles of water distribution pipes serving approximately 6,459 customers, 56 miles of sewer lines, 21 miles of storm drains, and 3 miles of open creeks and ditches.

**Recreation:** Serves registrants that include preschool, elementary, teen, adult and seniors. Program areas include contract classes; elementary and adult sports; summer youth and teen programs; senior classes, trips and tours; special events; and facility rentals.

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## ***BUDGET PURPOSE, PRINCIPLE, PROCESS AND CONTROL***

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**N**ormally every two years, the City Council would approve a Bi-Annual Budget that would serve as a work plan as well as a financial plan. Due to the current economic climate, and continued downturn the City Council has requested only an Annual Budget presentation.

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 total Fiscal Year (FY) 2010-2011 budget is balanced at a total of \$ 63,786,804 which includes the \$13,549,161 for the Sanitation Renovation Project.

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.

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# ***BUDGET PURPOSE, PRINCIPLE, PROCESS AND CONTROL***

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## **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 2010, the Finance Department development a Budget Preparation Manual to assist departments with the development of their FY 2010-2011 Budget in the TM1 Software Program. The manuals were distributed at a Budget Kick-off workshop held with all the Department Directors and their appropriate staff. This workshop included a briefing on the status of the current fiscal year (FY) Budget, a review of the FY 2010-2011 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 2010-2011 appropriation target for each department is the originally adopted appropriation for FY 2009-2010, 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 were required. Requests were 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, and 1 year goals.

## **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 Director to maintain their departmental expenditure levels within the approved budget, and to collect the full amount of revenues that have been estimated/budgeted.

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# ***BASIS OF ACCOUNTING AND BUDGET***

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## **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.

All Funds within the City can be divided into the following two categories: Governmental, and Proprietary.

- 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

## **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.

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.

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.

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## ***BASIS OF ACCOUNTING AND BUDGET***

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### **C. Appropriations Limit:**

Appropriations in the Budget shall comply with the annual determination of the City's appropriations limit, calculated in accordance with Article XIII B 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 Director shall determine that such revenues are not being used to subsidize an imbalance between operating revenues and expenditures. If the Department Director determines that one time revenues are needed to correct a structural imbalance, the Department Director 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 several Internal Service Funds. 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	Fund Number and Description	2007-2008 Ending Balance	2008-2009 Ending Balance	2009-2010 Budgeted Revenues	2009-2010 Budgeted Expenditures	2009-2010 Projected Balance	2010-2011 Proposed Revenues	2010-2011 Proposed Expenditures	2010-2011 Projected Balance
<b>General Fund</b>									
1101	GENERAL FUND	2,900,042	2,748,969	17,147,803	17,309,014	2,587,758	17,815,150	17,815,150	2,587,757
<b>Special Revenue Funds</b>									
1103	DEVELOPER: PERMITS	2,351,075	4,058,646	137,935	245,672	3,950,909		95,474	3,855,435
1120	JOINT FIRE TRAINING PROGRAM	747	82,696	245,000	245,000	82,696	229,007	229,007	82,696
1205	MEASURE A	1,666,420	735,670	450,000	643,193	542,477	386,000	262,001	666,476
1211	HIGHWAY USERS TAX: 2105/2106/2107/2107.5	538,273	536,486	429,251	486,947	478,790	358,929	411,805	425,914
1215	RECREATION	(94,502)	0	1,289,795	1,289,795	0	982,590	982,590	0
1217	ASSET FORFEITURE	1,234	1,186			1,186			1,186
1218	NOISE INSULATION: V	26,099	18,669		18,790	(122)		18,669	(18,790)
1227	INTEGRATED WASTE MANAGEMENT	211,564	151,005	249,100	333,333	66,772	251,566	275,059	43,279
1228	SAM TRANS: (ECR) / VICTORIA AVE	9,021	3,911		4,428	(517)			(517)
1231	STATE: SLESF / (COP)	(222)	94,284	100,000	100,000	94,284	100,000	100,000	94,284
1244	STATE: TRAFFIC CONGESTION RELIEF PROP 1B	400,568	1,480,967	202,296	908,966	774,297	214,979	101,065	888,211
1246	FEMA	16	15	0	0	15			15
1249	FEDERAL: PUBLIC SAFETY EQUIPMENT GRANT	0	0	0	0	0	200,000	200,000	0
1250	SMC: STREET SWEEP / CONGESTION	35,694	51,540	39,300	39,300	51,540	36,000	86,020	1,520
1270	SAFE ROUTES TO SCHOOL		79,299	0	75,520	3,779			3,779
1280	SENIOR: PROGRAM DONATIONS	34,620	55,357	7,210	11,000	51,567	2,800	15,000	39,367
1530	FIELD LICENSE AGREEMENT	0	1,279,975	1,450,720	2,730,695	0	417,793	417,793	0
1531	DEVELOPER: HOUSING FEES	0	0			0			0
1540	DOCUMENT IMAGING FEES	146,139	158,900	23,289	24,908	157,281	20,000	20,000	157,281
1542	PEG PROGRAMMING CAPITAL	216,805	209,183	0	16,000	193,183	1,000	16,004	178,179
1545	PARKS SPECIAL REVENUE	0	6,625	0	0	6,625	200	1,741	5,084
1550	SISTER CITY	16,524	7,807	3,087	3,087	7,807	3,087	3,087	7,807
<b>Total: Special Revenue Funds</b>		<b>5,560,074</b>	<b>9,012,221</b>	<b>4,626,983</b>	<b>7,176,634</b>	<b>6,462,569</b>	<b>3,203,951</b>	<b>3,235,315</b>	<b>6,431,206</b>

## SCHEDULE 1 – CHANGE IN FUND BALANCE

Fund Type	Fund Number and Description	2007-2008 Ending Balance	2008-2009 Ending Balance	2009-2010 Budgeted Revenues	2009-2010 Budgeted Expenditures	2009-2010 Projected Balance	2010-2011 Proposed Revenues	2010-2011 Proposed Expenditures	2010-2011 Projected Balance
<b>Debt Service Funds</b>									
1354	1999 COP: POLICE REMODEL	387,717	383,215	320,273	320,273	383,215	318,592	318,592	383,215
1355	2001 GOB: LIBRARY	654,274	679,445	612,656	612,656	679,445	667,020	621,318	725,147
<b>Total: Debt Service Funds</b>		<b>1,041,990</b>	<b>1,062,660</b>	<b>932,929</b>	<b>932,929</b>	<b>1,062,660</b>	<b>985,612</b>	<b>939,910</b>	<b>1,108,362</b>
<b>Capital Project Funds</b>									
1104	DEVELOPER: FEES	1,069,736	825,167	0	0	825,167		248	824,918
1171	STARWOOD HOTELS	10,000	9,258	0	9,258	0		8,928	(8,928)
1181	FRANCHER / PHOENIX DEVELOPMENT	25,000							
1191	BRADDOCK / LOGAN DEVELOPMENT	24,051	229,963	70,553	62,825	237,691		1,446	236,246
1435	PLAZA BAY	36,516	35,083	0	0	35,083			35,083
<b>Total: Capital Project Funds</b>		<b>1,165,303</b>	<b>1,099,470</b>	<b>70,553</b>	<b>72,083</b>	<b>1,097,941</b>	<b>0</b>	<b>10,621</b>	<b>1,087,319</b>
<b>Enterprise Funds</b>									
1661	SANITATION	635,610	578,792	10,479,815	11,657,287	(598,680)	6,827,000	8,688,182	(2,459,862)
1662	WATER	10,304,911	11,480,016	4,880,000	7,620,625	8,739,391	5,891,000	7,719,105	6,911,286
1663	SANITATION: CAPITAL FACILITY	142,962	2,451,695	1,862,000	30,525,875	(26,212,180)	13,549,161	13,549,161	(26,212,180)
1664	STORM DRAIN	472,554	585,662	448,150	448,150	585,662	489,773	489,773	585,662
1665	SANITATION: CO-GENERATION PROJECT	4,665,392	4,314,693	0	0	4,314,693		485,515	3,829,178
1666	SANITATION: DEBT SERVICE	89,167	88,704	505,953	505,953	88,704	2,257,601	2,257,601	88,704
<b>Total: Enterprise Funds</b>		<b>16,310,597</b>	<b>19,499,561</b>	<b>18,175,918</b>	<b>50,757,890</b>	<b>(13,082,411)</b>	<b>29,014,535</b>	<b>33,189,337</b>	<b>(17,257,214)</b>

## SCHEDULE 1 – CHANGE IN FUND BALANCE

Fund Type	Fund Number and Description	2007-2008 Ending Balance	2008-2009 Ending Balance	2009-2010 Budgeted Revenues	2009-2010 Budgeted Expenditures	2009-2010 Projected Balance	2010-2011 Proposed Revenues	2010-2011 Proposed Expenditures	2010-2011 Projected Balance
<b>Internal Service Funds</b>									
1770	INSURANCE: WORKERS' COMPENSATION	220,766	(149,025)	740,460	740,460	(149,025)	861,063	861,063	(149,025)
1771	INSURANCE: GENERAL LIABILITY	26,597	(12,499)	438,042	438,042	(12,499)	458,617	458,617	(12,499)
1772	INSURANCE: UNEMPLOYMENT	9,673	0	19,165	19,165	0	22,725	22,725	0
1773	GARAGE REVOLVING	995,137	1,101,923	837,772	1,129,992	809,702	776,431	1,043,968	542,165
1774	POLICE VEHICLE MAINTENANCE	154,202	289,437	110,000	110,000	289,437	97,896	97,896	289,437
<b>Total: Internal Service Funds</b>		<b>1,406,375</b>	<b>1,229,835</b>	<b>2,145,439</b>	<b>2,437,659</b>	<b>937,615</b>	<b>2,216,733</b>	<b>2,484,270</b>	<b>670,078</b>
<b>Redevelopment Agency Funds (RDA)</b>									
2236	RDA: LMIHF 20% TAX INCREMENT	1,878,030	(59,150)	1,077,771	650,753	367,868	1,118,955	681,992	804,831
2326	RDA: 80% TAX INCREMENT (DEBT SERVICE)	3,728,398	5,080,777	4,406,946	3,141,212	6,346,512	4,563,946	3,613,024	7,297,434
2416	RDA: OPERATIONS	131,610	278,797	982,614	1,180,290	81,121	1,150,285	1,150,285	81,121
2418	RDA: CAPITAL PROJECT	39,447	0			0			0
2420	RDA: DEVELOPMENT OPPORTUNITY	2,339,820	1,890,122		203,232	1,686,890			1,686,890
2437	RDA: HOUSING CAPITAL PROJECT	1,753,870	0			0			0
<b>Total: Redevelopment Agency Funds (RDA)</b>		<b>9,871,175</b>	<b>7,190,546</b>	<b>6,467,331</b>	<b>5,175,487</b>	<b>8,482,391</b>	<b>6,833,186</b>	<b>5,445,301</b>	<b>9,870,276</b>
<b>TOTAL ALL FUNDS</b>		<b>38,255,556</b>	<b>41,843,261</b>	<b>49,566,955</b>	<b>83,861,695</b>	<b>7,548,522</b>	<b>60,069,168</b>	<b>63,119,906</b>	<b>4,497,784</b>

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## SCHEDULE 2 – SUMMARY OF REVENUES BY FUND

Fund Type	Fund Number and Description	2007-2008 Actual Revenues	2008-2009 Actual Revenues	2009-2010 Budgeted Revenues	2010-2011 Proposed Budget
<b>General Fund</b>					
1101	GENERAL FUND	16,435,873	17,474,325	17,147,803	17,815,150
<b>Special Revenue Funds</b>					
1103	DEVELOPER: PERMITS	442,903	2,531,743	137,935	0
1120	JOINT FIRE TRAINING PROGRAM	183,251	297,039	245,000	229,007
1205	MEASURE A	473,887	345,411	450,000	386,000
1211	HIGHWAY USERS TAX: 2105/2106/2107/2107.5	445,648	378,091	429,251	358,929
1215	RECREATION	1,301,224	1,523,565	1,289,795	982,590
1217	ASSET FORFEITURE	624	-48	0	0
1218	NOISE INSULATION: V	785	-1,024	0	0
1227	INTEGRATED WASTE MANAGEMENT	224,742	261,218	249,100	251,566
1228	SAM TRANS: (ECR) / VICTORIA AVE	38,500	-606	0	0
1231	STATE: SLESF / (COP)	101,671	238,560	100,000	100,000
1244	STATE: TRAFFIC CONGESTION RELIEF PROP 1B	400,568	2,125,102	202,296	214,979
1246	FEMA	0	-1	0	0
1249	FEDERAL: PUBLIC SAFETY EQUIPMENT GRANT	0	0	0	200,000
1250	SMC: STREET SWEEP / CONGESTION	55,610	36,139	39,300	36,000
1270	SAFE ROUTES TO SCHOOL	0	79,350	0	0
1280	SENIOR: PROGRAM DONATIONS	34,819	29,000	7,210	2,800
1530	FIELD LICENSE AGREEMENT	0	1,484,733	1,450,720	417,793
1531	DEVELOPER: HOUSING FEES	0	0	0	0
1540	DOCUMENT IMAGING FEES	146,139	31,485	23,289	20,000
1542	PEG PROGRAMMING CAPITAL	260,708	-3,638	0	1,000
1545	PARKS SPECIAL REVENUE	22,658	14,093	0	200
1550	SISTER CITY	6,390	17,623	3,087	3,087
<b>Total: Special Revenue Funds</b>		<b>4,140,129</b>	<b>9,387,834</b>	<b>4,626,983</b>	<b>3,203,951</b>
<b>Debt Service Funds</b>					
1354	1999 COP: POLICE REMODEL	331,427	317,656	320,273	318,592
1355	2001 GOB: LIBRARY	660,648	629,146	612,656	667,020
<b>Total: Debt Service Funds</b>		<b>992,075</b>	<b>946,802</b>	<b>932,929</b>	<b>985,612</b>
<b>Capital Project Funds</b>					
1104	DEVELOPER: FEES	765,830	5,640	0	0
1171	STARWOOD HOTELS				
1181	FRANCHER / PHOENIX DEVELOPMENT				
1191	BRADDOCK / LOGAN DEVELOPMENT	26,487	1,663,065	70,553	0
1435	PLAZA BAY	34	-1,433	0	0
<b>Total: Capital Project Funds</b>		<b>792,352</b>	<b>1,667,272</b>	<b>70,553</b>	<b>0</b>

## SCHEDULE 2 – SUMMARY OF REVENUES BY FUND

Fund Type	Fund Number and Description	2007-2008 Actual Revenues	2008-2009 Actual Revenues	2009-2010 Budgeted Revenues	2010-2011 Proposed Budget
<b>Enterprise Funds</b>					
1661	SANITATION	6,001,979	6,829,980	10,479,815	6,827,000
1662	WATER	5,004,386	5,688,744	4,880,000	5,891,000
1663	SANITATION: CAPITAL FACILITY	1,495	1,429,784	1,862,000	13,549,161
1664	STORM DRAIN	618,240	528,853	448,150	489,773
1665	SANITATION: CO-GENERATION PROJECT	38,384	350,158	0	0
1666	SANITATION: DEBT SERVICE	506,528	505,913	505,953	2,257,601
<b>Total: Enterprise Funds</b>		<b>12,171,012</b>	<b>15,333,433</b>	<b>18,175,918</b>	<b>29,014,535</b>
<b>Internal Service Funds</b>					
1770	INSURANCE: WORKERS' COMPENSATION	692,781	735,581	740,460	861,063
1771	INSURANCE: GENERAL LIABILITY	422,495	420,510	438,042	458,617
1772	INSURANCE: UNEMPLOYMENT	14,414	25,075	19,165	22,725
1773	GARAGE REVOLVING	616,662	750,658	837,772	776,431
1774	POLICE VEHICLE MAINTENANCE	189,451	145,503	110,000	97,896
<b>Total: Internal Service Funds</b>		<b>1,935,804</b>	<b>2,077,327</b>	<b>2,145,439</b>	<b>2,216,733</b>
<b>Redevelopment Agency Funds (RDA)</b>					
2236	RDA: LMIHF 20% TAX INCREMENT	1,027,452	1,053,754	1,077,771	1,118,955
2326	RDA: 80% TAX INCREMENT (DEBT SERVICE)	4,045,802	4,423,106	4,406,946	4,563,946
2416	RDA: OPERATIONS	1,032,268	993,084	982,614	1,150,285
2418	RDA: CAPITAL PROJECT	412	-803	0	0
2420	RDA: DEVELOPMENT OPPORTUNITY	112,636	-25,608	0	0
2437	RDA: HOUSING CAPITAL PROJECT	90,454	2,177,382	0	0
<b>Total: Redevelopment Agency Funds (RDA)</b>		<b>6,309,025</b>	<b>8,620,916</b>	<b>6,467,331</b>	<b>6,833,186</b>
<b>TOTAL ALL FUNDS</b>		<b>42,776,268</b>	<b>55,507,909</b>	<b>49,566,955</b>	<b>60,069,168</b>

## **SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT**

Fund Type	Summary Revenue Type	2007-2008 Actual Revenues	2008-2009 Actual Revenues	2009-2010 Budgeted Revenues	2010-2011 Proposed Budget
General Fund	Property Taxes	6,664,306	7,023,316	7,525,174	7,593,944
General Fund	Other Tax Revenues	2,312,476	2,534,458	2,408,280	2,618,280
General Fund	Franchise Taxes	920,045	947,257	1,005,000	1,005,000
General Fund	Hotel Taxes	3,269,458	2,807,377	3,047,000	2,867,000
General Fund	Business Licenses	343,663	351,109	350,000	350,000
General Fund	Permits	454,462	317,641	318,500	431,252
General Fund	Fines/Forfeitures	576,367	771,323	859,473	1,047,473
General Fund	Use Of Money & Property	539,115	534,310	483,450	403,450
General Fund	Federal, State, and County	125,547	158,018	179,000	166,169
General Fund	Engineer & Planning Fee	297,394	237,162	259,930	419,949
General Fund	Public Safety Services	424,027	323,769	277,844	324,596
General Fund	Water & Sanitation In-Lieu	99,732	102,720	105,806	108,980
General Fund	Other Revenues	240,449	481,275	311,347	148,610
General Fund	Operating Transfer In	168,832	884,590	17,000	330,447
<b>General Fund</b>	<b>Total Revenues</b>	<b>16,435,873</b>	<b>17,474,325</b>	<b>17,147,803</b>	<b>17,815,150</b>

Special Revenue Funds	Other Tax Revenues	417,565	382,646	400,000	380,000
Special Revenue Funds	Permits	55,236	193,561	132,929	20,000
Special Revenue Funds	Use Of Money & Property	299,214	19,449	240,947	220,700
Special Revenue Funds	Federal, State, and County	1,009,670	1,644,464	2,033,116	971,408
Special Revenue Funds	Recreation Fees	523,784	708,094	608,113	752,590
Special Revenue Funds	Engineer & Planning Fee	562,203	2,636,073	256,295	245,566
Special Revenue Funds	Public Safety Services	199,079	288,596	205,332	27,000
Special Revenue Funds	Other Revenues	337,426	135,368	15,297	5,887
Special Revenue Funds	Operating Transfer In	735,953	3,379,582	734,954	580,800
<b>Special Revenue Funds</b>	<b>Total Revenues</b>	<b>4,140,129</b>	<b>9,387,834</b>	<b>4,626,983</b>	<b>3,203,951</b>

Debt Service Funds	Property Taxes	647,638	647,507	607,506	667,020
Debt Service Funds	Use Of Money & Property	24,433	-10,593	11,150	5,320
Debt Service Funds	Operating Transfer In	320,004	309,888	314,273	313,273
<b>Debt Service Funds</b>	<b>Total Revenues</b>	<b>992,075</b>	<b>946,802</b>	<b>932,929</b>	<b>985,612</b>

Capital Project Funds	Permits	6,874	64,117	40,533	0
Capital Project Funds	Use Of Money & Property	56,647	4,207	0	0
Capital Project Funds	Engineer & Planning Fee	19,614	1,583,753	24,394	0
Capital Project Funds	Public Safety Services	0	15,188	5,627	0
Capital Project Funds	Other Revenues	0	7	0	0
Capital Project Funds	Operating Transfer In	709,217	0	0	0
<b>Capital Project Funds</b>	<b>Total Revenues</b>	<b>792,352</b>	<b>1,667,272</b>	<b>70,553</b>	<b>0</b>

## **SCHEDULE 3 – SUMMARY OF REVENUES BY ACCOUNT**

<b>Fund Type</b>	<b>Summary Revenue Type</b>	<b>2007-2008 Actual Revenues</b>	<b>2008-2009 Actual Revenues</b>	<b>2009-2010 Budgeted Revenues</b>	<b>2010-2011 Proposed Budget</b>
Enterprise Funds	Property Taxes	-8,028	0	0	-8,737
Enterprise Funds	Permits	0	0	15,000	5,000
Enterprise Funds	Use Of Money & Property	221,516	26,091	120,000	90,000
Enterprise Funds	Federal, State, and County	19,143	15,083	0	13,549,161
Enterprise Funds	Engineer & Planning Fee	0	-21,251	5,040	5,000
Enterprise Funds	Water & Sanitation Service	11,009,907	12,485,427	11,302,000	12,845,344
Enterprise Funds	Other Revenues	12,739	36,193	54,000	15,000
Enterprise Funds	Proceeds: Bond/Loan Financing	10,238	-10,238	5,965,775	0
Enterprise Funds	Operating Transfer In	905,496	2,121,741	714,103	2,513,767
Enterprise Funds	Equity Transfers	0	680,388	0	0
<b>Enterprise Funds</b>	<b>Total Revenues</b>	<b>12,171,012</b>	<b>15,333,433</b>	<b>18,175,918</b>	<b>29,014,535</b>
Internal Service Funds	Use Of Money & Property	13,227	-40,239	10,300	3,136
Internal Service Funds	Federal, State, and County	0	12,406	0	0
Internal Service Funds	Other Revenues	1,744,091	1,891,535	1,930,499	2,118,958
Internal Service Funds	Operating Transfer In	178,485	213,624	204,640	94,640
<b>Internal Service Funds</b>	<b>Total Revenues</b>	<b>1,935,804</b>	<b>2,077,327</b>	<b>2,145,439</b>	<b>2,216,733</b>
RDA Funds	Property Taxes	4,607,427	5,426,628	5,352,771	5,559,955
RDA Funds	Use Of Money & Property	502,149	-220,341	67,000	58,000
RDA Funds	Other Revenues	44,368	46,224	58,133	54,283
RDA Funds	Operating Transfer In	1,155,171	3,368,406	989,427	1,160,948
<b>RDA Funds</b>	<b>Total Revenues</b>	<b>6,309,116</b>	<b>8,620,917</b>	<b>6,467,331</b>	<b>6,833,186</b>
<b>ALL FUNDS</b>	<b>Total Revenues</b>	<b>42,776,359</b>	<b>55,507,910</b>	<b>49,566,955</b>	<b>60,069,168</b>

## SCHEDULE 4 – SUMMARY OF EXPENDITURES BY FUND

Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
<b>General Fund</b>					
1101	GENERAL FUND	17,704,513	17,625,849	17,309,014	17,815,150
<b>Special Revenue Funds</b>					
1103	DEVELOPER: PERMITS	544,966	824,172	245,672	95,474
1120	JOINT FIRE TRAINING PROGRAM	233,093	215,090	245,000	229,007
1205	MEASURE A	125,236	1,276,160	643,193	262,001
1211	HIGHWAY USERS TAX: 2105/2106/2107/2107.5	407,476	379,879	486,947	411,805
1215	RECREATION	1,445,299	1,429,063	1,289,795	982,590
1217	ASSET FORFEITURE				
1218	NOISE INSULATION: V	0	6,406	18,790	18,669
1227	INTEGRATED WASTE MANAGEMENT	266,117	321,776	333,333	275,059
1228	SAM TRANS: (ECR) / VICTORIA AVE	16,519	4,504	4,428	0
1231	STATE: SLESF / (COP)	126,998	144,054	100,000	100,000
1244	STATE: TRAFFIC CONGESTION RELIEF PROP 1B	0	1,044,703	908,966	101,065
1246	FEMA				
1249	FEDERAL: PUBLIC SAFETY EQUIPMENT GRANT	0	0	0	200,000
1250	SMC: STREET SWEEP / CONGESTION	38,800	20,293	39,300	86,020
1270	SAFE ROUTES TO SCHOOL	0	51	75,520	0
1280	SENIOR: PROGRAM DONATIONS	7,896	8,263	11,000	15,000
1530	FIELD LICENSE AGREEMENT	0	204,758	2,730,695	417,793
1531	DEVELOPER: HOUSING FEES	0	0	0	0
1540	DOCUMENT IMAGING FEES	0	18,724	24,908	20,000
1542	PEG PROGRAMMING CAPITAL	43,903	3,984	16,000	16,004
1545	PARKS SPECIAL REVENUE	22,658	7,468	0	1,741
1550	SISTER CITY	2,417	26,340	3,087	3,087
	<b>Total: Special Revenue Funds</b>	<b>3,281,378</b>	<b>5,935,687</b>	<b>7,176,636</b>	<b>3,235,315</b>
<b>Debt Service Funds</b>					
1354	1999 COP: POLICE REMODEL	323,128	322,157	320,273	318,592
1355	2001 GOB: LIBRARY	598,644	603,975	612,656	621,318
	<b>Total: Debt Service Funds</b>	<b>921,771</b>	<b>926,132</b>	<b>932,929</b>	<b>939,910</b>
<b>Capital Project Funds</b>					
1104	DEVELOPER: FEES	0	250,210	0	248
1171	STARWOOD HOTELS	0	743	9,258	8,928
1181	FRANCHER / PHOENIX DEVELOPMENT				
1191	BRADDOCK / LOGAN DEVELOPMENT	15,853	1,457,153	62,825	1,446
1435	PLAZA BAY				
	<b>Total: Capital Project Funds</b>	<b>15,853</b>	<b>1,708,105</b>	<b>72,082</b>	<b>10,621</b>

## SCHEDULE 4 – SUMMARY OF EXPENDITURES BY FUND

Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
<b>Enterprise Funds</b>					
1661	SANITATION	4,720,021	6,007,102	11,657,287	8,688,162
1662	WATER	4,162,077	4,513,640	7,620,625	7,719,105
1663	SANITATION: CAPITAL FACILITY	0	748	30,525,875	13,549,161
1664	STORM DRAIN	454,635	415,745	448,150	489,773
1665	SANITATION: CO-GENERATION PROJECT	470,696	700,857	0	485,515
1666	SANITATION: DEBT SERVICE	505,953	506,377	505,953	2,257,601
	<b>Total: Enterprise Funds</b>	<b>10,313,382</b>	<b>12,144,470</b>	<b>50,757,890</b>	<b>33,189,317</b>
<b>Internal Service Funds</b>					
1770	INSURANCE: WORKERS' COMPENSATION	512,048	1,105,372	740,460	861,063
1771	INSURANCE: GENERAL LIABILITY	536,407	459,605	438,042	458,617
1772	INSURANCE: UNEMPLOYMENT	16,228	34,748	19,165	22,725
1773	GARAGE REVOLVING	642,467	643,872	1,129,992	1,043,968
1774	POLICE VEHICLE MAINTENANCE	104,472	62,143	110,000	97,896
	<b>Total: Internal Service Funds</b>	<b>1,811,621</b>	<b>2,305,741</b>	<b>2,437,659</b>	<b>2,484,270</b>
<b>Redevelopment Agency Funds (RDA)</b>					
2236	RDA: LMIHF 20% TAX INCREMENT	2,318,473	2,990,934	650,753	681,992
2326	RDA: 80% TAX INCREMENT (DEBT SERVICE)	3,259,493	3,070,727	3,141,212	3,613,024
2416	RDA: OPERATIONS	888,364	845,898	1,180,290	1,150,285
2418	RDA: CAPITAL PROJECT	0	38,645	0	0
2420	RDA: DEVELOPMENT OPPORTUNITY	322,405	424,090	203,232	0
2437	RDA: HOUSING CAPITAL PROJECT	2,026,176	3,931,252	0	0
	<b>Total: Redevelopment Agency Funds (RDA)</b>	<b>8,814,911</b>	<b>11,301,546</b>	<b>5,175,486</b>	<b>5,445,302</b>
<b>TOTAL ALL FUNDS</b>		<b>42,863,431</b>	<b>51,947,530</b>	<b>83,861,696</b>	<b>63,119,885</b>

## **SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT**

Fund Type	Summary Revenue Type	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
General Fund	Salaries & Employee Benefits	11,319,059	11,902,711	11,729,086	11,764,818
General Fund	Services	3,216,341	3,053,763	3,102,761	3,874,269
General Fund	Supplies	186,324	244,888	222,829	185,261
General Fund	Other Operating Expenditures	603,462	611,731	1,030,643	930,725
General Fund	Capital Expenditures	173,123	218,884	68,820	166,200
General Fund	Operating Transfers Out	2,206,203	1,593,872	1,154,876	893,877
<b>General Fund</b>	<b>Total Expenditures</b>	<b>17,704,513</b>	<b>17,625,849</b>	<b>17,309,014</b>	<b>17,815,150</b>
Special Revenue Funds	Salaries & Employee Benefits	1,532,215	1,551,708	1,484,200	1,213,471
Special Revenue Funds	Services	1,022,040	1,179,487	3,965,406	1,589,229
Special Revenue Funds	Supplies	121,380	106,739	126,681	224,211
Special Revenue Funds	Other Operating Expenditures	107,360	13,104	24,105	41,775
Special Revenue Funds	Capital Expenditures	86,579	1,409,630	1,467,305	0
Special Revenue Funds	Operating Transfers Out	411,804	1,675,020	108,940	166,628
<b>Special Revenue Funds</b>	<b>Total Expenditures</b>	<b>3,281,378</b>	<b>5,935,687</b>	<b>7,176,636</b>	<b>3,235,315</b>
Debt Service Funds	Services	2,000	776	0	919
Debt Service Funds	Other Operating Expenditures	919,771	925,356	932,929	938,991
<b>Debt Service Funds</b>	<b>Total Expenditures</b>	<b>921,771</b>	<b>926,132</b>	<b>932,929</b>	<b>939,910</b>
Capital Project Funds	Services	15,853	77,092	68,541	10,621
Capital Project Funds	Supplies	0	1,013	0	0
Capital Project Funds	Other Operating Expenditures	0	0	3,541	0
Capital Project Funds	Capital Expenditures	0	0	0	0
Capital Project Funds	Operating Transfers Out	0	1,630,000	0	0
<b>Capital Project Funds</b>	<b>Total Expenditures</b>	<b>15,853</b>	<b>1,708,105</b>	<b>72,082</b>	<b>10,621</b>

## **SCHEDULE 5 – SUMMARY OF EXPENDITURES BY ACCOUNT**

<b>Fund Type</b>	<b>Summary Revenue Type</b>	<b>2007-2008 Actual Expenditures</b>	<b>2008-2009 Actual Expenditures</b>	<b>2009-2010 Budgeted Expenditures</b>	<b>2010-2011 Proposed Budget</b>
Enterprise Funds	Salaries & Employee Benefits	4,302,914	4,494,129	4,801,364	4,993,324
Enterprise Funds	Services	1,322,727	1,745,258	2,833,533	2,505,875
Enterprise Funds	Supplies	2,025,031	2,165,368	2,878,043	2,497,170
Enterprise Funds	Other Operating Expenditures	2,128,798	2,109,402	6,043,475	4,470,635
Enterprise Funds	Capital Expenditures	0	0	33,695,523	16,257,000
Enterprise Funds	Operating Transfers Out	533,913	1,630,313	505,953	2,465,314
<b>Enterprise Funds</b>	<b>Total Expenditures</b>	<b>10,313,382</b>	<b>12,144,470</b>	<b>50,757,890</b>	<b>33,189,317</b>
Internal Service Funds	Salaries & Employee Benefits	494,425	448,483	405,262	385,125
Internal Service Funds	Services	228,762	143,617	198,535	288,255
Internal Service Funds	Supplies	223,000	192,272	204,565	145,910
Internal Service Funds	Other Operating Expenditures	865,434	1,319,324	1,388,202	1,399,605
Internal Service Funds	Capital Expenditures	0	-30,414	241,096	190,428
Internal Service Funds	Operating Transfers Out	0	232,459	0	74,948
<b>Internal Service Funds</b>	<b>Total Expenditures</b>	<b>1,811,621</b>	<b>2,305,741</b>	<b>2,437,659</b>	<b>2,484,270</b>
RDA Funds	Salaries & Employee Benefits	644,509	709,769	699,393	883,593
RDA Funds	Services	400,052	402,532	459,898	447,993
RDA Funds	Supplies	929	6,849	13,317	4,200
RDA Funds	Other Operating Expenditures	593,866	569,538	573,251	691,407
RDA Funds	ERAF / Prop Tax Pass Thru	1,666,662	1,954,684	2,025,000	2,025,000
RDA Funds	Capital Expenditures	4,303,722	4,092,005	200,000	0
RDA Funds	Operating Transfers Out	1,205,171	3,566,168	1,204,627	1,393,109
<b>RDA Funds</b>	<b>Total Expenditures</b>	<b>8,814,911</b>	<b>11,301,546</b>	<b>5,175,486</b>	<b>5,445,302</b>
<b>ALL FUNDS</b>	<b>Total Expenditures</b>	<b>42,863,431</b>	<b>51,947,530</b>	<b>83,861,696</b>	<b>63,119,886</b>

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 (COP) in the amount of \$4,105,000. The COP proceeds were used to finance the expansion and renovation of the Police department, construction of a community room, funding a reserve fund, and the costs to issue the COP. Semi-annual interest payments are due March 1, and September 1, and principal payments are due every March 1, until March 1, 2024 and payable from General Fund revenues.

#### 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. In fiscal year 2005, the loan agreement was amended to defer repayment until May 2007. The City did not make a payment during fiscal year 2007, 2008, 2009 or 2010.

Interest payments are due annually May 9, and outstanding principal is due May 9, 2011. However, the City's obligation to make the annual interest payment or payment on 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 February 1, and August 1, and principal payments are due every August 1, until August 1, 2036. The debt service payments are paid from a voter-approved tax levy.

#### 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 \$17,516,802 at June 30, 2009. The Bonds do not pay periodic interest. Interest on the Bonds accrete in value at the rates of 4.35% to 6.58%. Repayments of the accreted principal commenced on June 1, 2008, and continue 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%. Note: This loan was refinanced on December 15, 2009. See details under the 2009 COP - Wastewater Revenue, Series B.

#### 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%.

#### 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 begin 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. Note: These Revenue Notes were refinanced on December 15, 2009. See details under the 2009 COP - Wastewater Revenue, Series B

#### 2009 Certificates of Participation (COP) - Wastewater Revenue, Series A

On December 15, 2009, the City issued 2009 COP Wastewater Revenue Series A, in the amount of \$5,560,000. The proceeds will be used to finance the construction of improvements to the Wastewater Treatment facilities and fund a debt service and reserve account. Semi-annual Interest payments are due December 01 and June 01, and principle payments commence on June 01, 2036 until June 01, 2040.

#### 2009 Certificates of Participation (COP) - Wastewater Revenue, Series B

On December 15, 2009, the City issued 2009 COP Wastewater Revenue Series B in the amount of \$10,250,000. The proceeds were used to refinance the outstanding 2005 Bank Loan - Co-Generation Project in the amount of \$5,634,683.15, and the 2008 Subordinate Wastewater Revenue Notes in the amount of \$4,007,789 and fund a reserve account. Semi-annual Interest payments are due December 1, and June 1, and principal payments are due every December 1, until June 01, 2040.

#### 2009 State Water Resources Control Board - State Revolving Loan Fund Project No C-06-5017-110

On October 21, 2009, the City entered into a financing contract with the State of California Water Resources Control Board (under its revolving loan program) in a principal amount not to exceed \$34,000,000, for the purpose of providing funds for the acquisition, construction and improvement of the Wastewater Treatment

## **DEBT SERVICE**

facilities. Draws on the State Loan will accrue interest at the rate of 1% per annum. Accrued interest is added to the principal balance of the State Loan and loan repayment commences 12 months after the project completion. The State Loan will be repaid over 20 years in equal annual installments.

### 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, 2009 was \$26,152,000.

### **Debt Schedule**

#### City of Millbrae Fiscal Year 2010-2011 Debt Schedule

Type of Issue	Issue Date	Date of Maturity	Amount of Original Issue	June 30, 2009 Balance	FY 09/10 Retirements	FY 09/10 Additions	June 30, 2010 Balance	FY 10/11 Retirements	June 30, 2011 Outstanding
<b>General Fund Obligations</b>									
1999 COP Police Expansion / New Comm Room	12/01/99	03/01/24	4,105,000	3,135,000	140,000		2,995,000	145,000	2,850,000
1999 Natural Disaster Assistance Loan	06/09/01	06/09/11	2,686,858	400,000	200,000		200,000	200,000	0
2001 General Obligation Bonds - Library	08/07/05	08/01/36	10,600,000	10,345,000	85,000		10,260,000	100,000	10,160,000
2004 Taxable Pension Obligation Bonds	06/01/04	06/01/34	11,521,630	14,633,198	795,000		13,838,198	825,000	13,013,198
2006 Lease Purchase - Phone System	04/25/06	04/25/11	246,658	97,018	51,914		45,104	45,104	0
2007 Lease Purchase - Fire Apparatus	01/12/07	01/12/11	430,463	176,049	85,890		90,159	90,159	0
2007 Lease Purchase - Police Vehicles	02/27/07	02/27/10	144,669	37,097	37,097		0		0
<b>Total General Fund Obligations</b>			<b>29,735,277</b>	<b>28,823,362</b>	<b>1,394,902</b>		<b>27,428,460</b>	<b>1,405,263</b>	<b>26,023,198</b>
<b>Redevelopment Agency Obligations</b>									
2005 Tax Allocation Bonds - Redevelopment	08/01/05	08/01/35	<b>8,590,000</b>	<b>8,270,000</b>	<b>105,000</b>		<b>8,165,000</b>	<b>180,000</b>	<b>7,985,000</b>
<b>Enterprise Fund Obligations</b>									
2005 Loan - Co-Generation Project	04/27/05	04/27/25	6,486,209	5,600,398	5,600,398		0		0
2008 Subordinate Wastewater Revenue Notes	05/15/08	04/01/10	3,965,000	3,965,000	3,965,000		0		0
2009 State Revolving Loan - C-06-5017-110	10/21/09	10/21/32	34,000,000				0		0
2009 COP Wastewater Revenue - Series A	12/15/09	06/01/40	5,560,000			5,560,000	5,560,000		5,560,000
2009 COP Wastewater Revenue - Series B	12/15/09	06/01/40	10,250,000			10,250,000	10,250,000	1,600,000	8,650,000
<b>Total Enterprise Fund Obligations</b>			<b>60,261,209</b>	<b>9,565,398</b>	<b>9,565,398</b>	<b>15,810,000</b>	<b>15,810,000</b>	<b>1,600,000</b>	<b>14,210,000</b>
<b>Grand Total</b>			<b>98,586,487</b>	<b>46,658,760</b>	<b>11,065,300</b>	<b>15,810,000</b>	<b>51,403,460</b>	<b>3,185,263</b>	<b>48,218,198</b>

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## POSITION ALLOCATION

Department	Job Title / Classification	Approved Budget 2007-2008	Approved Budget 2008-2009	Approved Budget 2009-2010	Proposed Budget 2010-2011
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### CITY ADMINISTRATION

Council Member		5.00	5.00	5.00	5.00
City Manager		1.00	1.00	1.00	1.00
Assistant City Manager		1.00	1.00	1.00	1.00
City Clerk		1.00	1.00	1.00	1.00
Administrative Assistant / Human Resource		1.00	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	
<b>Total</b>		<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>9.00</b>

#### Part Time Temporary Positions / Full Time Equivalent

Human Resource Director	(1/2 Time Position)				0.50
Office Assistant I	(1/2 Time Position)			0.50	0.50
<b>Total</b>		<b>0.00</b>	<b>0.00</b>	<b>0.50</b>	<b>1.00</b>

### COMMUNITY SERVICES

Community Services / Parks Director		1.00	1.00	1.00	1.00
Administrative Assistant		1.00	1.00	1.00	2.00
Associate Planner	(.80 Position)	0.80	0.80	0.80	
Building Official		1.00	1.00	1.00	1.00
City Planner		1.00	1.00	1.00	1.00
Code Enforcement Officer	(1/2 Time Position)	0.50	0.50	0.50	0.50
Maintenance Worker		2.00	2.00	2.00	2.00
Office Assistant I	(1/2 Time Position)	0.50	0.50	0.50	
Office Assistant II		1.00	1.00	1.00	2.00
Parks Field Supervisor		1.00	1.00	1.00	1.00
Parks Maintenance Technician		3.00	3.00	3.00	3.00
Parks Superintendent		1.00	1.00	1.00	1.00
Plan Checker / Building Inspector		1.00	1.00	1.00	1.00
Recreation Coordinator		2.00	2.00	2.00	2.00
Recreation Services Manager		1.00	1.00	1.00	1.00
Recreation Superintendent		1.00	1.00	1.00	1.00
Senior Maintenance Worker P/W and Parks		1.00	1.00	1.00	1.00
Tiny Tot Teacher	(1/2 Time Position)	0.50	0.50	0.50	0.50
<b>Total</b>		<b>20.30</b>	<b>20.30</b>	<b>20.30</b>	<b>21.00</b>

#### Part Time Temporary Positions / Full Time Equivalent

Project Manager - Housing	(1/2 Time Position)				0.50
Parks Maintenance Worker				2.00	1.00
Recreation Temporary				11.98	8.16
<b>Total</b>		<b>0.00</b>	<b>0.00</b>	<b>13.98</b>	<b>9.66</b>

## POSITION ALLOCATION

Department	Job Title / Classification	Approved Budget 2007-2008	Approved Budget 2008-2009	Approved Budget 2009-2010	Proposed Budget 2010-2011
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### FINANCE

Finance Director		1.00	1.00	1.00	1.00
Accounting Clerk III		3.00	1.00	1.00	
Accounting Technician			2.00	2.00	3.00
Financial System Analyst II		1.00	1.00	1.00	1.00
Information Systems Supervisor					1.00
Senior Accountant		1.00	1.00	1.00	1.00
Senior Accounting Technician		1.00	1.00	1.00	1.00
City Treasurer		1.00	1.00	1.00	
<b>Total</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

Part Time Temporary Positions / Full Time Equivalent					
Project Manager / Senior Accountant	(1/2 Time Position)				0.50
<b>Total</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>

### POLICE

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

Part Time Temporary Positions / Full Time Equivalent					
Police Chief Interim	(1/2 Time Position)				0.25
Police Commander	(1/2 Time Position)				0.50
Detective	(1/2 Time Position)			1.10	1.00
Community Service Officer	(1/2 Time Position)				0.50
Parking Enforcement	(1/2 Time Position)			3.53	2.75
<b>Total</b>		<b>0.00</b>	<b>0.00</b>	<b>4.63</b>	<b>5.00</b>

### FIRE

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

# POSITION ALLOCATION

Department	Job Title / Classification	Approved Budget 2007-2008	Approved Budget 2008-2009	Approved Budget 2009-2010	Proposed Budget 2010-2011
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## PUBLIC WORKS

Director of Public Works		1.00	1.00	1.00	1.00
Administrative Assistant		1.00	1.00	1.00	1.00
Associate Engineer		1.00	1.00	1.00	1.00
Chief Treatment Oper II		1.00	1.00	1.00	1.00
City Engineer		1.00	1.00	1.00	1.00
Engineering Technician		1.00	1.00	1.00	1.00
Environmental Programs Coordinator	(.80 Position)				0.80
Environmental Programs Manager	(.80 Position)				0.80
Equipment Mechanic I		1.00	1.00		
Equipment Mechanic III		1.00	1.00	1.00	1.00
Indust Waste Insp II		1.00	1.00	1.00	
Lab and Source Control Supervisor		1.00	1.00	1.00	1.00
Laboratory Analyst/Chemist		1.00	1.00	1.00	1.00
Maintenance Worker		12.00	12.00	11.00	9.00
Office Assistant I				1.00	1.00
Office Assistant II		1.00	1.00		
Plant Maintenance Worker I		1.00	1.00		
Plant Maintenance Worker II				1.00	1.00
Public Works Foreman		1.00	1.00	1.00	1.00
Public Works Lead Worker II		2.00	2.00	2.00	2.00
Public Works Superintendent		1.00	1.00	1.00	1.00
Public Works Supervisor I		2.00	2.00	2.00	2.00
Public Works Supervisor II		1.00	1.00	1.00	1.00
Pump Mechanic I				1.00	1.00
Recycling Assistant	(.80 Position)	0.80	0.80	0.80	
Senior Industrial Waste Inspector		1.00	1.00	1.00	1.00
Senior Maintenance Worker P/W and Parks		3.00	3.00	4.00	5.00
Senior Office Assistant		3.00	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	1.00
Sr Treatment Plant Oper		1.00	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	1.00
WPCP Superintendent		1.00	1.00	1.00	1.00
WWTP Plant Oper I		1.00	1.00	1.00	1.00
WWTP Plant Oper II		3.00	3.00	3.00	3.00
<b>Total</b>		<b>49.60</b>	<b>49.60</b>	<b>49.60</b>	<b>46.60</b>

### Part Time Temporary Positions / Full Time Equivalent

Maintenance Worker				2.00	
<b>Total</b>				<b>2.00</b>	<b>0.00</b>

<b>Grand Total Permanent</b>		<b>142.40</b>	<b>142.40</b>	<b>142.90</b>	<b>138.60</b>
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<b>Grand Total Part Time Temporary</b>		<b>0.00</b>	<b>0.00</b>	<b>21.11</b>	<b>16.16</b>
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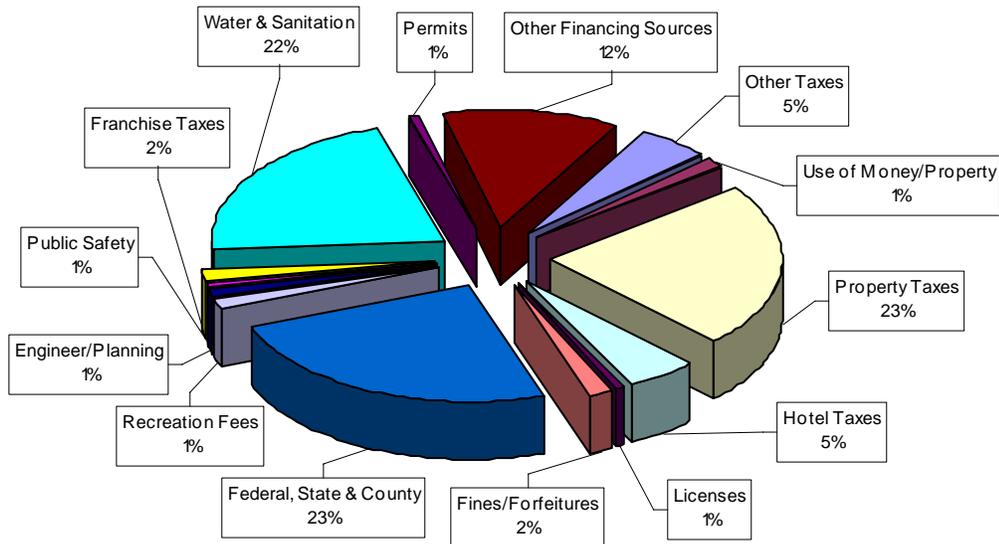
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# MAJOR REVENUE DESCRIPTIONS

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## Revenue for Fiscal Year 2010-2011

### 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) annually as of January 1. The Fiscal Year (FY) 2010-2011 General Fund projected budget for this revenue source is \$7,593,944.

#### *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.

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## **MAJOR REVENUE DESCRIPTIONS**

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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 2010-2011 General Fund projected budget for this revenue source is \$2,618,280.

### *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 of California Department of Motor Vehicles at registration and renewal. This 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 12% of gross room receipts and is allocated directly to General Fund functions. The FY 2010-2011 General Fund projected budget for this revenue source is \$2,867,000.

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## **MAJOR REVENUE DESCRIPTIONS**

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### Franchise Tax

Private utility companies pay franchise fees to the City of Millbrae in exchange for the use of the City's right-of-ways. Franchise fees are set through Franchise Agreements negotiated between the City and individual utility companies. The City of Millbrae currently has franchise agreements with Pacific Gas & Electric, Comcast Cable Company and receives franchise fees from South San Francisco Scavenger Company. The FY 2010-2011 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 2010-2011 General Fund projected budget for this revenue source is \$350,000.

### Permits, Engineer & Planning Fees

This category reflects the fees paid by developers, and contractors to offset costs of providing construction inspection and plan review services. The FY 2010-2011 General Fund projected budget for this revenue source is \$850,746.

### Fines / Forfeitures

The California Vehicle and Penal Codes impose fines and penalties for traffic violations and vehicular parking. The FY 2010-2011 General Fund projected budget for this revenue source is \$1,047,473.

### 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 2010-2011 General Fund projected budget for this revenue source is \$403,450.

### Public Safety Services

Revenue in this category reflects reimbursement for Police POST training, alarm monitoring, and other services administered by both the Police and Fire Departments. The FY 2010-2011 General Fund projected budget for this revenue source is \$324,596.

### 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 2010-2011 General Fund projected budget for this revenue source is \$166,169.

### Other Financing Sources

This includes revenue received in the General Fund; Special Revenue Funds; Debt Service Funds; and Internal Service Funds; to offset staffing, services, bond and loan payments, equipment, and CIP projects. The FY 2010-2011 General Fund projected budget for this revenue source is \$479,057

### 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 distribution, sewer collection, water treatment, and solid waste services to their residents. Users of these services pay utility fees, which the City deposits into Enterprise Funds.

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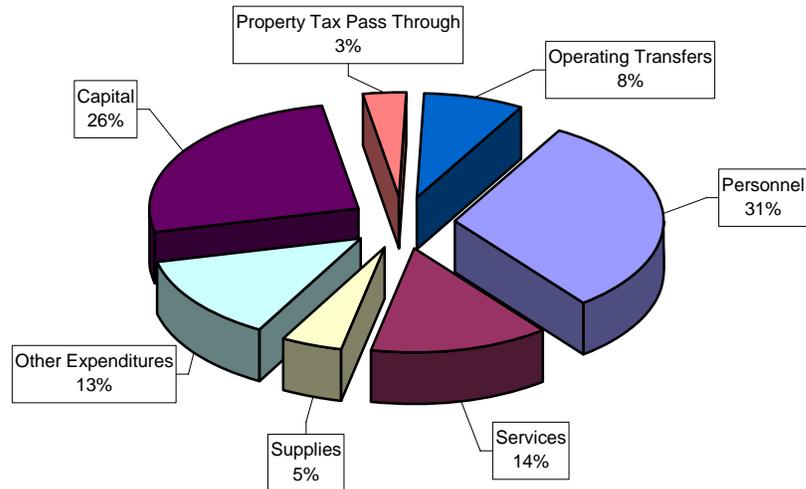
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# APPROPRIATION DESCRIPTIONS

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## Appropriations for Fiscal Year 2010-2011

### All Funds



#### Personnel Costs

Personnel Costs include salaries and benefits. Salaries are costs associated with compensation paid to employees of the City. These costs may include a cost-of-living adjustment (if 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 2010-2011 General Fund projected budget for this expenditure is \$12,431,735.

#### 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 2010-2011 General Fund projected budget for this expenditure is \$3,874,269.

#### Supplies

Supplies 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 2010-2011 General Fund projected budget for this expenditure is \$185,261.

#### Other Operating Expenditures

This category reflects General Liability and Claim Settlements; 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 2010-2011 General Fund projected budget for this expenditure is \$930,725.

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## ***APPROPRIATION DESCRIPTIONS***

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### 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 2010-2011 General Fund projected budget for this expenditure is \$166,200.

### ERAF & Property Tax Pass Through

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

### Operating Transfers

This includes expenditures incurred on behalf of the General Fund; Special Revenue Funds; Internal Service Funds and Enterprise Funds. Such transactions are considered to be a transfer out in the Fund that should have incurred the expenditure, and revenue into the Fund that incurred the staffing, service, bond or loan payment, equipment or CIP project expense. The FY 2010-2011 General Fund projected budget for this expenditure is \$893,8767

## GENERAL GOVERNMENT

**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 Manager:** Provide policy-making support to the City Council and oversee the day to day delivery of services to the community.

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

**Department Total Appropriations:****City Council**

Expenditure Description	2007-2008 Actual	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed
Salaries and Employee Benefits	84,097	82,893	75,885	91,236
Services	46,531	48,099	52,224	52,228
Supplies	740	1,172	1,599	1,599
Other Operating Expenditures	864	864	885	1,419
<b>Total Appropriations</b>	<b>132,232</b>	<b>133,028</b>	<b>130,592</b>	<b>146,481</b>

**City Administration**

Expenditure Description	2007-2008 Actual	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed
Salaries and Employee Benefits	1,106,581	1,042,588	1,509,114	1,567,025
Payroll Reductions				(1,191,386)
Services	769,246	943,217	779,976	1,516,908
Supplies	39,423	19,918	15,974	13,146
Other Operating Expenditures	282,578	1,867,237	868,698	1,499,555
Operating Transfers Out	2,579,651	1,603,761	1,005,208	514,077
<b>Total Appropriations</b>	<b>4,777,479</b>	<b>5,476,721</b>	<b>4,178,970</b>	<b>3,919,324</b>

# GENERAL GOVERNMENT

## Funding Sources:

### City Council

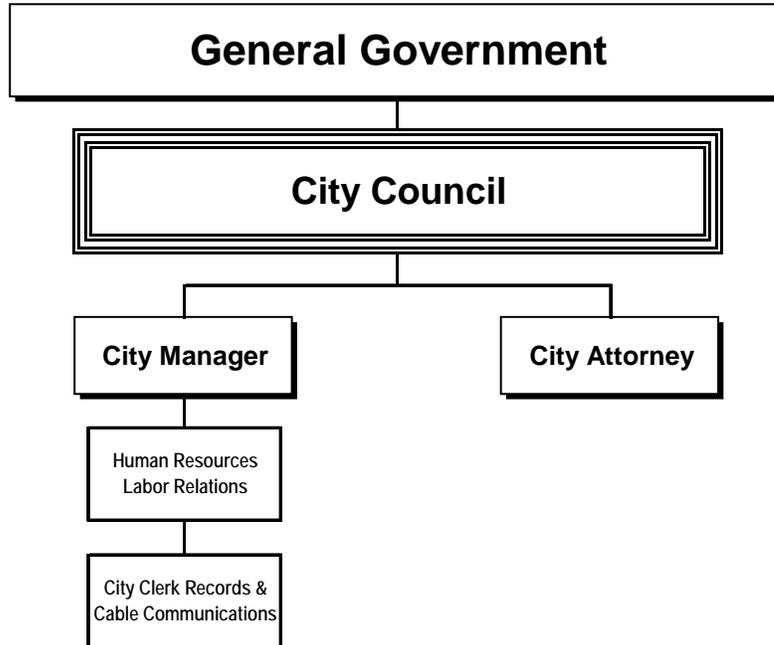
Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
1101	GENERAL FUND	120,709	119,063	112,141	123,932
2416	RDA: OPERATIONS	11,523	13,965	18,450	22,549
<b>TOTAL ALL FUNDS</b>		<b>132,232</b>	<b>133,028</b>	<b>130,592</b>	<b>146,481</b>

### City Administration

Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
1101	GENERAL FUND	3,030,712	1,857,582	2,638,239	1,988,319
1205	MEASURE A	56,164	0	0	0
1215	RECREATION	0	0	0	(278,488)
1227	INTEGRATED WASTE MANAGEMENT	0	0	0	(270)
1542	PEG PROGRAMMING CAPITAL	43,903	3,984	16,000	16,000
1545	PARKS SPECIAL REVENUE	0	0	0	1,734
1191	BRADDOCK / LOGAN DEVELOPMENT	0	0	3,541	0
1661	SANITATION	131,129	717,097	103,559	121,678
1662	WATER	102,813	402,145	103,559	98,037
1664	STORM DRAIN	0	40,233	0	41,440
1665	SANITATION: CO-GENERATION PROJEC	0	470,696	0	484,820
1770	INSURANCE: WORKERS' COMPENSATIO	512,048	1,105,372	740,460	854,685
1771	INSURANCE: GENERAL LIABILITY	481,490	459,605	438,042	453,680
1772	INSURANCE: UNEMPLOYMENT	16,228	34,748	19,165	22,691
1773	GARAGE REVOLVING	6,161	175,369	6,061	5,905
1774	POLICE VEHICLE MAINTENANCE	0	25,099	0	0
2236	RDA: LMIHF 20% TAX INCREMENT	11,503	11,555	11,449	13,699
2326	RDA: 80% TAX INCREMENT	287,243	(803)	0	0
2416	RDA: OPERATIONS	98,085	100,024	98,895	95,395
2418	RDA: CAPITAL PROJECT	0	38,645	0	0
2420	RDA: DEVELOPMENT OPPORTUNITY	0	35,370	0	0
<b>TOTAL ALL FUNDS</b>		<b>4,777,479</b>	<b>5,476,721</b>	<b>4,178,970</b>	<b>3,919,324</b>

# GENERAL GOVERNMENT

## Department Organization Chart:



## Approved Positions

Department	Job Title / Classification	Approved Budget 2007-2008	Approved Budget 2008-2009	Approved Budget 2009-2010	Proposed Budget 2010-2011
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### CITY ADMINISTRATION

Council Member	5.00	5.00	5.00	5.00
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00
Administrative Assistant / Human Resource	1.00	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	
<b>Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>9.00</b>

Part Time Temporary Positions / Full Time Equivalent				
Human Resource Director (1/2 Time Position)				0.50
Office Assistant I (1/2 Time Position)			0.50	0.50
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>	<b>1.00</b>

## ***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.

### **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 City Manager's Office. Notwithstanding the loss of one full-time position in this operational unit, the Council is able to govern effectively within existing appropriation levels.

### **Budget Discussion:**

City Report, the City resident newsletter, is published biennially and is electronically delivered to subscribers as a cost-savings measure.

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 Manager***

### **Mission:**

Provide policy-making support and administrative assistance to the City Council so that they can effectively govern the City. Overseeing the delivery of City services to assure efficiency, effectiveness and customer satisfaction.

### **Customers:**

Citizens of Millbrae

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

### **Services:**

This program provides oversight of the entire City 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 10 days and phone calls within 24 hours.

Three (3) full time employees are in 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
- > Budget Document – biennial
- > 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
- > Human Resources functions
- > City Clerk operation

## **City Clerk Cable Communications**

### **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.

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

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 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

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## **GENERAL GOVERNMENT**

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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 Discussion:**

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.

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.

### **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
- > 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

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## **GENERAL GOVERNMENT**

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- 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
- 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 Discussion:**

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 City Attorney 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.

***Human Resources***  
**Personnel & Labor Relations**

**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.

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 Manager and the City Council for modification of labor practices.

**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.

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:**

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

### **Mission:**

The mission of the Community Services Department is to ensure the safe, aesthetic, economically viable, and environmentally sustainable development of the community through the preparation of sound long-range plans, the enforcement of codes and standards, and the thoughtful review and responsive granting of land use entitlements and development permits. This unit is also tasked with enhancing the physical, cultural, and social well-being of the community by providing programs and services.

### **Divisions:**

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

**Planning:** The mission of the Planning Division is to promote the physical, social, and cultural well-being of the City of Millbrae by developing sound land use plans and policies for 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 facilitate public participation in the policy formulation and development review process; and to implement state requirements for local plans and ordinances.

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

**Recreation:** The mission of the Recreation Division is 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.

**Parks:** 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.

### **Budget Goals:**

1. Update the Millbrae Station Area Specific Plan as needed.
2. Continue to upgrade customer service through the use of technology including completion of the archiving of all building and planning records.
3. Complete the Planning approval and Building permit processes for the expansion of the Safeway store.
4. Achieve State certification of an updated Housing Element.
5. Complete the Planning approval and Building permit processes for the World Journal's new (replacement) office building.
6. Recommend a Green Building Ordinance for adoption by the City Council.
7. Recommend a revised California Building Code for adoption by the City Council.
8. Refine and document commercial code enforcement procedures.
9. Ensure that recreation programs are fully self-sustaining.

10. Ensure that community recreational and leisure service needs reflect the needs of changing community demographics.
11. Look for partnerships with other cities, non-profits, service clubs, school and businesses for the delivery of recreation programs and expand the number of volunteers to assist in the delivery of programs and services.

# COMMUNITY SERVICES

## Division Total Appropriations:

Expenditure Description	2007-2008 Actual	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed
Salaries and Employee Benefits	2,667,282	2,683,631	2,709,454	2,543,903
Services	1,549,640	1,523,025	3,965,254	1,346,610
Supplies	38,272	114,094	69,374	36,038
Other Operating Expenditures	81,663	54,688	55,232	94,791
Capital Expenditures	4,103,338	4,201,955	200,000	0
Operating Transfers Out	1,204,153	5,280,465	1,102,681	1,443,796
<b>Total Appropriations</b>	<b>9,644,347</b>	<b>13,857,859</b>	<b>8,101,994</b>	<b>5,465,138</b>

## Funding Sources:

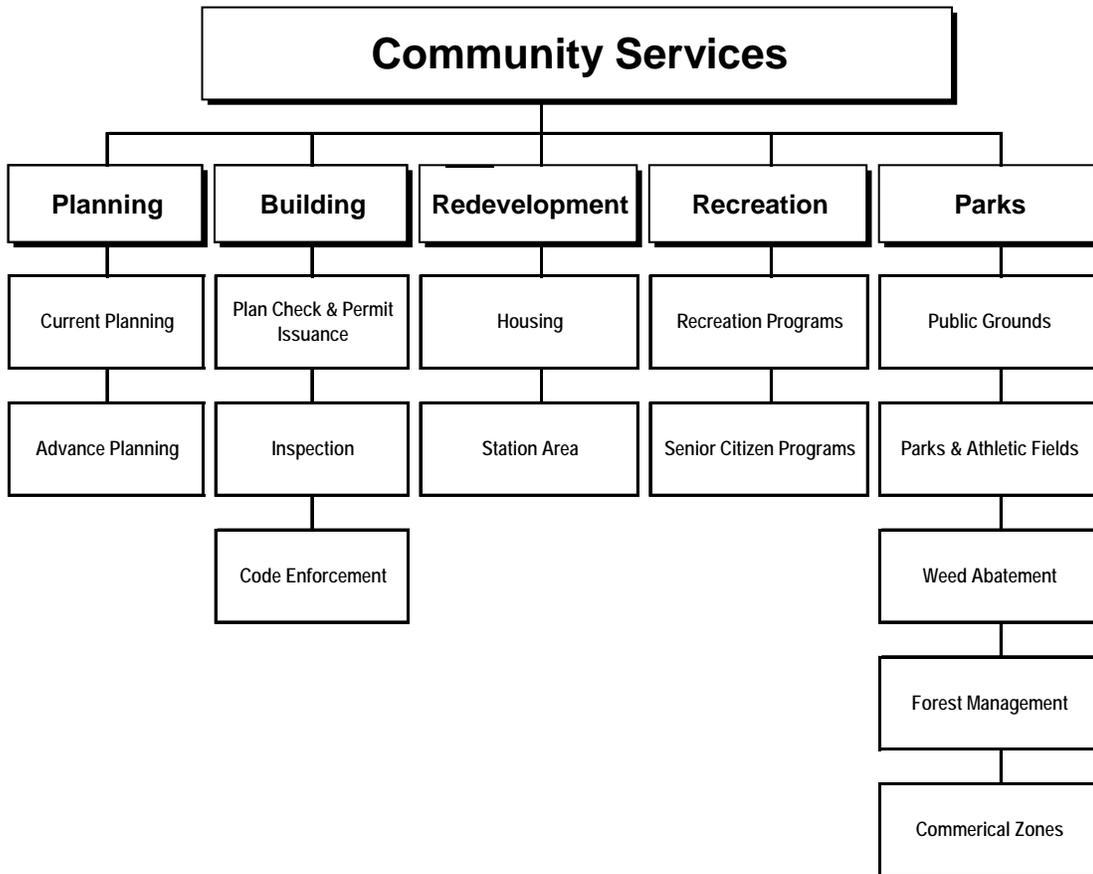
Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
1101	GENERAL FUND	1,965,033	1,921,366	1,690,777	1,456,296
1103	DEVELOPER: PERMITS	265,326	728,035	123,938	0
1215	RECREATION	1,432,213	1,415,568	1,276,935	1,220,647
1218	NOISE INSULATION: V	0	6,406	18,790	18,662
1227	INTEGRATED WASTE MANAGEMENT	0	15,000	0	0
1280	SENIOR: PROGRAM DONATIONS	7,896	8,263	11,000	15,000
1530	FIELD LICENSE AGREEMENT	0	204,758	2,730,695	415,933
1540	DOCUMENT IMAGING FEES	0	18,724	22,777	19,981
1545	PARKS SPECIAL REVENUE	22,658	7,468	0	0
1550	SISTER CITY	2,417	26,340	3,087	3,087
1104	DEVELOPER: FEES	0	210	0	0
1171	STARWOOD HOTELS	0	743	9,258	8,928
1191	BRADDOCK / LOGAN DEVELOPMENT	5,430	1,382,394	45,437	0
2236	RDA: LMIHF 20% TAX INCREMENT	2,191,392	2,552,898	201,357	223,925
2326	RDA: 80% TAX INCREMENT	745,000	856,748	876,481	1,265,194
2416	RDA: OPERATIONS	659,506	592,967	888,231	817,485
2420	RDA: DEVELOPMENT OPPORTUNITY	321,300	188,720	203,232	0
2437	RDA: HOUSING CAPITAL PROJECT	2,026,176	3,931,252		
<b>TOTAL ALL FUNDS</b>		<b>9,644,347</b>	<b>13,857,859</b>	<b>8,101,994</b>	<b>5,465,138</b>

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# COMMUNITY SERVICES

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## Organization Chart:



## COMMUNITY SERVICES

### Approved Positions:

#### COMMUNITY SERVICES

Job Title / Classification	Approved Budget 2007-2008	Approved Budget 2008-2009	Approved Budget 2009-2010	Proposed Budget 2010-2011
Community Services / Parks Director	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	2.00
Associate Planner (.80 Position)	0.80	0.80	0.80	
Building Official	1.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	1.00
Code Enforcement Officer (1/2 Time Position)	0.50	0.50	0.50	0.50
Maintenance Worker	2.00	2.00	2.00	2.00
Office Assistant I (1/2 Time Position)	0.50	0.50	0.50	
Office Assistant II	1.00	1.00	1.00	2.00
Parks Field Supervisor	1.00	1.00	1.00	1.00
Parks Maintenance Technician	3.00	3.00	3.00	3.00
Parks Superintendent	1.00	1.00	1.00	1.00
Plan Checker / Building Inspector	1.00	1.00	1.00	1.00
Recreation Coordinator	2.00	2.00	2.00	2.00
Recreation Services Manager	1.00	1.00	1.00	1.00
Recreation Superintendent	1.00	1.00	1.00	1.00
Senior Maintenance Worker P/W and Parks	1.00	1.00	1.00	1.00
Tiny Tot Teacher (1/2 Time Position)	0.50	0.50	0.50	0.50
<b>Total</b>	<b>20.30</b>	<b>20.30</b>	<b>20.30</b>	<b>21.00</b>

Part Time Temporary Positions / Full Time Equivalent				
Project Manager - Housing (1/2 Time Position)				0.50
Parks Maintenance Worker			2.00	1.00
Recreation Temporary			11.98	8.16
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>13.98</b>	<b>9.66</b>

## *Planning*

### **Mission:**

The mission of the Planning Unit's Current and Advance 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 Unit serves the citizens and business community of Millbrae; the professional architects, consultants, and other representatives of project applicants; the City Council, Planning Commission, and Downtown Process Committee; and other City departments.

### **Services:**

**Current Planning** – Provide timely service to the public in the processing of applications for entitlements and evaluating proposed uses of property for consistency with laws and regulations. Implement state requirements for local plans, ordinances, and environmental impact. Approve over-the-counter permits for signs, special events, home businesses, and business licenses.

**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. 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. Administer and update the Millbrae General Plan and Millbrae Station Area Specific Plan.

### **Budget Discussion:**

The City's Current and Advance Planning programs are not fully staffed (there is a City Planner and a half-time contract planner). Improvements to program technology are underway with expanding mapping capabilities, document imaging, and implementation of the CRW permit tracking program. The Unit will maintain limited counter hours as prudent and continue to seek ways to expedite the entitlement process. A comprehensive revision of Title 10 of the Municipal Code, the Zoning Ordinance has been completed during the prior budget year. During this budget year, the MSASP will be reviewed and amended as appropriate, and the Housing Element of the General Plan will be updated utilizing consultant assistance for which funds have been previously budgeted.

The Planning Unit's daily counter hours are 8:30 to 10:00 for walk-ins; prescheduled appointments are available at 10:00 and 11:00. These hours have been in place for the last few years and have worked well, partly because Planning staff have usually been able to accommodate customers who arrive after these hours or without appointments. Going forward, these counter hours will need to be adhered to more strictly so that the limited staff time available is preserved for work on pending projects for which application fees have been paid. The Community Services Department Administrative Assistant will continue to be available to assist customers on basic questions and informational needs.

A new "pay for a planner" system is proposed in which applicants would have the option of paying extra for planner time dedicated specifically to their project. The City would provide this service by hiring one or more independent contractors on an as-needed basis (this has already been successfully implemented for the Safeway project). This would require some coordination by City staff to ensure quality control, compliance with City codes and practices, and overall customer satisfaction.

As the Planning Unit moves closer to full cost recovery, it should be noted that there will always be some increment of staff time for which costs cannot be recovered because of those initial public contacts and inquiries that never materialize into formal applications. Also, the time available to work on traditional "in-house" projects, such as new ordinances, special studies, and other City projects, will be significantly reduced.

### ***Building and Code Enforcement***

#### **Mission:**

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

#### **Customers:**

The Building and Code Enforcement division serves the citizens, the business and development communities of Millbrae; the contractors, architects, and other representatives of applicants for new construction and property renovation permits; and provides staff support for the Tourism Committee, Community Preservation Commission; and other City departments.

#### **Services:**

**Plan Check and Permit Issuance** – Provide plan review services including, but not limited to, review of structural, mechanical, electrical, and 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, and attend meetings and seminars to maintain current knowledge of codes and ordinances. Issue all permits, respond to customer requests for information, perform over-the-counter plan reviews, and schedule construction inspections.

**Inspection** – Provide inspection services to permit holders on one-day notice, answer questions both at the 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, and resolve complaints.

**Code Enforcement** – Carries out a continuously responsive community preservation effort to ensure high community standards that includes efforts to continue to improve the visual quality, code compliance, and cleanliness of the commercial areas and the Downtown. Works closely with the Police Department and the community to expeditiously identify and remove graffiti and other visual blight and responds to Code Enforcement Hotline calls within 24 hours in order to quickly resolve citizen issues. Pro-actively enforces the Sign Ordinance and property maintenance regulations. Ensures that code enforcement personnel have current training with respect to the law and the profession. Develops and implements new outreach and enforcement programs as necessary; provides staffing to assist the Community Preservation Commission in achieving their goals.

#### **Budget Discussion:**

Building is continuing to lead in expanding the CRW permit tracking program to other departments and developing and implementing a citywide document-imaging program. The Unit plays a major role in the City's Emergency Management and Safety Committee functions. The Unit will continue to manage the plan check and inspection of the major commercial and mixed-use projects in the Millbrae Station Area Specific Plan area, along the El Camino Real corridor, and other commercial areas.

Building is fully staffed (there is a Building Official and a Plan Checker/Building Inspector). The Unit will maintain limited counter hours as prudent and continue to seek ways to expedite the permit issuance process. An Indoor Water Conservation Ordinance has been adopted during the prior budget year. During this budget year, a Green Building Ordinance and a comprehensive revision of the California Building Code will be adopted.

The Building Division's daily counter hours are 8:30 to noon for walk-ins; prescheduled inspection appointments are available every afternoon. These hours have been in place for the last few years and have worked well,

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## **COMMUNITY SERVICES**

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partly because Building staff have usually been able to accommodate customers who arrive after these hours or without appointments. Going forward, these counter hours will need to be adhered to more strictly so that the limited staff time available is preserved for work on pending projects for which plan check and inspection fees have been paid. The Community Services Department Administrative Assistant will continue to be available to assist customers on basic questions and informational needs.

The sharing of the city's sole Code Enforcement staff position with the City of Burlingame continues. Because of the reduction in staff time, this position focuses on Millbrae's residential areas and resolves illegal structures, home-based business complaints, trash issues, parking issues, and poor building and landscape maintenance. The Code Enforcement function has been augmented by a part-time independent contractor who focuses on Millbrae's commercial areas and deals with illegal signage, graffiti, trash issues, and property maintenance. This arrangement has worked well, and an effort to refine and document commercial code enforcement procedures during this budget year will further enhance this function.

## ***Redevelopment***

### **Mission:**

The Mission of Redevelopment 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:**

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

### **Services:**

Redevelopment assists 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; and improvement of project area infrastructure.

**Housing** - Redevelopment provides secondary financing to qualified low and moderate-income homebuyers to enhance homeownership opportunities; provide services for home sharing through a grant to the Human Investment Project Housing, Inc.

**Station Area** - Improves the physical condition of the project area through new landscaping, streets, drainage, traffic improvements, and other public improvements and the physical condition of the Station Area by assisting in the completion of the infrastructure improvement plan. As needed, appropriate assistance is provided to developers in the Station Area to ensure timely development of Station Area lands.

### **Budget Discussion:**

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.

## **Recreation**

### **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.

### **Customers:**

This serves the citizens of Millbrae.

### **Services:**

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.

**Recreation Programs** - There are 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** - Programs and services include senior contract classes, senior trips and tours, senior transportation, senior special events and senior social services.

### **Budget Discussion:**

The Recreation Program Area is divided into ten program areas: preschool, elementary sports, Taylor sports, summer vacation camps, specialty camps, teens, special interest classes, and adult sports. Each of these areas includes fee-based programs.

The primary budget change is reducing general fund support for programs by ensuring that fees for all programs and services offered cover costs. As a result, fees will be increased across the board. Other changes include a shift from paid recreation leaders to volunteer coaches for the Youth Sports Program. The Recreation Program will no longer be able to provide the magnitude of logistical support for community special events focusing on core services. There will also be a reduction in the time staff can spend on day-to-day supervision of specific program areas and special events such as the Halloween Parade.

The Recreation Program will strive to deliver quality, affordable programs and services to the City's senior residents. The program will offer drop in programs, trips, special events and limited information and referral services. However, costs for lunches, special events, trips and programs will increase because of budget reductions and the need for cost recovery. The community will see a more streamlined, delivery of service with less "hands on" attention as in the past because of reorganization and redeployment of staff responsibilities.

## ***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:**

**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.

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

**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.

**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.

### **Budget Discussion:**

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.

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**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, Treasury, Information Technology and Risk Management.

**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.

**Information Technology:** Responsible for maintaining computer hardware, software, security, and technologies.

**Risk Management:** Manage and ensure there is adequate insurance coverage and provide risk reduction training and services for all municipal activities.

**Budget Goals:**

1. Research, identify and implement potential improvements in the Financial and Payroll software system
2. Continue to provide training to all Departments on TM1 Reporting and software abilities
3. Research, identify and implement a new Business License Software System
4. Investigate the viability of providing more services on-line such as payment / remittance of utility services

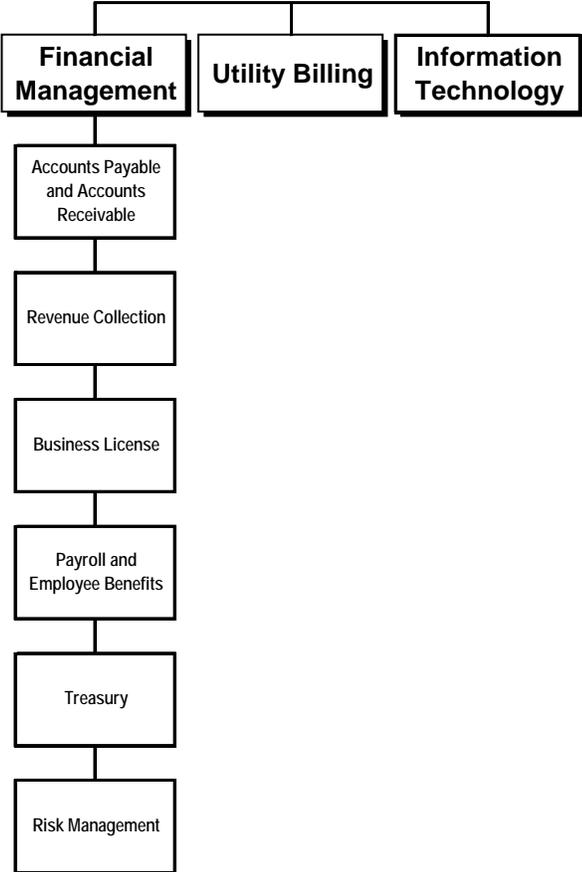
**Department Total Appropriations:**

<b>Expenditure Description</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Actual</b>	<b>2009-2010 Budget</b>	<b>2010-2011 Proposed</b>
Salaries and Employee Benefits	984,395	966,300	950,813	1,053,559
Services	264,396	170,939	320,831	284,634
Supplies	24,276	18,592	25,090	26,574
Other Operating Expenditures	2,309,235	2,328,124	2,363,209	2,460,582
ERAF / Prop Tax Pass Thru	1,666,662	1,954,684	2,025,000	2,025,000
Capital Expenditures	41,845	15,873	0	0
Operating Transfers Out	115,428	118,884	112,946	426,393
<b>Total Appropriations</b>	<b>5,406,238</b>	<b>5,573,395</b>	<b>5,797,890</b>	<b>6,276,742</b>

**Funding Sources:**

Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
1101	GENERAL FUND	1,649,626	1,603,066	1,677,404	1,722,538
1103	DEVELOPER: PERMITS	0	0	0	834
1120	JOINT FIRE TRAINING PROGRAM	0	0	0	11,181
1205	MEASURE A	0	0	0	2,027
1211	HIGHWAY USERS TAX: 2105/2106/2107/2	0	0	0	4,244
1215	RECREATION	0	0	0	31,571
1218	NOISE INSULATION: V	0	0	0	6
1227	INTEGRATED WASTE MANAGEMENT	4,225	6,028	6,034	15,240
1231	STATE: SUPPLEMENTAL LAW ENFORCE	0	0	0	3,762
1244	STATE: TRAFFIC CONGESTION RELIEF	0	0	0	1,130
1250	SAN MATEO COUNTY: STREET SWEEP /	0	0	0	20
1530	FIELD LICENSE AGREEMENT	0	0	0	1,861
1540	DOCUMENT IMAGING FEES	0	0	0	19
1542	PEG PROGRAMMING CAPITAL	0	0	0	4
1545	PARKS SPECIAL REVENUE	0	0	0	7
1354	1999 COP: POLICE REMODEL (CERTIFIC	323,128	322,157	320,273	318,592
1355	2001 GOB: LIBRARY (GENERAL OBLIGAT	598,644	603,975	612,656	621,318
1104	DEVELOPER: FEES	0	0	0	248
1191	BRADDOCK / LOGAN DEVELOPMENT	0	0	0	1,446
1661	SANITATION	202,648	157,983	196,645	328,866
1662	WATER	204,477	165,161	201,671	277,725
1663	SANITATION: CAPITAL FACILITY	0	0	0	26
1664	STORM DRAIN	0	0	0	10,388
1665	SANITATION: CO-GENERATION PROJEC	0	0	0	695
1666	SANITATION: DEBT SERVICE	0	0	0	502
1770	INSURANCE: WORKERS' COMPENSATIO	0	0	0	6,379
1771	INSURANCE: GENERAL LIABILITY	0	0	0	4,938
1772	INSURANCE: UNEMPLOYMENT	0	0	0	34
1773	GARAGE REVOLVING	13,045	10,058	10,117	21,778
1774	POLICE VEHICLE MAINTENANCE	0	0	0	62
2236	RDA: LMIHF 20% TAX INCREMENT	115,577	426,482	437,946	444,369
2326	RDA: 80% TAX INCREMENT	2,227,250	2,214,781	2,264,731	2,347,830
2416	RDA: OPERATIONS	67,619	63,704	70,413	97,101
<b>TOTAL ALL FUNDS</b>		<b>5,406,238</b>	<b>5,573,395</b>	<b>5,797,890</b>	<b>6,276,742</b>

**Organization Chart:**



**Approved Positions:****FINANCE**

<b>Job Title / Classification</b>	<b>Approved Budget 2007-2008</b>	<b>Approved Budget 2008-2009</b>	<b>Approved Budget 2009-2010</b>	<b>Proposed Budget 2010-2011</b>
Finance Director	1.00	1.00	1.00	1.00
Accounting Clerk III	3.00	1.00	1.00	
Accounting Technician		2.00	2.00	3.00
Financial System Analyst II	1.00	1.00	1.00	1.00
Information Systems Supervisor				1.00
Senior Accountant	1.00	1.00	1.00	1.00
Senior Accounting Technician	1.00	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00	
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

<b>Part Time Temporary Positions / Full Time Equivalent</b>				
Project Manager / Senior Accountant (1/2 Time Position)				0.50
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>

## ***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.

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

## ***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:**

Provide monthly investment reports to the City Council.

### **Services:**

Monitor interest rates and evaluate 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.

## ***Information Technology***

### **Mission:**

Ensure continuous improvement of municipal services through the provision of and improvement to the City wide computer hardware and software programs, provide training and guidance to employees to fully utilize network systems, and increase efficiency and reduce paper in municipal service processes.

### **Customers:**

Assist departments operating in the City Network system and ensure technological information improvements are implemented for public usage.

### **Services:**

Services include completion and maintenance of the citywide automation effort which encompasses the computer network and related modules operating through the Local Area Network. Install upgrades, provide maintenance, support and training relating to data processing equipment and software programs.

Program services include:

- > Ensure the City's Network server is operating
- > Provide system administration for hardware and software systems
- > Upgrade Personnel Computer hardware, software and develop standards.
- > Oversight of the City's email and internet policies

## ***Risk Management***

### **Mission:**

Help prevent negative financial impacts to the City's economic and financial well being and the 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, and property, vehicle, and general liability awareness and issues.

### **Customers:**

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

### **Services:**

Services provided in this program include the management of the self-insured Workers' Compensation program, and the management and purchase of General Liability, and Property Insurance. This includes obtaining actuarial and professional information to develop and recommend strategies to provide adequate and prudent reserve levels for the self-insured programs.

The Workers' Compensation program has a self-insured retention (SIR) level of \$300,000 and serves to enhance workplace safety through training, monitoring accident trends, and implementing proactive measures to reduce accidents. Excess Workers' Compensation Insurance is purchased through CSAC EIA (California State Association of Counties- Excess Insurance Authority). The City coordinates receipts of worker compensation claims through Innovative Claim Solutions (ICS) the plan administrator for the Workers' Compensation self-insured program.

The General Liability and Property program have self-insured retention (SIR) levels of \$100,000 for liability, and \$5,000 for property and vehicles. The City is a member of the Association of Bay Area Governments (ABAG) and purchases General Liability and Property Insurance through the ABAG Pooled Liability Assurance Network (PLAN). ABAG Plan is the administrator for claims to the General Liability and Property program.

**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.

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.

**Divisions:**

The Fire Department is organized into two units: Operations and Fire Prevention.

**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.

**Budget Goals:**

1. Continue existing shared services contracts and seek other opportunities with neighboring fire agencies,
2. Continue consolidation study efforts with neighboring jurisdictions,
3. Seek grant and developer funding to supplement equipment and technology needs,
4. Continue to develop strong working relationship with current EMS provider, and
5. Continue community outreach efforts in organizing neighborhoods for disaster preparedness

**Department Total Appropriations:**

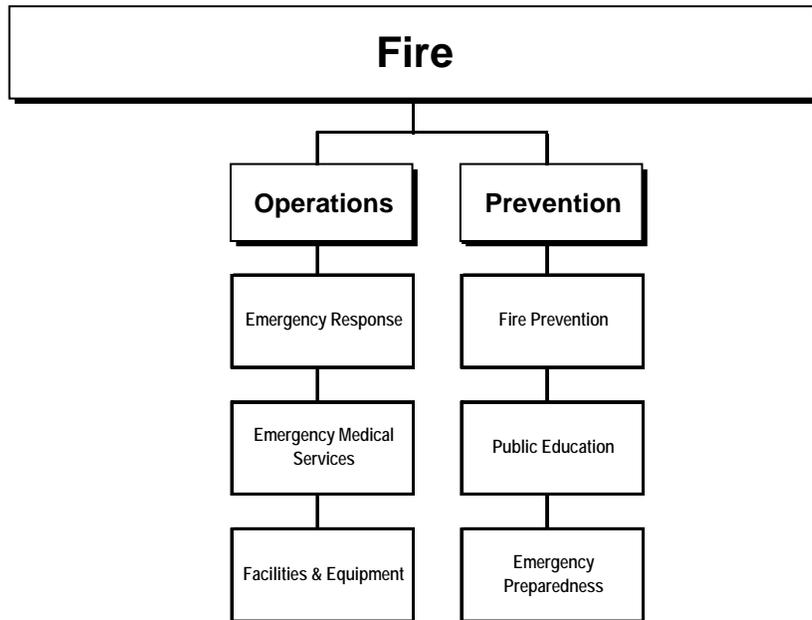
Expenditure Description	2007-2008 Actual	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed
Salaries and Employee Benefits	4,408,715	4,800,249	4,208,734	4,984,254
Services	278,914	308,606	337,167	281,344
Supplies	48,654	46,664	53,135	51,094
Other Operating Expenditures	216,193	60,451	145,786	156,100
Capital Expenditures	2,050	14,084	15,000	166,200
Operating Transfers Out	185,000	186,347	134,308	296,647
<b>Total Appropriations</b>	<b>5,139,525</b>	<b>5,416,402</b>	<b>4,894,130</b>	<b>5,935,637</b>

**Funding Sources:**

Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
1101	GENERAL FUND	4,615,395	5,090,544	4,448,880	5,522,990
1103	DEVELOPER: PERMITS	279,640	94,640	94,640	94,640
1120	JOINT FIRE TRAINING PROGRAM	233,093	215,090	245,000	217,826
1191	BRADDOCK / LOGAN DEVELOPMENT	0	0	5,627	0
1773	GARAGE REVOLVING	6,408	10,783	94,640	94,640
2416	RDA: OPERATIONS	4,989	5,345	5,344	5,542
<b>TOTAL ALL FUNDS</b>		<b>5,139,525</b>	<b>5,416,402</b>	<b>4,894,130</b>	<b>5,935,637</b>

**Organization Chart:**

**City of Millbrae  
Organization Chart**



**Approved Positions:**

**FIRE**

Job Title / Classification	Approved Budget 2007-2008	Approved Budget 2008-2009	Approved Budget 2009-2010	Proposed Budget 2010-2011
Fire Chief	1.00	1.00	1.00	1.00
Administrative Assistant (1/2 Time Position)	0.50	0.50	0.50	0.50
Division Chief	2.00	2.00	2.00	2.00
Division Chief - Fire Marshall	1.00	1.00	1.00	1.00
Division Chief - Fire Training	1.00	1.00	1.00	1.00
Fire Captain	6.00	6.00	6.00	6.00
Firefighter	15.00	15.00	15.00	15.00
<b>Total</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>	<b>26.50</b>

## **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 however with budget constraints (40) hours is more realistic.

*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.

## ***Operations***

### **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 1,647 medical responses in 2008 and a total of 1,582 in 2009. 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 Discussion:**

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 11% in their total call volume. Since 1989, this increase is 14% in total emergency responses.

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 was 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 Discussion:**

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:**

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

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, 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.

## ***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:**

To properly inform and educate 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.

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.

## ***Prevention***

### **Emergency Preparedness**

#### **Mission:**

To increase the public health, safety and sustainability of our community, regarding disasters which may occur within or surrounding our 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 "09/10".

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 Chetcuti 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 these emergency preparedness programs.

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

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**Mission:**

The Millbrae Police Department provides law enforcement services to promote safety, protect life and property, and ensure a high quality-of-life to the community. The Millbrae Police Department incorporates professional, community-oriented, and responsive service and programs to address community needs.

**Divisions:**

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

**Operations:** The Operations Division is responsible for providing front line law enforcement services to the community including directed patrol, criminal investigations and traffic and parking enforcement. This division operates based on a community policing philosophy and provides the highest quality of services possible within its resources.

**Support Services:** The Support Services Division is responsible for communications and record keeping, technology, training, youth services (School Resource Officer) and the volunteer program.

**Budget Discussions:**

1. Continue to explore shared services with our neighboring cities to enhance the department's ability to provide public safety services to the community
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 and community services

**Department Total Appropriations:**

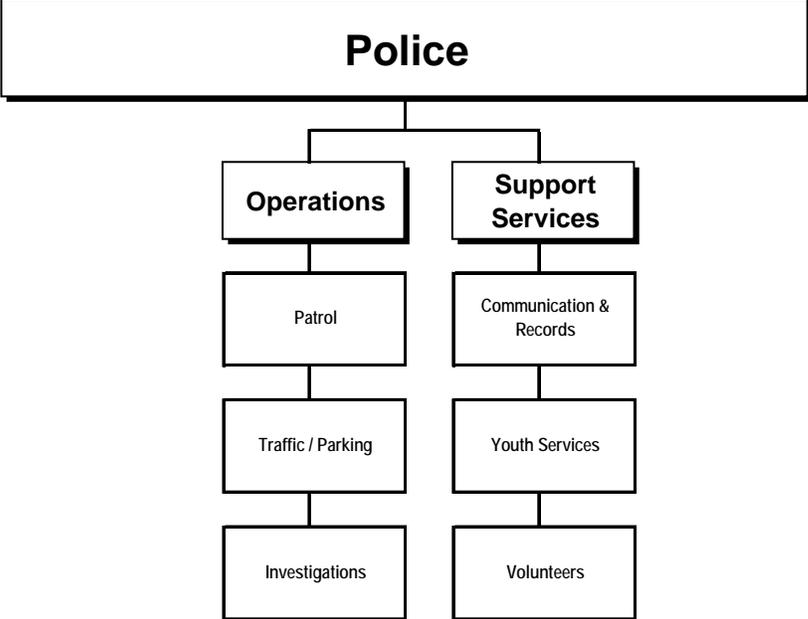
Expenditure Description	2007-2008 Actual	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed
Salaries and Employee Benefits	3,974,516	4,321,397	4,191,509	4,814,317
Services	1,024,794	965,253	957,758	1,319,081
Supplies	137,918	96,410	95,466	280,430
Other Operating Expenditures	114,223	68,763	116,478	96,402
Capital Expenditures			0	0
Operating Transfers Out	51,369	150,063	110,000	0
<b>Total Appropriations</b>	<b>5,302,820</b>	<b>5,601,885</b>	<b>5,471,211</b>	<b>6,510,230</b>

**Funding Sources:**

Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
1101	GENERAL FUND	4,984,515	5,420,787	5,261,211	6,116,158
1231	STATE: SUPPLEMENTAL LAW ENFORCE	126,998	144,054	100,000	96,238
1249	FEDERAL: PUBLIC SAFETY EQUIPMENT C	0	0	0	200,000
1771	INSURANCE: GENERAL LIABILITY	54,917	0	0	0
1774	POLICE VEHICLE MAINTENANCE	136,391	37,044	110,000	97,834
<b>TOTAL ALL FUNDS</b>		<b>5,302,820</b>	<b>5,601,885</b>	<b>5,471,211</b>	<b>6,510,230</b>

**Organization Chart:**

**City of Millbrae  
Organization Chart**



**Approved Positions****POLICE**

<b>Job Title / Classification</b>	<b>Approved Budget 2007-2008</b>	<b>Approved Budget 2008-2009</b>	<b>Approved Budget 2009-2010</b>	<b>Proposed Budget 2010-2011</b>
Police Chief (1/2 Time Position)	0.50	0.50	0.50	0.50
Administrative Assistant	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00
Police Commander	1.00	1.00	1.00	1.00
Police Officer	14.00	14.00	14.00	14.00
Police Sergeant	5.00	5.00	5.00	5.00
Police Sergeant (MG)	1.00	1.00	1.00	1.00
Records Manager	1.00	1.00	1.00	1.00
Records Officer	1.00	1.00	1.00	1.00
Records Officer (1/2 Time Position)	0.50	0.50	1.00	1.00
Special Services Coordinator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.50</b>	<b>27.50</b>

<b>Part Time Temporary Positions / Full Time Equivalent</b>				
Police Chief Interim (1/2 Time Position)				0.25
Police Commander (1/2 Time Position)				0.50
Detective (1/2 Time Position)			1.10	1.00
Community Service Officer (1/2 Time Position)				0.50
Parking Enforcement (1/2 Time Position)			3.53	2.75
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>4.63</b>	<b>5.00</b>

## **Operations**

### **Mission:**

The Operations Division 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.

### **Functions:**

#### **I. Major Division Programs**

- Quality Assurance Continually evaluate delivery of service to the community to maintain high standards
- Policy Development Establish policies and procedures that maintain professional and ethical police practices that are fair, impartial and respect the rights of all individuals
- Community Needs Know who our 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
- Employee Relations Maintain open lines of communication that promote teamwork and foster an environment where employees can maximize their talents and abilities
- 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**

- Be responsive to the needs of the community
- 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:**

The staff includes the Chief, Commander, Sergeant, and Administrative Assistant.

## **Patrol**

### **Mission:**

Members of the patrol division protect and serve the community through the delivery of professional police service. This includes providing an immediate response to emergencies, preventative patrols, and collaborating with the community to improve the quality of life for residents and visitors.

### **Functions:**

The patrol division provides a response to requests for police services 24 hours a day, seven days a week. Requests for service range from investigating criminal activity and arresting law violators to handling neighborhood disputes and civil-related issues. Officers utilize a problem solving approach and seek long-term solutions when attempting to resolve community concerns that result in requests for police assistance.

### **Services:**

The following positions are allotted for this division:

One (1) Commander

Four (4) Sergeants

Fourteen (14) Officers

### **Budget Discussions:**

In recent years, the department has experienced a reduction in the number of officers assigned to the patrol function. The department will seek to collaborate with neighboring agencies to reduce redundancy and enhance the department's ability to provide service to the community.

## ***Operations***

### **Traffic and Parking**

#### **Mission:**

To promote traffic safety for pedestrians, cyclists and motorists by reducing traffic accidents and increasing compliance with traffic regulations. The Traffic Division also provides enforcement of parking regulations in the City.

#### **Functions:**

Enforcement of traffic laws, processing of violations and detection of criminal activity. Investigation of traffic collisions and analysis of traffic collision factors, locations, and provide recommendations for improved traffic engineering or increased enforcement.

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.

#### **Speed Tool Deployment**

Radar trailer deployment that notifies motorists of excessive speed and attempts to gain voluntary compliance of speed laws by drivers.

#### **Autocite Technology**

Autocite Technology, currently in use by 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 Traffic and Parking Enforcement Program, under the management of the Operations Commander, includes the following personnel:

Two (2) Traffic Officers when not assigned to the patrol function

Four (4) part-time Community Service Officers

## ***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 recovery of stolen property.

### **Functions:**

Investigate major criminal activity, criminal apprehension, and recover stolen property. Provide support and assistance to the patrol function for the collection and storage 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, under the direction of the Administrative Commander, is comprised of the following:

- One (1) Full-time Crime Analyst
- Two (2) Part-time Detectives
- One (1) Part-time Evidence Officer

***Support Services***  
**Communications and Records**

**Mission:**

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

**Functions:**

Process and file police records, assist citizens by telephone or in person at the office counter, maintain current automation files, file documents with the court, and maintain the alarm monitoring program.

**Services:**

Under the direction of the Commander, Communications and Records are comprised of:

One (1) Records Manager

One (1) Full-time Records Clerk

Two (2) Part time Records Clerks

**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.

**Functions:**

The School Resource Officer 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 the Services Commander:

One (1) School Resource Officer (SRO) when not assigned to the patrol function

***Support Services***  
**Millbrae Volunteers in Policing**

**Mission:**

The Millbrae Volunteers in Policing will promote public safety through volunteer service that enhances the quality of life for the community. The Millbrae Volunteers in Policing provide a vital link between the Police Department and the Millbrae community by supporting the delivery of service-oriented functions of the Police Department.

**Functions:**

The Millbrae Volunteers in Policing assist the Operations and Support Service Divisions of the Police Department with the delivery of service. These functions include the processing of records, patrols that include vacation checks, reporting of graffiti, abandoned vehicles, and other conditions that require attention. The volunteers also assist with various community events and City functions.

**Services:**

Under the direction of the Services Commander:

- (1) Full-time Services Coordinator
- (32) Community Volunteers

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**Mission:**

Protect public health, safety and environment. Plan, design, construct, operate and maintain the City's infrastructure. Protect the environment maintaining strict compliance with National Pollutant Discharge Elimination System (NPDES) permits for waste water and storm water. Provide utility services, street sweeping, pavement management and street lighting 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 manage the City's Traffic Congestion Management, Transportation Demand Management, Congestion Relief, and Transportation Systems Management Programs. 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 and facilities. Manage City's Ten Year Capital Improvement Programs infrastructure plans.

**Divisions:**

**Engineering:** Provides overall department policy, direction and services including 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 Relief Program, Transportation Demand and Transportation Systems Management, Capital Improvement and Sustainability Programs.

**Utilities and Operations:** Provides infrastructure maintenance, repair and operation of the City's streets, street hardscape, streetlights, and street sweeping, water distribution and storage, sanitary sewer collection, storm drains, and public buildings and facilities.

**Water Pollution Control Plant:** Operates and maintains the City's wastewater treatment plant, manages pretreatment and monitoring programs, and manages the illicit discharge program.

**Budget Goals:**

1. Complete the Water Pollution Control Plant renovation project on time and on budget with zero claims.
2. Settle the Baykeepers lawsuit minimizing the potential impact to resources and priorities.
3. Construct signalized intersection at Victoria/El Camino Real.
4. Enhance GIS database with GPS locaters for water valves, hydrants, sewer and storm drain manholes and lamp pole locations citywide.
5. Complete water system improvements including the long term preservation of storage tanks, a master water plan and a new protective enclosure for the Larkspur Pump Station.

# PUBLIC WORKS

## Department Total Appropriations:

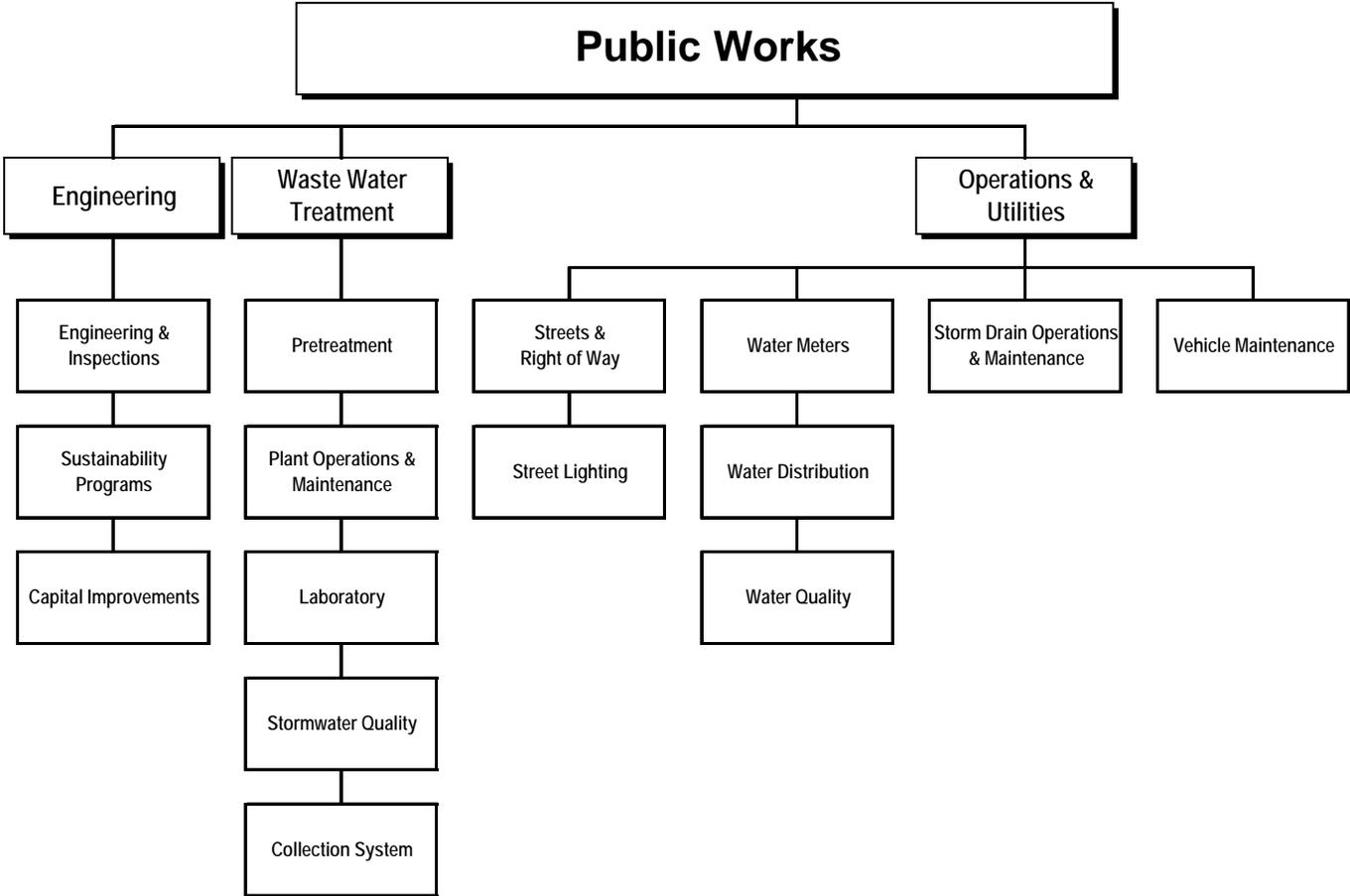
Expenditure Description	2007-2008 Actual	2008-2009 Actual	2009-2010 Budget	2010-2011 Proposed
Salaries and Employee Benefits	5,067,535	5,209,742	5,473,795	5,377,405
Services	2,223,227	2,687,982	4,215,464	3,916,357
Supplies	2,290,510	2,425,683	3,184,797	2,647,871
Other Operating Expenditures	2,439,215	1,099,201	6,445,856	4,164,289
Capital Expenditures	(103,623)	1,465,102	35,457,743	16,447,428
Operating Transfers Out	543,926	3,000,531	509,253	2,312,963
<b>Total Appropriations</b>	<b>12,460,790</b>	<b>15,888,241</b>	<b>55,286,908</b>	<b>34,866,313</b>

## Funding Sources:

Fund Type	Fund Number and Description	2007-2008 Actual Expenditures	2008-2009 Actual Expenditures	2009-2010 Budgeted Expenditures	2010-2011 Proposed Budget
1101	GENERAL FUND	1,338,524	1,613,441	1,480,362	884,896
1103	DEVELOPER: PERMITS	0	1,497	27,095	0
1205	MEASURE A	69,072	1,276,160	643,193	259,974
1211	HIGHWAY USERS TAX: 2105/2106/2107/2	407,476	379,879	486,947	407,561
1215	RECREATION	13,086	13,495	12,860	8,860
1227	INTEGRATED WASTE MANAGEMENT	261,892	300,749	327,299	260,088
1228	SAM TRANS: EL CAMINO REAL (ECR) / V	16,519	4,504	4,428	0
1244	STATE: TRAFFIC CONGESTION RELIEF	0	1,044,703	908,966	99,935
1250	SAN MATEO COUNTY: STREET SWEEP /	38,800	20,293	39,300	86,000
1270	SAFE ROUTES TO SCHOOL	0	51	75,520	0
1540	DOCUMENT IMAGING FEES	0	0	2,131	0
1104	DEVELOPER: FEES	0	250,000	0	0
1191	BRADDOCK / LOGAN DEVELOPMENT	10,423	74,759	8,220	0
1661	SANITATION	4,386,244	5,132,022	11,357,082	8,237,618
1662	WATER	3,854,787	3,946,333	7,315,395	7,343,342
1663	SANITATION: CAPITAL FACILITY	0	748	30,525,875	13,549,136
1664	STORM DRAIN	454,635	375,512	448,150	437,945
1665	SANITATION: CO-GENERATION PROJEC	470,696	230,161	0	0
1666	SANITATION: DEBT SERVICE	505,953	506,377	505,953	2,257,098
1773	GARAGE REVOLVING	616,853	447,663	1,019,174	921,645
1774	POLICE VEHICLE MAINTENANCE	(31,919)	0	0	0
2416	RDA: OPERATIONS	46,643	69,893	98,957	112,214
2420	RDA: DEVELOPMENT OPPORTUNITY	1,105	200,000	0	0
<b>TOTAL ALL FUNDS</b>		<b>12,460,790</b>	<b>15,888,241</b>	<b>55,286,908</b>	<b>34,866,313</b>

**Organization Chart:**

**City of Millbrae  
Organization Chart**



# PUBLIC WORKS

## Approved Positions: PUBLIC WORKS

Job Title / Classification	Approved Budget 2007-2008	Approved Budget 2008-2009	Approved Budget 2009-2010	Proposed Budget 2010-2011
Director of Public Works	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Associate Engineer	1.00	1.00	1.00	1.00
Chief Treatment Oper II	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00
Environmental Programs Coordinator (.80 Position)				0.80
Environmental Programs Manager (.80 Position)				0.80
Equipment Mechanic I	1.00	1.00		
Equipment Mechanic III	1.00	1.00	1.00	1.00
Indust Waste Insp II	1.00	1.00	1.00	
Lab and Source Control Supervisor	1.00	1.00	1.00	1.00
Laboratory Analyst/Chemist	1.00	1.00	1.00	1.00
Maintenance Worker	12.00	12.00	11.00	9.00
Office Assistant I			1.00	1.00
Office Assistant II	1.00	1.00		
Plant Maintenance Worker I	1.00	1.00		
Plant Maintenance Worker II			1.00	1.00
Public Works Foreman	1.00	1.00	1.00	1.00
Public Works Lead Worker II	2.00	2.00	2.00	2.00
Public Works Superintendent	1.00	1.00	1.00	1.00
Public Works Supervisor I	2.00	2.00	2.00	2.00
Public Works Supervisor II	1.00	1.00	1.00	1.00
Pump Mechanic I			1.00	1.00
Recycling Assistant (.80 Position)	0.80	0.80	0.80	
Senior Industrial Waste Inspector	1.00	1.00	1.00	1.00
Senior Maintenance Worker P/W and Parks	3.00	3.00	4.00	5.00
Senior Office Assistant	3.00	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	1.00
Sr Treatment Plant Oper	1.00	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	1.00
WPCP Superintendent	1.00	1.00	1.00	1.00
WWTP Plant Oper I	1.00	1.00	1.00	1.00
WWTP Plant Oper II	3.00	3.00	3.00	3.00
<b>Total</b>	<b>49.60</b>	<b>49.60</b>	<b>49.60</b>	<b>46.60</b>

Part Time Temporary Positions / Full Time Equivalent				
Maintenance Worker			2.00	
<b>Total</b>			<b>2.00</b>	<b>0.00</b>

## ***Engineering Division***

### **Mission:**

1. Protect public health, safety and environment by providing effective management oversight of all services provided by the department; and furnish high quality engineering services for the support of the City's infrastructure and public facilities. Provide fiscal control of City Transportation Funds (Measure A, Gas Tax, and Proposition 42, and Capital grants), Vehicle Garage, Water, Sewer and Storm Drain Funds.
2. Maintain the City infrastructure by providing quality project planning, engineering design and construction administration, traffic engineering, and management of capital improvement projects for all public infrastructure. 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.
3. Promote water conservation awareness in the community; implement the adopted Urban Water Management Plan (UWMP) and Memorandum of Understanding regarding Urban Water Conservation Best Management Practices (BMP); and improve water conservation throughout the City.
4. Operate, maintain, and improve the City storm drain infrastructure and maintain compliance with the Regional Storm Water National Pollutant Discharge Elimination System (NPDES) Permit. Prevent flooding and property damage from storm water. 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 could potentially enter the San Francisco Bay.
5. Manage the City's Solid Waste Management Program responsive to the AB 939 mandate progressively minimizing waste disposed at landfills and implement the programs outlined in the City's Source Reduction and Recycling Element and Household Hazardous Waste Element to meet AB 939 requirements.
6. Manage and coordinate with other departments the City's Sustainable Programs.

### **Services:**

Provide overall department management. Manage department assigned budgets and rate setting processes for water, sewer, and garbage services, set policy and approve procedures and oversee required reporting, and manage historical record keeping, emergency operations, permit administration and contract management.

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.

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.

- Manage 10-year capital improvement programs for all public infrastructure.
- Provide general Engineering services.
- Provide Traffic-Engineering services.

- Review and approve of private development and redevelopment projects.
- Implement and maintain water conservation and the Urban Water Management Plan (UWMP) including Best Management Practices (BMPs) for water conservation.
- Provide public outreach on water resource education and conservation programs.
- Implement outreach programs on solid waste source reduction and recycling, wastewater pollution prevention and pretreatment programs.
- Implement NPDES Stormwater Permit requirements and annual report, budgetary reports, and stormwater enterprise fund financial planning including tracking, measuring, and distributing information about the progress of inspection, enforcement, and public outreach activities.
- Report on stormwater Best Management Practices (BMPs), NPDES report submittals, review new development for compliance with the San Mateo County Water Pollution Prevention Program (SMCWPPP) performance measures, assess the effectiveness of implemented pre and post construction controls, and develop and implement performance standards.
- Develop and submit annual report to the State as required by AB 939 (landfill diversion) and annual program plans for the Sustainable Millbrae Program.
- Monitor and annually report to the State the status of prevention and recycling programs for residents, businesses, schools and City Departments.
- Perform outreach to residents and businesses on proper use and disposal of household hazardous waste.
- Conduct outreach on source reduction and recycling promotion activities.
- Monitor the services provided by the City's franchised hauler.
- Manage City's sustainable programs, e.g., Climate Action Plan, and Greenhouse Gases.

## ***Waste Water Treatment***

### **Mission:**

1. 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. Process 1.5 million gallons per day of waste water in strict compliance with the National Pollutant Discharge Elimination System (NPDES) permit and within the Sanitation Enterprise Fund budget. Interact with various regulatory agencies, e.g., Region 2 Water Board, the State Water Board, 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.
2. 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.
3. Sample, analyze, and compile data for NPDES permit reporting requirements, process control, lab accreditation, and quality assurance/quality control (QA/QC) needs. Compile all State Water Board and Environmental Protection Agency (EPA) required data, and all reportable data for various consultant activities and inclusion in the many diverse reports required in the NPDES permit.
4. Efficiently operate the WPCP and all related appurtenances to effectively meet all NPDES permit requirements around the clock.
5. Monitor and inspect all commercial and industrial users to ensure compliance with all applicable pretreatment requirements; educate the public about pretreatment and pollution prevention; and prevent and investigate illicit discharges and connections to the City's sewer system.

### **Services:**

- Meet all regulatory reporting requirements. Continuously evaluate treatment processes to assure an overall operation that is compliant and cost efficient. Conduct long-term financial planning to enable long term rate stability.
- Prepare, execute, implement and track the Sanitation Enterprise Fund operating budget and the 10-Year Capital Improvement Program.
- Manage, plan, direct, organize, and coordinate operations and daily maintenance activities of the WPCP and related programs.
- Maintain a well-kept and clean facility that meets City and industry standards.
- Maintain adequate stock of critical repair parts and equipment.
- Conduct daily equipment and unit process inspections and adjustments that optimize process control as indicated by laboratory data, equipment performance and operational procedures.
- Maintain compliance with all regulatory permits and requirements.
- Assure equipment is operable to meet NPDES Permit requirements 24 hours per day, 365 days per year including alarm conditions and periods of storm, other emergency conditions or non-routine work.
- Monitor NPDES Permit compliance using required laboratory analyses and document all results for reporting purposes. Maintain continuous Environmental Laboratory Accreditation Program (ELAP) certified laboratory facilities. Ensure laboratory staff maintain 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 (SMRs).

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## ***PUBLIC WORKS***

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- Monitor, sample, and test commercial and industrial business to insure compliance with Permit and City Local Limit requirements.
- File pretreatment semiannual and annual reports, pollution prevention annual report, and annual biosolids report.
- Maintain detailed, accurate and up-to-date maintenance records.
- Maintain a Computerized Maintenance System (CMS).
- Conduct public education activities including safe tours of facilities.
- Issue permits to commercial and industrial businesses for discharge into the City sewer system.
- Enforce City Sewer Municipal Code and conduct administrative actions for noncompliance of local issued permits.
- Coordinate work completed by contractors to assure continued compliance with NPDES Permit requirements.
- Prepare and administer contract documents for biosolids hauling and treatment chemicals.
- Maintain and operate an effective safety and training program that meets all regulatory requirements.
- Install modern state of the art replacement equipment.
- Provide pretreatment program functions as required by EPA, Regional Water Quality Control Board (RWQCB) mandates.

## ***Utilities and Operations Division***

### **Mission:**

1. Street, sidewalk, traffic light, traffic sign, and streetlight maintenance. Plan, direct and coordinate street operations and maintenance. Plan, direct and coordinate traffic safety in compliance with Federal and State regulations. Maintain public safety by maintaining traffic signs and pavement markings to meet American Society for Testing and Materials (ASTM) standards. Protect public safety by maintaining the public right of way including street surfaces, sidewalks, wheel chair ramps, and curb and gutter. Provide public health and safety through maintenance, replacement and repair of street lighting and traffic signals protecting the safety of our neighborhoods and intersections.

2. Water distribution and storage operations and maintenance. Plan, direct and coordinate water quality monitoring and reporting in compliance with Federal and State regulations, and distribution system operations and maintenance programs to assure the reliable delivery of 2.5 million gallons per day of potable high quality water to our customers. Administer employee training and certifications, collect and compile water quality monitoring data and report these to State and Federal health agencies, and provide field inspection support to Engineering. Collect and provide to finance customer's water meter usage data and ensure all 6,400 water meters are in good working order including meter boxes and lids, and turn meters on or off per customer account status. Assure reliability of distribution system by conducting preventative maintenance programs; construct new mains and water services for new City developments; assure safety of the public by maintenance of hydrants, tanks, pump stations and pressure regulators for fire protection.

3. Sanitary collection system operation and maintenance. Protect 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 responding to customer emergency service requests.

4. Stormwater drainage operations and maintenance. 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 City's storm drainage system and the San Francisco Bay.

5. Vehicle garage operations and maintenance. Perform preventive maintenance to maximize equipment service lives. Provide mechanic needed training and certifications. Maintain compliance with State and Bay Area Air Quality Board mandates, regulations, and laws that affect Vehicle Garage operations. Procure replacement vehicles and equipment such as generators. Manage projects related to the vehicle garage such as Compressed Natural Gas (CNG) Fueling and zero emission vehicles. Manage and provide preventative maintenance to the City's water and sanitary lift and pump stations.

6. Facilities maintenance. Manage, plan and coordinate facilities maintenance activities and facilities capital improvements. Track service requests to assure timely responses. Oversee and manage contracts related to the maintenance of City facilities such as the janitorial and heating and ventilation preventative maintenance contracts.

### **Services:**

- Direct, monitor and supervise streets field maintenance operations.
- Install and maintain all traffic and pedestrian signs and legend pavement markings.
- Minimize city liability by making emergency street and curb repairs.
- Install and maintain all streetlights and traffic signals.
- Maintain water system operation in compliance with all applicable Federal and State regulations.
- Conduct water quality testing and reporting in accordance with State Department of Health Services and Federal EPA regulations.
- Determine and prioritize projects that will improve system reliability, and flow rates for fire protection.
- Construct new water mains and adjacent lateral services and make repairs to support development.

- Respond immediately to minimize damage from water main emergency breaks.
- Maintain water storage tanks and pump station and their facilities and grounds.
- 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.
- Inspect, maintain, and clean sewer mains and publicly owned laterals as required to meet the new Capacity Management and Operations Maintenance (CMOM) and Sanitary Sewer Management Plan (SSMP) Regulations.
- Inspect, video, and repair sanitary main and lateral pipelines.
- Perform collection system GIS mapping.
- Maintain compliance with federally mandated storm water National Pollutant Discharge Elimination System (NPDES) regional permit requirements such as the preparation of reports, participation in countywide technical committees and the implementation of the City's storm drain programs.
- Provide street sweeping activities for City's 58 curb miles to remove debris and pollutants, stencil catch basins and storm water inlets to educate and deter the public from discharging pollutants into the storm drain system. Perform daily sweeping of the downtown and El Camino Real.
- Inspect and clean the City's 867 storm water catch basins and manholes. Provide storm drain pipeline and canal inspections and prioritize repair and maintenance activities.
- Perform storm system piping and canal inspection, mapping, storm cleanup and emergency repairs.
- Annually clean, repair, and prepare the City's stormwater drainage system for each winter's rains to minimize possible flooding.
- Perform corrective and preventive vehicle and equipment maintenance.
- Analyze and report on use of equipment/vehicles.
- Set annual vehicle rental rates by class of equipment.
- Purchase replacement vehicles and equipment using the lowest cost alternatives per the service life cycle and scheduled replacement program.
- Surplus retired vehicles/equipment maximizing resale values.
- Perform corrective and preventive facilities maintenance.

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## ***GLOSSARY OF BUDGET TERMS***

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**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.

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## **GLOSSARY OF BUDGET TERMS**

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**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).

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## ***GLOSSARY OF BUDGET TERMS***

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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.

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## ***GLOSSARY OF BUDGET TERMS***

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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.

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## DIRECTORY OF ACRONYMS

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### 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

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## **DIRECTORY OF ACRONYMS**

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### **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

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## ***DIRECTORY OF ACRONYMS***

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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: JANUARY 01, 2010

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, 2010

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, 2010

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, 2010

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, 2010

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